

To: Members of the Western Illinois University Board of Trustees
Bill Epperly, Chair
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Bill Griffin
Cathy Early
Carolyn Ehlert Fuller
Phil Hare
Mike Houston
Cesar Salas

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

Date: June 8, 2012

Re: June 2012 Strategic Plan Update

This month's *Strategic Plan Update* provides you with copy of *Higher Values in Higher Education 2012-2022* that you approved for implementation at your June 2012 Western Illinois University's Board of Trustees meeting. As you know, the University's *Strategic Plan* is a ten-year vision, which is reviewed and updated on a five-year cycle. All governance groups on both campuses endorsed this plan before it was presented for implementation approval.

Higher Values in Higher Education also contains annual accountability reporting processes. Your next two Board meetings will contain reports on implementation of the *Strategic Plan*. You will receive the Annual Strategic Plan Update indicating yearly accomplishments and plans related to *Higher Values in Higher Education* in September. You will also receive an annual Performance Report indicating how strategic plan indicators (such as enrollment, retention and graduation rates) at Western Illinois University compared to statewide and peer institutions in December. Previous reports on these topics are available on the University Planning Website, http://www.wiu.edu/university_planning.

Thank you and if you have any questions and/or feedback for the continued successful advancement of *Higher Values in Higher Education*, please contact me.

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

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 interdisciplinary, regional and global perspectives. We engage our students in educational opportunities guided by a professional and diverse faculty and staff in collaboration with alumni and community partners.

Our Values

Academic Excellence

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

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving 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. 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 [*President, Vice Presidents, Deans, Department Chairs*].

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 [*President, Vice Presidents, Deans*].

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 [*University Relations, Quad Cities Marketing, Colleges and Departments, Alumni Association*].

- b) Strengthen internal marketing to increase campus awareness of the achievements of students, faculty, staff and alumni [*University Relations, Quad Cities Marketing, Colleges and Departments, Alumni Association*].

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 inquiries and applications to Western Illinois University [*President's Leadership Team, Admissions Office, Graduate Studies, Quad Cities Admissions*].
- 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 [*President's Leadership Team, Admissions Office, Graduate Studies, Quad Cities Admissions*].
- 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 [*Student Services, Admissions, Physical Plant*].

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 [*Vice President for Quad Cities, Planning and Technology; Assistant Vice President of Academic Affairs; Director of Financial Aid; Director of Admissions*].
- b) Engage in initiatives designed to increase undergraduate and graduate student enrollment [*Admissions Office, Graduate Studies, Quad Cities Admissions, University Relations, faculty and staff*].
- c) Build upon the strengths of the University's military-friendly designation and increase the recruitment and retention of military personnel as students in the University's degree and certification programs [*Admissions Office, Graduate Studies, Quad Cities Admissions, Veterans Resource Center, University Relations, Quad Cities Student Services, faculty and staff*].
- d) Increase student awareness of opportunities for completing a second bachelors, post-baccalaureate certificate, and/or graduate and professional studies at Western Illinois University [*Graduate Studies, Academic Advisors, Colleges and Departments*].
- e) 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 [*Academic Affairs*].
- f) Identify unserved and underserved populations and explore the feasibility of developing new/modified academic programs to meet their needs [*Academic Affairs*].

- g) 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 [*Director of Distance Learning, International Studies, and Outreach, Colleges and Departments*].
- h) Increase contact with students who have dropped out and encourage degree completion by documenting structures, processes and results on both campuses [*University Advising and Academic Services Center, Quad Cities Office of Academic and Student Services, College and Departments*].
- i) 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 [*Graduate Council*].

Action 6. Increase campus diversity.

- a) Use Underrepresented Groups Reports that are submitted to the Illinois Board of Higher Education annually to document the outcomes of institutional plans designed to increase the participation and achievement of students from traditionally underrepresented groups¹ [*Office of Equal Opportunity and Access*].
- b) Document strategies used by academic departments and administrative units to increase minority student enrollment [*Office of Equal Opportunity and Access*].
- 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 [*University Diversity Council*].

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 [*Director of Distance Learning, International Studies and Outreach*].
- b) Document strategies used by academic departments and administrative units to increase international student enrollment [*Director of Distance Learning, International Studies and Outreach*].
- c) Continue to provide a variety of quality education abroad and exchange programs, and increase the numbers of students participating, both outgoing and incoming. [*Deans; Department Chairs; Director of Distance Learning, International Studies and Outreach; Center for International Studies*].

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

- a) Enhance resources to support increased enrollment and support for Honors students on the Macomb Campus [*Provost and Academic Vice President*].

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

- b) Expand Honors opportunities offered by faculty and staff representing the Centennial Honors College for students at the Quad Cities Campus [*Director, Centennial Honors College*].

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 through such means as enhanced student employment opportunities, scholarships, and graduate assistantships [*President, Vice Presidents, Financial Aid, Scholarship Office Development Officers, Colleges and Departments*].
- b) Support and evaluate new Western Commitment Scholarships for high-achieving first-time freshmen [*President, Vice Presidents*].
- c) Consider possible expansion of Western Commitment Scholarships to new transfer students [*President, Vice Presidents*].
- d) 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 [*President, Vice Presidents, Deans, Graduate Studies, Financial Aid, Student Services, Quad Cities Student Services*].
- e) 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 [*University Relations, Quad Cities Marketing, Financial Aid, Scholarship Office*].

Action 10. Support initiatives designed to increase student retention and graduation rates [*All faculty and staff*].

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 [*Equal Opportunity and Access*].
 - 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 [*President, Vice Presidents*].
- 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 [*Board of Trustees, President, Vice Presidents, Associate Provost, Human Resources, University Professionals of Illinois*].
 - b) Complete and administer market equity reviews and salary minima in accordance with contractual agreements [*Board of Trustees, President, Vice Presidents, Associate Provost, Human Resources, University Professionals of Illinois, Planning, Budget and Institutional Research*].
 - c) Allocate resources to support market equity reviews and salary minima for non-negotiated staff [*Board of Trustees, President, Vice Presidents*].
- Action 13. Reward professional achievements of faculty and staff.
- a) Implement negotiated contractual agreements with the University Professionals of Illinois for Professional Achievement Awards [*President, Vice Presidents, Deans, Chairs*].
 - b) Support faculty promotions and tenure, as well as promotions for civil service and administrative/professional staff [*Board of Trustees, President, Vice Presidents, Deans, Chairs, Directors, Human Resources*].
 - c) Continue to support faculty and staff awards recognizing excellence at the department, college, and university levels [*President, Vice Presidents, Deans, Directors*].
- 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 [*President, Vice Presidents, Human Resources, Center for Innovation in Teaching and Research, Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, College Councils, University Council on Sexual Orientation*].

- b) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Macomb campus [*Provost's Office, College of Education and Human Services*].
- c) Continue to investigate child care options on the Quad Cities campus [*Vice President for the Quad Cities, Quad Cities Office of Academic and Student Services*].
- 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 [*President, Vice Presidents*].

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

- a) Continue to support contractual agreements that place instruction as the highest priority of faculty [*President, Provost, Deans, Department Chairs, University Professionals of Illinois*].
- b) Maintain the highest institutional expenditures to support the instructional and the academic mission of the University [*President, Vice Presidents*].
- c) Support interdisciplinary course, program, institute, and center development and sustainability [*Board of Trustees, President, Provost and Academic Vice President, Faculty Senate, Graduate Council, Deans, Department Chairs, Faculty*].
- d) 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 [*Provost's Office, Graduate Council, Faculty Senate, College Curriculum Committees, Student Learning Assessment Committee, Faculty*].
- e) Use the academic program review process to ensure the provision of high-quality, viable academic programs and services [*Academic Affairs*].

- f) Achieve external validation that the University is promoting high standards of academic excellence by achieving or maintaining accreditation and certifications from the:
- 1) National Council for Accreditation of Teacher Education for university-wide teacher education [*Provost, Dean of the College of Education and Human Services, University Teacher Education Committee, Academic Departments*].
 - 2) National Collegiate Athletic Association for Intercollegiate Athletics [*Intercollegiate Athletics*].
 - 3) All discipline-based accreditations and certifications, where appropriate to the discipline(s) and service unit(s) [*Academic Affairs and Student Services*].
 - 4) Higher Learning Association-North Central Association of Colleges and Schools for the University [*Board of Trustees, President, Vice Presidents, Associate Provost, Accreditation Self-Study Teams, and All Governance Groups on the Macomb and Quad Cities Campuses*].

Action 2. Focus on the individual learner.

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

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 [*Academic Affairs*].
- b) Support faculty sabbaticals as a means to advance research and scholarly agendas [*Academic Affairs*].
- c) Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members [*Academic Affairs*].
- d) Expand the summer stipend and University Research Council programs [*Academic Affairs*].
- 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 [*University Relations, Quad Cities Marketing, University Libraries*].

- f) Establish endowed professorships and chairs through the Comprehensive Campaign [*Vice President for Advancement and Public Services, Provost and Academic Vice President, Deans, Development Officers*].
- g) Support faculty and staff travel and other professional development opportunities [*President, Vice Presidents, Deans, Chairs, Directors*].
- h) Engage undergraduate and graduate students in professional research [*Colleges, Departments, Centennial Honors College, Faculty*].
- i) Host domestic and international visiting scholars, executives, and artists in residence programs [*Provost, Colleges, Departments, Center for International Studies*].

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

- a) Support economic and cultural development of our host communities and regions [*President, Vice Presidents, Deans, Chairpersons, Directors, Faculty, Staff, Illinois Institute for Rural Affairs*].
- b) Respond to emerging needs in the state and region, including the Governor’s initiatives, “P-20” (preschool through graduate school) partnership initiatives, and other initiatives consistent with the academic and regional mission of the University [*President, Vice Presidents, Deans, Chairpersons, Directors, Faculty, Staff, Illinois Institute for Rural Affairs*].
- c) Advance support of teacher and professional education by supporting those seeking initial or subsequent certification or who have questions about certification; endorsements; or other teacher, school service personnel, or administrative matters [*Center for Preparation of Educational Professionals, Academic Departments, University Teacher Education Committee, Graduate Council, Faculty Senate, Provost, President, Board of Trustees*].
- d) Use university public service centers, institutes, and broadcasting services to provide community services [*Academic Affairs, University Television, WQPT*].
- e) Deliver high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region [*Centers and Institutes*].
- f) 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 the University and surrounding communities through collaboration with regional partners [*University Libraries*].
- g) Continue to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities [*President, Vice Presidents*].

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 [President; Provost; Vice President for Quad Cities, Planning and Technology; University Technology; Quad Cities Technology; Deans; Department Chairs; College Technology Representatives].

- b) Accelerate the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses [President; Provost; Vice President for Quad Cities, Planning and Technology; University Technology; Quad Cities Technology; Deans; Department Chairs; College Technology Representatives].
- c) Engage faculty and staff in technology planning and advisory committees [Administrative Information Management Systems, Council for Instructional Technology, Electronic Student Services, and University Technology]
- d) Update the *Institutional Strategic Plan for Technology* [Vice President for Quad Cities, Planning and Technology, University Technology Advisory Group, Council for Instructional 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 [Board of Trustees, President, Vice Presidents].
- f) Implement goals and priorities from the *Institutional Strategic Plan for Technology* [University Technology, Quad Cities Technology, Center for the Application of Information Technologies, Administrative Information Management Systems, Electronic Student Services, University Technology Advisory Group, Council for Instructional Technology, Center for Innovation in Teaching and Research, University Libraries].
- g) Enhance technology disaster recovery for Western Illinois University by implementing business continuity [University Technology, Administrative Information Management Systems, Center for the Application of Information Technologies, Electronic Student Services].
- 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 [Academic Affairs].
- i) Increase application of appropriate technology to remove barriers for using physical and virtual library resources and services [University Technology, University Libraries].
- 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 [University Libraries].

Goal 3: Provide Educational Opportunity

In providing educational opportunity, 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 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 [*Admissions, School of Extended Studies, Academic Departments*].
- b) Establish departmental standards for the awarding of credit for prior learning and life experiences where appropriate to the discipline [*Academic Affairs*].
- c) Participate in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer [*Academic Affairs*].

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 [*Faculty, Chairs, Deans, Distance Learning, Center for the Application of Information Technologies, Non-Credit Programs, Quad Cities Executive Studies Center*].
- b) Promote consistency between time of day (morning, afternoon, and evening) scheduling between Western Illinois University-Quad Cities and primary feeder community colleges [*Chairs, Quad Cities Assistant Dean, Deans, Assistant Vice President for Academic Affairs, Assistant Vice President for Quad Cities, Provost*].
- c) Develop a semester and summer calendar for identifying when courses are subject to cancellation [*Provost's Office*].
- 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 [*Chairs; Deans; Provost; Assistant Vice President, Quad Cities; Vice President for Quad Cities, Planning and Technology*].
- 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 [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Assistant Vice President for Quad Cities, Provost*].
- f) Expand summer school offerings on both campuses to meet student needs [*Faculty, Chairpersons, Deans, Provost*].
- g) Implement accelerated degree and certificate options where appropriate to the discipline [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Assistant Vice President for Quad Cities, Provost*].
- h) Continue to provide flexibility in scheduling so that students may pursue the education abroad opportunities offered through WIU [*Chairpersons, Deans, Provost*].

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. These applied settings include internships, student teaching, clinical placements, and undergraduate and graduate student research days, and education abroad opportunities [*Academic Affairs and Student Services*].
- 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 [*Student Services, Quad Cities Office of Academic and Student Services, Student Government Associations, Faculty, Staff, University Libraries*].
- c) Engage students as active participants in university shared governance [*All Administrative Units, Student Government Associations, Innerhall Council*].

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

- a) Provide comprehensive academic and counseling services [*Academic Affairs, Student Services*].
- a) Develop a comprehensive substance abuse educational program [*Student Services, University Libraries, Student Government Association*].
- b) Provide late night and alternative programming to promote healthy lifestyles [*Student Services, Student Government Association, Registered Student Organizations*].
- b) Evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities [*Disability Resource Center, Equal Opportunity and Access, Physical Plant, Americans with Disabilities Advisory Committee*].
- c) Formulate plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for web accessibility for individuals with disabilities [*University Technology, Web Accessibility Committee*].

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 [*Academic Affairs, Student Services, Quad Cities Student Services*].
- b) Assist student organizations in the planning, implementation, and evaluation of cultural, social, educational and service programs [*Student Services, Quad Cities Student Services, Faculty and Staff Advisors of Student Organizations*].

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 [*President, Vice Presidents, Advancement and Public Services, Deans, Development Directors, Western Illinois University Foundation, Quad Cities Leadership Team*].
- b) Identify new sources of financial aid for students enrolled at the University [*President, Vice Presidents, Advancement and Public Services, Western Illinois University Foundation, Quad Cities Leadership Team, Financial Aid, Quad Cities Financial Aid, Development Officers*].
- c) Support new and enhanced strategies for reducing the amount of student indebtedness upon graduation [*Board of Trustees, President, Vice Presidents, Advancement and Public Services, Quad Cities Marketing*].
- 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 [*Financial Aid, Scholarship Office, Quad Cities Financial Aid*].

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 [*Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center*].
- b) Increase student, faculty, and staff health, wellness and recreational activities and services provided by the University [*Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center*].
- c) Expand health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty and staff [*Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center, Quad Cities Administrative Team*].
- d) Continue to expand healthy choice options in vendor carts and machines on the Quad Cities Campus [*Quad Cities Student Services*].

- e) Evaluate the feasibility of establishing sports clubs and other areas of campus recreation such as intramural sports, fitness, aquatics, and outdoor pursuits in the Quad Cities as the campus continues to grow [*Quad Cities Administrative Team*].
- f) Utilize the location of the Riverfront Campus adjacent to the Mississippi River and a community bike and pedestrian trail system as a means to increase health, wellness, educational, and community activities [*Quad Cities Faculty and Staff*].

Action 2. 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 [*Academic Affairs, Student Services*].
- b) Sustain full student, faculty, and staff compliance with annual ethics and anti sexual harassment training [*All Students, Faculty, and Staff*].

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 [*Faculty and Staff*].
- b) Sponsor University-theme programming and events for students, faculty, staff, and the community [*University Theme Committee, First Year Experience Faculty and Staff, University Libraries*].
- c) Provide programming in the First Year Experience that is integrated with the University theme [*First Year Experience Faculty and Staff, University Libraries*].
- 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 [*Assistant Vice President for Quad Cities, Quad Cities Student Services, Quad Cities Student Government Association*].
- e) Support high-profile University speakers on both the Macomb and Quad Cities campuses to increase campus and community engagement and collaboration [*President, Vice President, University Theme Committee, Environmental Summit Planning Committee, Colleges, Departments*].
- f) Provide the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities [*College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery*].
- 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 [*Board of Trustees, President, Vice President for Student Services, Director of Athletics*].

- h) Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare [*Board of Trustees, President, Vice President for Student Services, Director of Athletics*].
 - 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 [*Intercollegiate Athletics*].
 - j) Host selected athletic events in the Quad Cities to increase community engagement and support for the University and its athletic program [*Intercollegiate Athletics*].
 - k) Expand student activities and establish resource and referral service for parents on the Quad Cities Campus [*Quad Cities Student Services*].
 - l) Form a student-led task force to look at strategies for increasing school spirit and pride [*Student Government Associations*].
- 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 [*President, Vice Presidents, Deans, Directors*].
 - b) Sustain the University's Affirmative Action Internship Program [*President, Equal Opportunity and Access*].
 - c) Develop new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff [*Center for the Innovation of Teaching and Research, Human Resources, Quad Cities Professional Development Network*].
 - 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 [*Academic Affairs*].
 - e) Enhance opportunities for lifelong learning of senior citizens [*Non-Credit Programs*].

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 [*Academic Affairs, Student Services*].
 - b) Engage in activities associated with the American Democracy Project [*Academic Affairs, Student Services*].
 - c) Actively participate in the annual Federal Constitution Day on both campuses [*Academic Affairs, Student Services, Quad Cities Student Services*].
 - d) Support student, faculty, and staff actions that are consistent with the University's Carnegie Foundation Community Engagement Classification [*All Faculty and Staff*].
- 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 [*Academic Departments, Colleges, University Teacher Education Committee*].
 - b) Support actions associated with the institutional commitment to internationalization of the curriculum [*Academic Affairs*].
- 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 [*Alumni Association, Alumni Council*].
 - b) Support the comprehensive campaign for scholarships, faculty support, capital improvement, and information technologies on the Macomb and Quad Cities campuses [*President, Vice Presidents, Deans, Department Chairs, Development Officers, Western Illinois University Foundation, Advancement and Public Services, Quad Cities Leadership Team*].
 - c) Achieve the comprehensive campaign goal of increasing the percent of alumni giving to the University [*Advancement and Public Services, Development Officers, Deans, Chairs*].
 - d) Continue cultivation of donors to support the *Target Western Forward* athletics facilities plan and the construction of new and renovation of existing facilities [*Athletics*].
 - 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 [*President, Vice Presidents, Deans, Chairs, Directors*].

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 [*Office of Public Safety, Student Services, Community University Partnership Program*].
- b) Implement accessibility standards in new construction and campus renovation projects [*Physical Plant, Auxiliary Facilities System, Quad Cities Facilities, Office of Equal Opportunity and Access, Americans with Disabilities Advisory Committee, Council on Campus Planning and Usage*].
- c) Complete a five-year review/update of the Macomb Campus Master Plan [*Master Plan Steering Team; Director of Physical Plant; Vice President, Quad Cities, Planning and Technology*].
- d) Engage in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state [*Physical Plant; Quad Cities Facilities; Requesting Units; Planning, Budget and Institutional Research*].
- e) Aggressively pursue state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance [*Board of Trustees; President; Vice Presidents, Planning, Budget and Institutional Research; Physical Plant; Quad Cities Facilities*].
- f) Document annual master plan accomplishments and the application of institutional resources to address permanent improvements (deferred maintenance) and capital renewal [*Vice President, Quad Cities, Planning and Technology*].

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 [*Physical Plant, Auxiliary Facilities System, Quad Cities Facilities*].
- b) Support educational opportunities designed to raise awareness of social, environmental and sustainability issues [*Faculty, Staff, Campus Sustainability Committee, University Libraries*].
- 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) [*Faculty and Staff*].

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 [*President, Vice Presidents*].
- 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 [*Vice President, Quad Cities, Planning and Technology; University Technology*].
- 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 [*Vice President, Quad Cities, Planning and Technology*].
 - b) Annual strategic planning updates that summarize the status of strategic plan actions and the results from implementation [*Vice President, Quad Cities, Planning and Technology*].
 - c) Base the annual strategic planning updates on data provided in annual consolidated reports and annual planning and accomplishments presentations [*Areas that Report to the President, Vice Presidents, Deans, Chairs, Directors*].
 - d) Annual performance reports to document institutional performance on Strategic Plan indicators compared to peer institutions [*Vice President, Quad Cities, Planning and Technology; Planning, Budget and Institutional Research*].

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

| | |
|--------------------------|--|
| Nancy Parsons, Co-Chair | Interim 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 | President, Macomb Student Government Association |
| 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/President, Council of Administrative Personnel |
| Rick Hardy | Director, Centennial Honors College |
| 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/ Chair, Graduate Council |
| 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 Decision Sciences/Chair, Faculty Senate |
| Chad Rosenow | President, Quad Cities Student Government Association |
| Bill Rupert | Deputy Director, Human Resources/President, Civil Service Employees Council |
| Jim Schmidt | Associate Dean, College of Arts and Sciences |
| Carol Scott | Secretary, Alumni Council |
| Joanne Sellen | Director, Western's English as a Second Language Institute |
| Darcie Shinberger | Director, University Relations |
| Emeric Solymossy | Professor, Management and Marketing/Chair, Quad Cities Faculty Council |
| Amy Spelman | Director, Alumni Programs |
| Tammy Werner | Assistant Professor, Sociology and Anthropology |
| Janet Wigglesworth | Chair, Kinesiology/Chairs Council Representative |
| Charles Wright | Chair, Art |