

To: Members of the Western Illinois University Board of Trustees
Bill Epperly, Vice Chair Bill Griffin
Jesse Andrews Mike Houston
Lyneir Cole

From: Joe Rives, Vice President, Quad Cities, Planning and Technology

Date: January 25, 2012

Re: January 2012 Strategic Plan Update

This month's *Strategic Plan Update* provides you with a complete first draft of Higher Values in Higher Education 2012-2022 prepared by the Review/Update Team. It also provides with you an identification of the next steps in the writing/editing process.

In reading the draft, please note that:

1. In the December 2011 *Strategic Plan Update*, campus feedback on the Vision, Mission, and Values was solicited. Four suggestions and two observations were provided. This feedback will be included in the next draft, as the Review/Update Team wanted to give you and members of the campus community additional opportunities to respond and to integrate all feedback received in the next draft.
2. Associate Provost Parsons and I will be meeting with all governance groups on both campuses to gain feedback on the draft.
3. Please e-mail feedback on the draft to me and/or members of the Review/Update Team. Membership is displayed at the end of the draft.
4. The Review/Update Team will meet again on February 17th to make revisions based on feedback received. A second draft will be provided after points two and three (above) are completed.

Thank you and if you have any recommendations for the continued successful implementation of *Higher Values in Higher Education*, please contact me.

cc: President Thomas CSEC Pres. Rupert Associate Provost Neumann
Provost Hawkinson COAP President Grimm Associate Provost Parsons
Vice President Bainter Faculty Council Chair Solymossy Assistant Vice President Williams
Vice President Biller Faculty Senate Chair Rock Planning, Budget, and IR Staff
Vice President DeWees SGA Chair Copi President's Office Support Staff

Higher Values in Higher Education 2012-2022

Our Vision

Western Illinois University will be the leader in educational quality, opportunity, and affordability among regional public universities.

Our Mission

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

Our Values

Academic Excellence

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

Educational Opportunity

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

Personal Growth

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

Social Responsibility

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

Goal 1: University Growth and Recruitment

Western Illinois University serves approximately 13,000 students in the heart of the Midwest through our traditional, residential four-year campus in Macomb, Illinois, and our non-residential, metropolitan Quad Cities campus located in Moline, Illinois. We are committed to growing and expanding our service base. In the *2011 Self-Study to the Higher Learning Commission-North Central Association of Colleges and Schools*, Western completed a special emphasis on growing our two campuses with the recognition that the two campuses attract and serve distinct populations of students from Illinois, nationally, and internationally. In accordance with institutional commitments to the Commission, we will:

- Action 1. Use the strategic enrollment planning committee to identify future and sustainable enrollment growth goals for the Macomb Campus. These goals should focus on institutional capacity in all areas of university operations, including maintaining historically low student-to-faculty ratios, small class sizes, classroom and laboratory/performance space availability, and residence hall capacity. They should also state the number and quality of students the University seeks to serve.

- 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. This growth plan should include careful consideration of recommendations made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools and external consultants.

Student Recruitment

To successfully recruit students, our marketing will focus on the quality of Western Illinois University and our traditions of excellence. From the onset, our environment must support our message. When an applicant or accepted student visits campus, there will be a positive impression supported by a welcoming environment serving the needs of prospective students and their families.

At the same time, there will be similar and unique needs to consider depending on whether the recruitment is for new freshmen or new transfers, undergraduate or graduate students, distance learning or students taking classes in person, and continuing students or students who are returning to higher education. Nevertheless, the common goal in all of these efforts is to address the statewide need for more degree-holders to meet the economic demands of a global society. And for Western Illinois University, we will successfully achieve this goal as we advance campus diversity, internationalization, quality, and financial support to students.

- Action 3. Increase awareness of Western Illinois University and our traditions of excellence.
 - a) Enhance the integrated marketing campaign to increase awareness regionally, nationally and internationally of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program-specific marketing.
 - b) Strengthen internal marketing to increase campus awareness of the achievements of students, faculty, staff and alumni.

- Action 4. Increase the number of undergraduate and graduate applications, acceptances, and enrollments.
 - a) Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase student inquires and applications to Western Illinois University.

- b) Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase the ratio of accepted to enrolled undergraduate and graduate students at Western Illinois University.
- c) Enhance the entrance to WIU by creating a Welcome Center in the 300 block of West University Drive in Macomb. This new Center will serve as a destination for University recruitment events with satellite offices for admissions, financial aid, and other services assisting prospective students.

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

- a) Support baccalaureate degree completion by documenting the effectiveness and growth plans for dual admission, dual enrollment, and other initiatives with community colleges.
- b) Engage in initiatives designed to increase undergraduate and graduate student enrollment.
- c) Increase student awareness of opportunities for completing a second bachelors, post-baccalaureate certificate, and/or graduate and professional studies at Western Illinois University.
- d) Continue development of new undergraduate, graduate, and integrated degree programs and certificates in areas of high demand/critical skills shortages that are consistent with the academic mission of the University.
- e) Identify unserved and underserved populations and explore the feasibility of developing new/modified academic programs to meet their needs.
- f) Improve access to postsecondary education by evaluating and implementing, where appropriate, growth recommendations for distance education made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools.
- g) Increase contact with students who have stopped out and encourage degree completion by documenting structures, processes and results on both campuses.
- h) Evaluate and, if appropriate, implement a continuous enrollment requirement for graduate students who have completed coursework for degree options but who need additional time to finish capstone educational experiences.

Action 6. Increase campus diversity.

- a) Use annual Underrepresented Groups Reports to document outcomes of institutional plans to increase the enrollment of students from traditionally underrepresented groups in higher education and in academic disciplines.
- b) Document strategies used by academic departments and administrative units to increase minority student enrollment.
- c) Make recommendations to the Equal Opportunity and Access officers and to the president regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.

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

- a) Complete a review of campus internationalization efforts in consultation with the American Association of State Colleges and Universities. This review should include issues addressing student recruitment, retention, and campus climate.
- b) Document strategies used by academic departments and administrative units to increase international student enrollment.
- c) Augment the number of international agreements and students participating in these agreements.

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

- a) Increase resources to support increased enrollment and support for Honors students on the Macomb Campus.
- b) Expand Honors opportunities for students at the Quad Cities Campus.

Action 9. Enhance the affordability of Western Illinois University.

- a) Document annual distributions of financial aid and scholarships, with the goal of helping students achieve their educational objectives by increasing financial support (need and merit-based assistance) to all students.
- b) Support new Presidential Scholarships for high-achieving and civically engaged students.
- c) Evaluate and implement, where appropriate, recommendations made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools and external consultants related to financial aid packaging and increased student employment and graduate assistantship opportunities for students at the Quad Cities Campus.
- d) Promote the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education in a manner that is widely understood.

Action 10. Support initiatives designed to increase student retention and graduation rates.

Employee Recruitment

The strength, vitality, and agility of an institution of higher learning are based upon its people. The faculty and staff of Western Illinois University represent and build upon the traditions of excellence that have defined the institution since its founding in 1899. With a strong resource base to recruit and retain an excellent faculty and staff representative of the diverse and global society, we will continue to support high-achieving employees who advance the vision, mission, values, and goals of the University. We will continue to develop institutional policies and procedures that promote a holistic and supportive environment that responds to employee workforce needs.

Action 11. Recruit an excellent faculty and staff representative of the diverse and global society.

- a) Use annual Underrepresented Groups Reports to document outcomes of institutional plans to recruit faculty and staff from traditionally underrepresented groups in higher education.

- b) Establish a committee to promote the strengths of Western Illinois University to assist in faculty and staff recruitment. Such advantages include strong commitments to instruction, student-centered academic programs, the quality of life in Macomb, and the urban opportunities the Quad Cities presents.

Action 12. Provide faculty and staff salaries that meet and exceed the mean of peer institutions to support the recruitment and retention of high-achieving employees.

- a) Negotiate and administer contracts that support salary increases for negotiated employees, and administer similar resources for non-negotiated employees.
- b) Complete and administer market equity reviews and salary minima in accordance with contractual agreements.
- c) Allocate resources to support market equity reviews and salary minima for non-negotiated staff.

Action 13. Reward professional achievements of faculty and staff.

- a) Implement negotiated contractual agreements with the University Professionals of Illinois for Professional Achievement Awards.
- b) Support faculty promotions and tenure, as well as promotions for civil service and administrative/professional staff.
- c) Continue to support faculty and staff awards recognizing excellence at the department, college, and university levels.

Action 14. Continue to develop institutional policies and procedures that promote a holistic and supportive environment in responding to employee workforce needs.

- a) Develop and expand fiscally responsible, family-friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention and enable employees to continue advancement of professional goals and the values of the University, even in times of significant personal/family stress.
- b) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Macomb campus.
- c) Continue to investigate child care options on the Quad Cities campus.
- d) Develop a University-wide committee, including representation from all governance groups on both campuses, to study how the University might best support its employees when they are dealing with issues of elder care and/or catastrophic care.

Goal 2: Enrich Academic Excellence

Embedded in the University's history is a primary commitment to teaching and the individual learner. Providing excellent instruction is the highest priority of the University's faculty. The faculty are responsible for the vast majority of the total student credit hours earned at the University with graduate assistants contributing to teaching and learning. As a group, full professors devote a significant percentage of their professional responsibilities to undergraduate instruction, with all levels of faculty also engaged in research, scholarly/creative activities, and mission-driven public service and outreach.

Student learning assessment processes supports the instruction of Western's faculty. Program reviews and external accreditation validate the quality of the instruction that is characterized by strong commitments to interdisciplinary learning, the individual learner, research, scholarly/creative activities, and mission-driven public service and outreach. With an accomplished faculty and staff, Western will sustain and enhance commitments to our academic mission and service operations.

Action 1. Support strong commitments to teaching and learning.

- a) Continue to support contractual agreements that place instruction as the highest priority of faculty.
- b) Maintain the highest institutional expenditures to support the instructional and the academic mission of the University.
- c) Follow the University's *Assessment Plan* to use assessment of student learning in general education, the undergraduate major, and in graduate programs to inform curricular revision and development.
- d) Use the academic program review process to ensure the provision of high-quality, viable academic programs and services.
- e) Achieve and maintain institutional and discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University.
- f) Support interdisciplinary course, program, institute, and center development and sustainability.

Action 2. Focus on the individual learner.

- a) Maintain low student-to-faculty ratios and small course sections.
- b) Provide, evaluate, and improve the First Year Experience.
- c) Evaluate the feasibility and need for a Transfer Year Experience and/or enhanced support structures on each campus.
- d) Enhance academic and student support structures on the Quad Cities Campus, particularly as enrollment increases and the campus serves more traditional-aged students.

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

- a) Provide institutional resources and assistance to support the research, scholarly/creative activities, and grants of faculty and staff.
- b) Support faculty sabbaticals as a means to advance research and scholarly agendas.
- c) Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.
- d) Expand the summer stipend and University Research Council programs.
- e) Publicize the publications and grants of faculty and staff in new media, including the possible creation of an E-Journal for Western Illinois University.
- f) Establish endowed professorships and chairs through the Comprehensive Campaign.

- g) Support faculty and staff travel and other professional development opportunities.
 - h) Engage undergraduate and graduate students in professional research.
 - i) Host domestic and international visiting scholars, executives, and artists in residence programs.
- Action 4. Support strong commitments to mission-driven public service and outreach.
- a) Support economic and cultural development of our host communities and regions.
 - b) Respond to emerging needs in the state and region, including the Governor’s initiatives, “P-20” (preschool through graduate school) initiatives, and other initiatives consistent with the academic and regional mission of the University.
 - c) Use university public service centers, institutes, and broadcasting services to provide community services.
 - d) Deliver high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.
 - e) Deliver community outreach initiatives through the Western Illinois University digital library, historical archive projects, and grant projects on the delivery of services and resources to University and surrounding communities through collaboration with regional partners.
- Action 5. Deliver a strong, user-centered information technology infrastructure.
- a) Continue implementation of the multiyear faculty and staff computer upgrade program that will ultimately establish and maintain a four-year computer rotation program of new computers for instructional units within Academic Affairs.
 - b) Accelerate the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.
 - c) Engage faculty and staff in Administrative Information Management Systems, Council for Instructional Technology, Electronic Student Services, and University Technology planning and advisory committees.
 - d) Update the *Institutional Strategic Plan for Technology*.
 - e) Assure long-term bonding plans for facilities, infrastructure, telecommunications, and technology needs are consistent with *Campus Master Plans* on the two campuses of Western Illinois University.
 - f) Implement goals and priorities from the *Institutional Strategic Plan for Technology*.
 - g) Enhance technology disaster recovery for Western Illinois University by implementing business continuity.
 - h) Improve the alignment between academic needs for program accreditation/support and offering of library resources and services through outreach and collaboration with other campus entities.
 - i) Increase application of appropriate technology to remove barriers for using physical and virtual library resources and services.

- j) Augment user-centered library services and resources to lead the development of information literacy at Western Illinois University, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.

Goal 3: Provide Educational Opportunities

In providing educational opportunities, Western supports prior academic achievement as students prepare to enroll at the University. Our courses, certificates and degree programs are student-centered, support learning inside and outside the classroom, and are reinforced by comprehensive student services with support mechanisms designed to minimize or eliminate barriers to learning. We are committed to evaluating the effectiveness of our services and we are equally committed to affordability and cost predictability, as financial constraints can eliminate access to higher education.

- Action 1. Support student academic achievement in preparing for timely degree completion.
 - a) Continue to grant academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support.
 - b) Establish departmental standards for the awarding of credit for prior learning and life experiences where appropriate to the discipline.
 - c) Participate in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.

- Action 2. Provide student-centered schedules that enable students to successfully pursue educational opportunities.
 - a) Explore the use of credit or non-credit "short courses" that teach specific sets of skills or knowledge. While not the traditional semester in length, these courses are intended for those who are already working but need to update their skills.
 - b) Promote consistency between time of day (morning, afternoon, and evening) scheduling between Western Illinois University-Quad Cities and primary feeder community colleges.
 - c) Develop a semester and summer calendar for identifying when courses are subject to cancellation.
 - d) Maintain course-offering goals in the Quad Cities, including the continued ability for all degree programs to be fully completed on-site or through distance modalities.
 - e) Study alternatives to the traditional 16-week semester (e.g., four- or eight-week semesters, hybrid instruction, etc.) on the Quad Cities campus that are responsive to student needs.
 - f) Expand summer school offerings on both campuses to meet student needs.
 - g) Implement accelerated degree and certificate options where appropriate to the discipline.

- Action 3. Support learning inside and outside the classroom and initiatives designed to increase student success.
- a) Promote experiential learning through applied studies in external settings. This includes internships, student teaching, clinical placements, and undergraduate and graduate student research days.
 - b) Provide opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive.
 - c) Engage students as active participants in university shared governance.
- Action 4. Provide comprehensive support services and enhance access to educational opportunities inside and outside the classroom
- a) Provide comprehensive academic and counseling, services and programs.
 - a) Develop a comprehensive substance abuse educational program.
 - b) Provide late night and alternative programming to promote healthy lifestyles.
 - b) Evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.
 - c) Formulate plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for web accessibility for individuals with disabilities.
- Action 5. Evaluate the effectiveness of institutional strategies to provide access to educational opportunities inside and outside the classroom.
- a) Use local results from the National Survey of Student Engagement and other national surveys in planning and evaluating initiatives designed to increase student involvement, retention and graduation rates.
 - b) Assist student organizations in the planning, implementation, and evaluation of cultural, social, educational and service programs.
- Action 6. Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.
- a) Achieve scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the comprehensive campaign for Western Illinois University.
 - b) Identify new sources of financial aid for students enrolled at the University.
 - c) Support new and enhanced strategies for reducing the amount of student indebtedness upon graduation.
 - d) Provide opportunities for students and their families to learn about financing the costs of higher education and engaging students in fiscally responsible practices for expenditure of financial aid and scholarship awards.

Goal 4: Support Personal Growth

Students attend and faculty and staff work at Western Illinois University to advance their educational and professional goals. In a community of scholars and practicing professionals, there is growth both personally and professionally. Western provides comprehensive programs, services and events related to the health and wellness of students, faculty, and staff. An individual's optimal health and wellness supports maximum educational and occupational success.

Moreover, firm grounding in ethical decision-making and personal responsibility characterizes the Western educational and occupational experience. Our intentional emphasis on the global perspective, social responsibility, student and community engagement, and lifelong learning are essential components to personal growth. They are reflected in University programs, services, and events.

- Action 1. Promote health and wellness to support personal growth.
 - a) Offer comprehensive personal, health and wellness counseling, services and programs.
 - b) Increase student, faculty, and staff wellness activities.
 - c) Expand health and wellness activities and partnerships with local/regional providers to address the needs and services for students, faculty and staff.
 - d) Continue to expand healthy choice options in vendor carts and machines on the Quad Cities Campus.
 - e) Evaluate the feasibility of establishing sports clubs in the Quad Cities as the campus continues to grow.

- Action 2. Promote ethical decision making and personal responsibility
 - a) Support the global perspective, social responsibility, and ethics in the curriculum and co-curricular programs, services, and events.
 - b) Sustain full student, faculty, and staff compliance with annual ethics and anti sexual harassment training.

- Action 3. Enhance student and community engagement.
 - a) Coordinate across vice presidential areas actions designed to increase student participation in and appreciation of cultural, artistic, intellectual, and leadership events on and off campus.
 - b) Sponsor University-theme programming and events for students, faculty, staff, and the community.
 - c) Provide programming in the First Year Experience that is integrated with the University theme.
 - d) Create on the Quad Cities Campus a student and community engagement forum that involves the Student Government Association and registered student organizations to discuss event planning, evaluation, and coordination, as well as the need for new and expanded registered student organizations as the campus continues to grow.
 - e) Support high-profile University speakers on both the Macomb and Quad Cities campuses to increase campus and community engagement and collaboration.

- f) Provide the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities.
 - g) Support a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences and nationally.
 - h) Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.
 - i) Design and implement Western Illinois University's adaptation to the new five-year Summit League Plan being designed by the League presidents to increase academic and athletic success.
 - j) Host selected athletic events in the Quad Cities to increase community engagement and support for the University and its athletic program.
 - k) Form a student-led task force to look at strategies for increasing school spirit and pride.
- Action 4. Provide lifelong learning opportunities for faculty, staff, and community members.
- a) Support the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits.
 - b) Sustain the University's Affirmative Action Internship Program.
 - c) Develop new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.
 - d) Address the regional mission of the University by continuing to provide professional development opportunities in academic disciplines to members of our host and external communities.
 - e) Enhance opportunities for lifelong learning of senior citizens.

Goal 5: Promote Social Responsibility

Social responsibility takes many shapes and forms as individuals pursue personal and societal goals. It, whether alone or as part of a group, is thinking locally and acting globally. Western supports civic engagement, service learning, student organizations, and many other events, activities, and opportunities to facilitate individual and community development. We do so in a manner that reinforces local, regional, national and international perspectives, with emphasis on equity, social justice and diversity.

We advance social responsibility individually and collectively through partnerships that advance the University's priorities and goals. We serve as a resource for and stimulus to educational, cultural, environmental, community and economic development in our region and well beyond it. We also engage in our social responsibilities by providing safe, secure, and accessible facilities that reinforce the values of the University and our commitments to environmental sustainability.

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

- a) Support service learning, internships, student teaching, simulations, and other forms of experiential learning that promote civic engagement.
 - b) Engage in activities associated with the American Democracy Project.
 - c) Actively participate in the annual Federal Constitution Day on both campuses.
 - d) Support student, faculty, and staff actions that are consistent with the University's Carnegie Foundation Community Engagement Classification.
- Action 2. Support national and international contexts in advancing equity, social justice, and diversity.
- a) Continue Western Illinois University's participation in the Illinois Association for Cultural Diversity (IACD) with other Illinois colleges and universities to further awareness and understanding of the cultural diversity within and outside the United States.
 - b) Support actions associated with the institutional commitment to internationalization of the curriculum.
- Action 3. Use partnerships to advance the University's vision, mission, values, goals, and actions.
- a) Develop a plan for the Alumni Association that links the goals and actions of this strategic plan to the work of the Association.
 - b) Support the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses.
 - c) Achieve the comprehensive campaign goal of increasing the percent of alumni giving to the University.
 - d) Continue cultivation of donors to support the *Target Western Forward* athletics facilities plan and the construction of new and renovation of existing facilities.
 - e) Consult with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of this strategic plan.
- Action 4. Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.
- a) Support educational programs, services, and partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies.
 - b) Implement accessibility standards in new construction and campus renovation projects.
 - c) Complete a five-year review/update of the Macomb Campus Master Plan.
 - d) Engage in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.

- e) Pursue, aggressively, state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance.
- f) Document annual master plan accomplishments and the application of institutional resources to address permanent improvements (deferred maintenance) and capital renewal.

Action 5. Reinforce institutional commitments to environmental sustainability.

- a) Strive to achieve Leadership in Energy and Environmental Design certification in new construction and major renovations.
- b) Support educational opportunities designed to raise awareness of social, environmental and sustainability issues.
- c) Achieve statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations).

Goal 6: Demonstrate Accountability

The ultimate goal of an institution of higher learning is to recruit, retain, and graduate students as they prepare for future occupations and/or graduate and advanced studies. It is the core mission of any college or university. The faculty and staff of Western Illinois University, one of 12 Illinois public universities, serve students in our region and beyond with a strong commitment to instruction supported by research and public service. The type of educational environment that we provide—the hallmark of a Western education—emphasizes our values of academic excellence, educational opportunity, personal growth and social responsibility.

Our vision, mission, and values describe our niche and our future. The University has a long history of achieving its goals. For this plan to be successful, actions must continue to be espoused and supported at all levels of the University. The President and Western Illinois University Board of Trustees set the overall priorities for the University. Each spring in annual planning and accomplishment presentations, the vice presidents and areas that report to the president document area plans and accomplishments and how these actions advance institutional priorities and goals.

Every student, faculty, and staff member represents Western Illinois University and together we are responsible for increasing recruitment, retention, and graduation rates and for achieving the goals and priorities of this plan. Every student, faculty, and staff member has a voice in our governance and planning. We will continue to hold ourselves accountable to goals and priorities of Higher Values in Higher Education and we will review and update the plan in five years (2017-2018).

- Action 1. Establish and articulate enrollment, retention and graduation rate goals by campus.
- 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.
- Action 3. Document goal achievement and support of our values by continuing to provide:

- a) Monthly strategic planning updates that summarize current strategic plan actions in progress and accomplishments.
- b) Annual strategic planning updates that summarize the status of strategic plan actions and the results from implementation.
- c) Annual performance reports to document institutional performance on Strategic Plan indicators compared to peer institutions.

Table 1
Higher Values in Higher Education 2008-2018 Review/Update Team

Nancy Parsons, Co-Chair	Associate Provost
Joe Rives, Co-Chair	Vice President, Quad Cities, Planning & Technology
Jeff Anderson	City Planner, City of Moline
Ed Basch	Community Development Coordinator, City of Macomb
Dana Biernbaum	Assistant Vice President, Administrative Services
Gary Biller	Vice President, Student Services
Andy Borst	Director, Admissions
Chris Brown	Administrative Aide, WIU-QC
Felix Chu	Interim Associate Dean, University Libraries
Ann Comerford	Director, University Union
Tucker Copi	Macomb Student Government Association President
Kassie Daly	Assistant Director, Quad Cities Admissions
Gloria Delany-Barmann	Professor, Educational and Interdisciplinary Studies
John Drea	Associate Dean, College of Business and Technology
Karen Greathouse	Chair, Dietetics, Fashion Merchandising and Hospitality
Jennifer Grimm	Academic Advisor, Communication/COAP President
Rick Hardy	Director, Honors
Renee Higgins	Dean of Transfer, Spoon River College
Robert Hironimus-Wendt	Associate Professor, Sociology and Anthropology
Rhonda Kline	Director, Institutional Research and Planning
David Lane	Associate Professor, Psychology
Nancy Laverdiere	Web Specialist, University Libraries
Kerry Lemaster	Administrative Assistant, President's Office
Kathy Malcomb	Director, Planning and Institutional Effectiveness, Black Hawk College
Sue Martinelli-Fernandez	Dean, College of Arts and Sciences
Kimberley McClure	Professor, Psychology/Graduate Council Chair
Kristi Mindrup	Assistant Vice President, WIU-QC and Planning
Dennis Moon	At-Large Alderman, City of Macomb
Josh Moon	Senior Associate Athletics Director
Julie Murphy	Director Foundation Communications/Donor Stewardship
Amy Patrick Mossman	Associate Professor, English and Journalism
Lorette Oden	Professor, Health Sciences
Boris Petracovici	Associate Professor, Mathematics
Steve Rock	Professor, Economics and Chair/Faculty Senate
Chad Rosenow	President Quad Cities Student Government Association
Bill Rupert	Deputy Director, Human Resources/Civil Service Employees Council President
Jim Schmidt	Associate Dean, College of Arts and Sciences
Carol Scott	Secretary, Alumni Council
Joanne Sellen	Director, Western English As Second Language Institute
Darcie Shinberger	Director, University Relations
Emeric Solymossy	Professor, Management and Marketing/Quad Cities Faculty Council Chair
Amy Spelman	Director, Alumni Programs
Tammy Werner	Assistant Professor, Sociology and Anthropology
Janet Wigglesworth	Chair, Kinesiology/Chairs Council Representative
Charles Wright	Chair, Art