

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 17, 2008

Strategic Plan Report Dr. Joseph Rives

During academic year 2007-2008, the Western Illinois University campus community updated the University's Strategic Plan. The resultant *Higher Values in Higher Education 2008-2018* with six goals, 14 actions, and 129 priorities was endorsed by all campus governance groups on both campuses and approved for implementation by the Western Illinois University Board of Trustees in June 2008.

In the summer of 2008, President Goldfarb charged the vice presidents and areas that report to the president to develop academic year 2008-2009 implementation plans for *Higher Values in Higher Education*. One hundred and twenty-one of the 129 priorities (94 percent) have implementation plans for academic year 2008-2009. Many of the 121 plans contain multiple follow-up actions. The status of the 368 follow-up action items will be reported at the June 2009 Western Illinois University Board meeting.

<u>Goal/Action</u>	<u>Number of Priorities</u>	<u>Priorities with Plans</u>	<u>Number of Follow-up Actions</u>
Focused Recruitment and Retention	<u>21</u>	<u>20</u>	<u>57</u>
Achieve enrollment goals	9	9	41
Resources to recruit and retain excellent faculty and staff	12	11	16
Enrich Academic Excellence	<u>23</u>	<u>23</u>	<u>92</u>
Strong commitments to teaching and instruction	8	8	42
Strong commitments to scholarship, creative activities, and public service	7	7	33
Deliver a user-centered information technology infrastructure	8	8	17
Provide Educational Opportunities	<u>27</u>	<u>21</u>	<u>43</u>
Support responsiveness to student needs and timely degree completion	14	11	20
Support learning inside and outside the classroom	9	6	21
Provide statewide and national leadership in affordability	4	4	2
Support Personal Growth	<u>19</u>	<u>19</u>	<u>59</u>
Support learning inside and outside the classroom	11	11	33
Provide opportunities for lifelong learning	8	8	26
Promote Social Responsibilities	<u>28</u>	<u>28</u>	<u>99</u>
Encourage diversity, personal development, and leadership	6	6	19
Use partnerships to advance the University's priorities and goals	6	6	30
Provide safe, accessible, and responsive campus environments	16	16	50
Demonstrate Accountability	<u>11</u>	<u>10</u>	<u>18</u>
Use planning, budgeting and reporting to advance goals and priorities	11	10	18
Total Commitments	<u>129</u>	<u>121</u>	<u>368</u>

With implementation plans prepared, *Higher Values in Higher Education* will continue to guide the academic mission, service operations, and accreditation self-study from the Higher Learning Commission-North Central Association of Colleges and Schools (Commission).

On September 9, 2009, the University received verbal approval from the Commission to engage in a special emphasis self- study. This unique opportunity allows the two campus of Western Illinois University to demonstrate how *Higher Values in Higher Education* is guiding the University's mission, planning, instruction, scholarship/creative activities, public service, and federal compliance, as well as the University's plans for the special emphasis self-study, i.e., strengthening distance education, growing our two campuses, and demonstrating and measuring our core values. On the pages that follow are the academic year 2008-2009 implementation plans for *Higher Values in Higher Education* and President Goldfarb's letter approved by the Commission for the University to use its strategic planning process to guide accreditation self-study.

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Goal 1: Focused Recruitment and Retention

Action 1. Achieve optimum controlled enrollment growth goals of 12,500 on the Macomb campus and 3,000 on the Quad Cities campus, both with high-achieving, motivated and diverse learners.

Current Priorities

a) Allocating new and reallocated resources to support:

(1) Academic programs and support services that attract students from the state, region, nation, and around the world to Western Illinois University [*President, Vice Presidents, Western Illinois University Foundation, Deans, Department Chairs, Directors*]

- The new Nursing completion degree program and the new undergraduate degree in Religious Studies will be offered on the Macomb Campus during academic year 2008-2009.
- The new undergraduate and graduate degrees in Liberal Arts and Sciences and graduate degree in Museum Studies will be offered in the Quad Cities during academic year 2008-2009.
- Western Illinois University will seek Illinois Board of Higher Education approval to offer new undergraduate degree programs in Engineering and Nursing in fall 2009.
- The First Year Experience is designed to be a recruitment and retention strategy for the University. Annual *Academic Master Plans* will document increases in tenure/tenure track First Year Experience positions.
- Annual *Enrollment Benchmarking Reports* presented to the Western Illinois University Board of Trustees in October summarize undergraduate and graduate student recruitment plans for the Macomb and Quad Cities campuses. Examples of student recruitment activities include:
 - The Admissions Office will continue programs such as Welcome Receptions, Discover Western, and Experience Western.
 - The Office of Academic and Student Services will revise the format and frequency of the Quad Cities Information Sessions.
 - The College of Business and Technology plans to triple the number of MBA students from 50 to 150 at the Quad Cities campus by redesigning the curriculum and implementing a marketing plan. The redesigned Quad Cities MBA will lower the total number of credit hours from 60 to 45 to better compete with the University of

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Iowa and St. Ambrose University, while maintaining accreditation standards.

- The College of Fine Arts and Communication will engage in targeted recruitment by attending performing arts college fairs, area school arts programs, festivals, and competitions.
 - The Vice President of Advancement and Public Services and the Vice President for Student Services are partnering in increased marketing efforts in Chicago and the Quad Cities.
 - Student Services will open the new Multicultural Center and support specific programming, including Minority Student Orientation, Minority Health Month, minority scholarships; minority recruitment in admissions and promoting minority athletic recruitment in non-traditional sports.
- (2) Attention to the individual learner by maintaining student-to-faculty ratios at or below 17:1 and average class sizes of less than 25 [*President, Vice Presidents, Deans, Department Chairs*]
- To support small class sizes and a low student-to-faculty ratio:
 - Western Illinois University will support 200 sections of the First Year Experience during Fiscal Year 2009.
 - The College of Education and Human Services will implement enrollment management strategies across departments to address staffing and program growth goals.
- (3) Opportunities and resources, as documented in annual *Underrepresented Groups Reports*, for the enhanced participation and achievement of students from traditionally underrepresented groups in higher education and in academic disciplines [*All academic departments and administrative units, registered student organizations, affinity groups, Alumni Association*]
- Annual *Underrepresented Groups* and Annual *Equal Opportunity and Access Reports* will be presented to the Western Illinois University Board of Trustees. The latter is scheduled for the October 2008 meeting.
- (4) Appropriate funding for broad-based programs (e.g., academics, student organizations, intercollegiate athletics) at levels that allow students to be successful [*President, Vice Presidents, Intercollegiate, Athletics, Western Athletic Club, Donors*]

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- The Division of Student Services is implementing Athletic Task Force funding recommendations and implementing plans to improve the experience of student athletes.
- b) Promoting the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education [*Admissions Office; Assistant Director of Undergraduate Admissions, Western Illinois University-Quad Cities; Director of University Marketing; Director of Marketing, Western Illinois University Quad Cities; Faculty and Staff; Alumni Association*]
- The Directors of University Marketing and Western Illinois University-Quad Cities Marketing will:
 - Continue to promote the University in Chicago, Quad Cities, and Macomb as an institution of quality and affordability through promotion of the Transfer Cost Guarantee in a variety of media.
 - Work with the Deans and the Vice President of Quad Cities, Planning and Technology to codify roles and responsibilities in Quad Cities and discipline-specific marketing.
 - Staff from the Admissions Office, University Marketing, and Western Illinois University-Quad Cities will continue to promote the *Gilbert Cost Guarantee*.

New Opportunities

- c) Allocating additional resources to support new and enhanced student recruitment efforts [*Academic Affairs, Student Services*]
- A funding priority of the Comprehensive Campaign is to increase external funding for scholarships.
 - The Division of Advancement and Public Services will run the President's Scholarship Appeal during academic year 2008-2009
 - The College of Arts and Sciences will continue to support and expand department conferences for regional high school teachers and students, and it signed a new three-year United States Department of Education "Teaching American History" grant that forms recruitment partnerships between regional teachers and the University.
 - The Admissions Office will develop new initiatives for high school and community college counselors/advisors to experience the University.

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- The Alumni Association will finalize and implement a new *Strategic Plan* that will involve alumni and members of the Alumni Council in student recruitment.
 - Western Illinois University will host articulation conferences on the Macomb and Quad Cities campuses.
- d) Enhancing the integrated marketing campaign to increase external awareness of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program specific marketing [*Division of Advancement and Public Services, Director of Quad Cities Marketing, Admissions, Academic Departments, University Libraries, Alumni Association, University Technology*]
- To increase awareness of Western Illinois University:
 - University Relations and the Director of Quad Cities Marketing will continue to maintain excellent working relationships with local and regional media, including Associated Press staff covering media in the Quad Cities, Quincy, Peoria, and Springfield.
 - The Division of Advancement and Public Services and the Director of Quad Cities Marketing will seek national recognition for the University's programs, students, faculty and staff through such venues as Newswise posting services, ProfNet experts database, and feature stories that illustrate the University's commitment to its core values.
 - Alumni Programs and the Center for the Application of Information Technologies are designing a new multimedia presentation highlighting recent accomplishments and plans for the University.
 - The process of updating the Western Illinois University-Macomb Website will be initiated during academic year 2008-2009.
 - The Division of Advancement and Public Services, University Technology, University Libraries, and Western Illinois University-Quad Cities will integrate new media into university marketing efforts, events, and announcements.
 - The Director of Liberal Arts and Sciences in the Quad Cities will work within the University's marketing structure and with the Quad-Cities Graduate Study

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Center to promote the new Masters in Liberal Arts and Sciences.

- In order to increase the awareness of the accomplishments of students, faculty, staff and alumni:
 - Alumni Programs and University Relations will increase the visibility of professional, successful, and young alumni stories.
 - The Division of Advancement and Public Services and the Director of Quad Cities Marketing will enhance Western's reputation as a top comprehensive university in the nation through focused stories on the accomplishments of members of the Western Illinois University community.
- e) Increasing partnerships (e.g., alumni, Macomb and Quad Cities community members, high school and community college counselors, and with historically Black colleges and universities and Hispanic-serving institutions) to assist in student recruitment [*Admissions Office, Graduate Programs, Alumni Association, Deans, Chairpersons, Academic Departments*]
 - The Admissions Office will coordinate admissions initiatives with Chicago city schools.
 - The Division of Advancement and Public Services will mobilize a national network of alumni to identify and recruit students.
 - The Vice President for Quad Cities, Planning, and Technology and the College of Arts and Sciences will continue to work with Black Hawk College, Scott Community College, and Carl Sandburg College regarding opportunities associated with the Liberal Arts and Sciences bachelors and masters programs.
 - The Director of the Office of Academic and Student Service Services will work with Rock Island Arsenal to develop a student testing center and permanent recruitment facility for Western Illinois University.
 - The College of Arts and Sciences will contact academic officers at regional community colleges to inform them of the new baccalaureate degree in Religious Studies.
 - The College of Education and Human Services will provide non-traditional, place-bound individuals from diverse backgrounds opportunity and support to obtain special education degrees via the Illinois State Board of Education-funded "Grow Your Own" partnership.

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- f) Enhancing community college partnerships (e.g., increased interactions with admissions counselors, implementation of the Course Articulation System, faculty participation on all Illinois Articulation Initiative panels) to support Western’s “transfer friendliness” and increased transfer student enrollment [*President; Academic Affairs; Student Services; Vice President for Quad Cities, Planning and Technology; School of Extended Studies; University Registrar; Administrative Computing; University Libraries*]
- The Vice President for Quad Cities, Planning and Technology, Assistant Vice President for Academic Affairs, and other Quad Cities staff are working with the colleges and representatives from Black Hawk College to offer 100- and 200-level courses on the Quad Cities Campus that are not currently offered at Black Hawk College to increase transfer student enrollment and 2+2 articulation agreements.
 - Staff from the Office of Academic and Student Services will complete benchmarking tours at Governors State University, Roosevelt University, and Black Hawk College to identify, adapt, and implement best practices in transfer student recruitment and retention.
 - The Director of Quad Cities Marketing will continue to increase advertising and promotional partnerships with Eastern Iowa Community College and Black Hawk College to position Western Illinois University as the choice for bachelors degree completion in the Quad Cities.

Action 2. Provide the resource base and support to recruit and retain an excellent faculty and staff representative of the diverse and global society and committed to supporting the University’s vision, mission, values, and goals.

Current Priorities

- a) Provide faculty and staff salaries that meet and exceed the mean of peer institutions. Successful strategies include:
- (1) Completing and supporting faculty equity reviews [*Board of Trustees; President; Vice Presidents; University Professionals of Illinois; Planning, Budget and Institutional Research*]
 - Human Resources will collaborate with Planning, Budget and Institutional Research to review and develop proposed compensation models for the University.
 - (2) Examining and implementing, if approved, Pay for Exceptional Performance for non-negotiated staff [*Board of Trustees, President, Vice Presidents, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]

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- Human Resources will review and develop proposed compensation models and methods for the University in coordination with the Civil Service Employees Council and Council for Administrative Personnel.
- (3) Allocating resources to support Market Equity Reviews for non-negotiated staff [*Board of Trustees, President, Vice President, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]
- Human Resources will review and develop proposed compensation models and methods for the University that serve to attract and retain exceptional staff through a review of salary and classification structures and peer data.
- (4) Negotiating contracts that support salary increases and market equity for negotiated staff [*Board of Trustees, President, Vice President, Human Resources, bargaining units*]
- Human Resources will review and develop proposed compensation models and methods for the University to attract and retain exceptional staff through review of peer data.
- b) Provide institutional resources to support *Higher Values in Higher Education 2008-2018* and the academic mission and service operations of Western Illinois University [*President, Vice Presidents, Deans, Department Chairs, and Directors*]
- *Annual Operating and Capital Budget Recommendations, Department Budget Recommendations, and All-Funds Budgets* presented to the Western Illinois University Board of Trustees demonstrate how institutional resources will be applied to support the goals and priorities of *Higher Values in Higher Education*. Additional information is presented to the campus community in the spring with the vice presidents and areas reporting to the president making annual planning and accomplishment presentations to the campus community.
- c) Through the Comprehensive Campaign, obtain funds to augment faculty support through endowed professorships and chairs [*President, Provost, Western Illinois University Foundation, Advancement and Public Services, Deans, Western Illinois University-Quad Cities Development Officer*]
- The Comprehensive Campaign includes endowed professorship goals in Engineering, Rural Librarians, and Law.
 - The Division of Advancement and Public Services established a funding goal of raising \$1.75 million in funds for faculty support.

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- d) Conduct needs analyses to inform professional development opportunities and programming for faculty and staff [*Center for the Innovation in Teaching and Research, Human Resources*]
- Business Services will research the development of web-based training courses for administrative policies and procedures and will explore opportunities and features of Western Online to develop business office training courses for access by deans, chairs, and fiscal agents.
 - Human Resources will establish a Training and Development Advisory Committee with Civil Service employees from various departments to give feedback on training needs and issues such as course topics, training methods, optimal times, and locations for training sessions and potential speakers.
 - Human Resources will develop supervisory training modules, offer additional workshops on employee benefits and supplemental retirement plans, and expand health and wellness information to employees.
 - The Vice President for Quad Cities, Planning and Technology, Human Resources, and the Center for Innovation in Teaching and Research will co-sponsor Quad Cities faculty and staff attendance at the Quad Cities Professional Development Network.
 - University Technology, Electronic Student Services, and the Center for the Innovation in Teaching and Research will provide Zimbra training for existing and new functionalities and applications to the employment setting.
- e) Provide opportunities, as demonstrated in annual *Underrepresented Groups Reports*, to increase the participation and achievement of faculty and staff from traditionally underrepresented groups in higher education and in academic disciplines [*All academic departments and administrative units, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, Anti-Harassment Education and Awareness Committee, Western Organization of Women, all other affinity groups*]
- Annual *Underrepresented Groups* and Annual *Equal Opportunity and Access Reports* will be presented to the Western Illinois University Board of Trustees. The latter is scheduled for the October 2008 meeting.
 - In addition to the information presented in the *Underrepresented Groups Report*, the Director of Human Resources will participate in the Human Resources Directors Advisory Committee of State University Civil Service System (SUCSS) and collaborate with

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other public universities to pursue substantive changes in SUCSS rules and regulations.

New Opportunities

- f) 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, Quad Cities Faculty Council, University Committee on Sexual Orientation, University Libraries*]
- g) Consistent with a family-friendly environment:
- (1) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided to the Western Illinois University community in the spring and fall semesters [*Provost's Office, College of Education and Human Services*]
 - After conducting an interest survey to determine feasibility, the College of Education and Human Services expanded the Infant and Preschool Center operations to include summer childcare opportunities.
 - (2) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer, fall, and spring infant and childcare on the Quad Cities campus [*Provost's Office, College of Education and Human Services*]
 - The Vice President for Quad Cities, Planning and Technology is exploring community foundations that would support child care in the Quad Cities. Discussions regarding a feasibility and needs analysis will be conducted with the Provost and the College of Education and Human Services.
 - (3) 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, President's Cabinet*]

Goal 2: Enrich Academic Excellence

Action 1. Support strong commitments to teaching and instruction.

Current Priorities

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- a) Using the academic program review process to ensure the provision of high-quality, viable academic programs and services [*Academic Affairs*]
- During academic year 2008-2009, Academic Affairs will complete program reviews for the BA in Women's Studies, BS and MS in Chemistry, BS and MS in Physics, and progress reports will be completed for BS in Forensic Chemistry, and Post-Baccalaureate Certificate programs in African American Studies, Public and Non-Profit Management, and Women's Studies. Additionally, all programs in the College of Fine Arts and Communication are undergoing program review, and program reviews are being completed in the Masters in Sports Management and the Ed.D. in Educational Leadership.
- b) Developing and offering new and expanded academic programs in areas of demand and need that are consistent with the academic mission of the University [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]
- In addition to the new programs discussed in Goal 1, Action 1:a
 - The Psychology Department is developing a curriculum proposal to integrate substance abuse counselor training and Certified Alcohol and Drug Counselor certification into the Psychology major.
 - The Biology Department is developing a Medical Sciences option within the B.S. in Biology.
 - The Dean of the College of Arts and Sciences and the Vice President of Quad Cities, Planning and Technology are working to secure an environmental laboratory facility in the Quad Cities to facilitate offerings of a laboratory-based curriculum.
 - The College of Education and Human Services is developing a proposal for a doctoral program in Law Enforcement and Justice Administration.
 - The College of Education and Human Services is developing a proposal for a new Educational Specialist program in Counselor Education at the Quad Cities Campus.
 - The College of Education and Human Services is conducting a feasibility study for a graduate program in Dietetics to provide opportunity for dietetic professionals to progress from entry-level to advanced practitioners.

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- The College of Education and Human Services is conducting a feasibility study for development of a Masters in Public Health program.
 - University Libraries will offer a three-hour online course in Spring 2009 as part of the Information Literacy Initiative.
- c) Supporting interdisciplinary course, program, institute, and center development [*Faculty, University Libraries, Department Chairs, Deans, Provost, Faculty Senate, Graduate Council, President, Western Illinois University Board of Trustees*]
- The College of Arts and Sciences will:
 - Continue to support the Institute for Environmental Studies and create an interdisciplinary, externally funded environmental studies research program.
 - Continue to expand the outreach program at Kibbe Life Sciences Station.
 - Create and pursue research and outreach activities in Geographic Information Systems (GIS) and especially with the McDonough County GIS Center.
 - Support student and faculty survey research and outreach through the Western Survey Research Center.
 - Integrate survey research in undergraduate curriculum and support a survey research minor through Political Science, Sociology/Anthropology, Psychology, and African American Studies.
 - The department of Biology plans to expand interdisciplinary curriculum through cross listing of courses with Geography and Sociology/Anthropology and will pursue similar opportunities for students in Chemistry.
 - The College of Business and Technology will collaborate with the Illinois Institute for Rural Affairs in ethanol research and development through the departments of Agriculture and Engineering Technology.
 - The College of Education and Human Services will explore feasibility of an interdisciplinary applied Masters in Gerontology degree.
 - The College of Fine Arts and Communication will develop and support its interdisciplinary programs, including Museum Studies, Arts Technology (minor), Film (minor), Broadcast Meteorology, Musical Theatre (major), Art History, Photographic Design (courses), and Studio Art (MFA).

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- University Libraries will continue to build collections and educational programs to support academic programs.
- d) Following 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 [*Program faculty, Student Learning Assessment Committee, College Curriculum Committees, Faculty Senate, Graduate Council, Provost's Office*]
- All academic programs will continue to conduct assessment of student learning in General Education and undergraduate and graduate majors.
- e) Achieving and maintaining discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University [*Academic departments and administrative units within Student Services*]
- Psychology will pursue National Association of School Psychologists (NASP) re-accreditation for the School Psychology program in academic year 2008-2009.
 - The university-wide teacher education program will seek National Council for Accreditation of Teacher Education (NCATE) re-accreditation in academic year 2009-2010.
 - The College of Business and Technology will seek Association to Advance Collegiate Schools of Business (AACSB) accreditation reaffirmation for programs in Business and Accounting during academic year 2009-2010.
 - The College of Business and Technology will continue to seek Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (TAC-ABET) accreditation for the Manufacturing Engineering Technology program and American Council for Construction Education (ACCE) accreditation for the Construction Management program within three years.
 - Social Work will complete their re-accreditation process following submission of a restoration report to the Council on Social Work Education.
 - As a follow-up to a spring 2008 site visit for re-accreditation, Recreation, Parks, and Tourism Administration will submit an institutional response letter to the Council on Accreditation for Recreation, Park Resources, and Leisure Services.
 - An accreditation decision for Theatre is currently pending with the National Association of Schools of Theatre (NAST).

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- An Art site visit for new accreditation is scheduled for October 2008, and the Communication Sciences Disorders site visit for accreditation reaffirmation is scheduled for September 2008.
- Student Services will achieve and maintain accreditation for the University Counseling Center (International Association of Counseling Services), Beu Health Center (Accreditation Association for Ambulatory Health Care), and Athletics (National Collegiate Athletic Association).
- The Dean of the College of Fine Arts and Communication; Assistant Vice President for Academic Affairs; and the Vice President for Quad Cities, Planning and Technology will be pursuing Higher Learning Commission-North Central Association of Colleges and Schools approval to offer more than five courses at the Figge Museum in conjunction with the new Museum Studies Program.

New Opportunities

- f) Clarifying the goals and priorities of distance learning through a strategic planning process that includes an identification of stable resources, an assessment plan for student learning outcomes, and the adoption of national best practices for the provision of distance learning at Western Illinois University [*Academic Affairs*]
- During academic years 2008-2009 and 2009-2010 and as part of the University's Self Study for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools, Western Illinois University will be developing and implementing a plan for studying and adapting best practices in distance learning.
 - In preparation for enhancement of distance learning:
 - The Dean of the College of Arts and Sciences has committed to develop and offer distance courses in support of the Board of Trustees Bachelors of Arts and other programs inside and outside the College as appropriate.
 - The Dean of University Libraries has committed to incorporating Association of College and Research Libraries (ACRL) standards for distance education and information literacy into the libraries' education program to provide comparable experiences for students throughout Western Illinois University.
- g) Providing increased structured educational opportunities and resources to increase student-faculty interactions and active and collaborative

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learning through international studies, internships, service learning, and undergraduate and graduate student research [*Deans, Department Chairs, Program Faculty, University Libraries, Career Services, Center for International Studies*]

- Western Illinois University's participation in the Illinois (service learning) Campus Compact will be expanded to include students from the Quad Cities Campus.
 - The Institute for Environmental Studies is working with the Campus Sustainability Committee and the Illinois Institute for Rural Affairs to assess the need for an academic program in renewable energy and to include establishment of a renewable energy internship program in cooperation with Southern Illinois University's "Corn-to-Ethanol" initiative.
 - Physical Plant will work with the Biology Department to properly manage Lake Ruth and utilize it as a classroom site.
 - Document and Publication Services will provide internships to graphics communications and graphic design students.
 - The College of Education and Human Services is developing a systematic process to offer limited international student teaching opportunities at accredited schools throughout the world.
 - Student Services will enrich and provide additional career services by hiring a new assistant director.
- h) Expanding academic and co-curricular opportunities for Honors Students [*Centennial Honors College, Honors Council, Faculty, Faculty Senate, Graduate Council*]
- The Vice President of Quad Cities, Planning and Technology, Director of Academic and Student Services, and Director of Centennial Honors College are looking to expand honors student recruitment and program support on the Quad Cities Campus.
 - University Libraries will offer an Honors class in Fall 2008, "Literacy for the 21st Century."
 - University Libraries will incorporate the Honors Theses into the University's Digital Library collection.

Action 2. Provide strong commitments and increase opportunities to support research, scholarly/creative activities, and public service and outreach.

Current Priorities

- a) Promoting entrepreneurial approaches to research and scholarly/creative activities that are consistent with departmental, college, and University priorities [*Academic Affairs*]

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- The College of Education and Human Services is initiating steps to establish a Life Span Institute with the mission of find research-based solutions to challenges associated with aging, obesity, disease, societal violence, human development, and social justice.
 - University Libraries is currently conducting a statewide survey with the Illinois Institute for Rural Affairs to examine the role of libraries and entrepreneurship.
 - The College of Arts and Sciences will provide resources for the Institute of Environmental Studies (IES) Faculty Fellows program by reallocating current IES personnel funds.
 - The Illinois Law Enforcement Training and Standards Board Executive Institute will implement a full research division by creating an online database covering topics requested by the Illinois law enforcement community.
- b) Maintaining the ability to respond to emerging needs in the state and region, including the Governor’s initiatives, “P-20” (preschool through graduate school) initiatives, and area economic development plans *[Faculty and Staff]*
- The Geographic Information Systems Center and University Technology are producing campus fiber and network maps as an initial step to igniting dark fiber between the two campuses of Western Illinois University and to provide the infrastructure to support video, voice, and data initiatives.
 - The Geographic Information Systems Center and Western Illinois University Emergency Management are in discussions on digital mapping of the campus for emergency situations.
 - The Geographic Information Systems Center will submit a work plan to the Mississippi Valley Rock Island District to perform quality control checks of Mississippi River shoreline maps.
 - The Institute for Environmental Studies will continue to work with the United States Army Corps of Engineers’ Rock Island District to support infrastructure recovery.
 - The College of Education and Human Services Dean’s Office is in the process of reorganizing the P-12 Partnership Team, Instructional Development Services, and the Center for Best Practices in Early Childhood Education to best use collective resources and expertise to respond to institutional, state and national initiatives.
 - The College of Business and Technology will sponsor its second annual Quad Cities Economic Forecast Breakfast in January 2009, with plans to follow the Quad Cities breakfast meeting with a luncheon forecast session in Macomb for local business leaders.

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- Educational Leadership began its ninth cohort of students seeking superintendent certification through the Alternative Certification Initiative.
- The Illinois Law Enforcement Training and Standards Board Executive Institute will develop curricula in the areas of civil liability, intelligence gathering, and budget and finance; revise the current Police Resource Management curriculum; and market its basic academy and the online learning network to organizations.

New Opportunities

- c) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities [*Academic Affairs*]
 - The College of Arts and Sciences Dean's Office will work with faculty to increase the number and quality of summer stipends, University Research Council grants, and other external sources of support.
- d) Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members [*Academic Affairs*]
 - The College of Arts and Sciences allocated \$100,000 in base operational funding to support equipment and technological renovation.
 - An Institute for Environmental Studies Research Fellow received United States Fish and Wildlife Service funding to support development of insights into presence and abundance of endangered plant species in the upper Mississippi River basin.
 - The College of Business and Technology departments will provide up to \$3,000 in matching travel funds for faculty who present papers at conferences.
 - The College of Education and Human Services added a research component to the two-year Faculty Innovators program which will assist faculty in successful integration of instructional technologies into teaching and learning.
- e) Enhancing visiting scholars and artists in residence programs [*Academic Affairs, Colleges, Departments*]
 - The College of Arts and Sciences will continue to support visiting scholars.
 - The College of Fine Arts and Communication will continue to seek visiting artists for residencies and seek permanent funding to support residency programs.

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- f) Completing a review of professional development support (e.g., travel support) across Academic Affairs, recommending levels of support for faculty research, service, and professional development [*Faculty Senate*]
 - (1) Implementing agreed-upon recommendations where funding is available and seeking additional funding where it is not available [*Provost, Deans, Department Chairs*]
 - The Faculty Senate has formed a committee to study professional development support across Academic Affairs.
 - The Provost's Office will provide an addition \$250,000 for faculty travel.
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities [*Academic Affairs, Advancement and Public Services, Student Services, Alumni Association*]
 - The College of Arts and Sciences will continue to offer the John Hallwas Liberal Arts Lecture on the Macomb and Quad Cities campuses.
 - Two high-profile University Theme speakers and the Keynote Speaker from the Environmental Summit will present addresses on the Quad Cities Campus.
 - A staff member from the Quad Cities Campus will join the University Theme Committee.
 - The November 15th Western Illinois University football game will be "Quad Cities Day." The Director of Intercollegiate Athletics and the Vice President for Quad Cities, Planning and Technology will sponsor tickets and transportation for Quad Cities students, faculty, and staff.
 - The College of Arts and Sciences will continue to offer the Mary Olive Woods Lecture, Gabler Lecture, Morrow Lecture, and other department-based lectures and conferences.
 - University Libraries will host a program on the rural libraries initiative with members of the Illinois Institute for Rural Affairs.
 - The Library Leadership Board and the Library Atrium Society will be hosting events for the community.
 - University Libraries will continue circulating Curriculum Library materials to public school teachers in the Macomb area and coordinate programming with groups such as University Women and the University of Illinois Cooperative Extension Service.
 - Student Services will:
 - Continue to support the International Bazaar, University Theme Lecture Series, Juneteenth, Women's History Month, Black History Month, Hispanic Heritage Month, University Union Board programs, and First Tee Program.
 - Develop programming for the new Multicultural Center.

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- Provide mentor/leadership opportunities via new partnership with Macomb area schools.
- Western Illinois University-Quad Cities will engage in many civic activities, including a voter registration drive, blood drive, Coats for Kids, and the Tunnel of Oppression.

Action 3. Deliver a strong, user-centered information technology infrastructure.

Current Priorities

- a) Continuing 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; Vice President for Quad Cities, Planning and Technology; University Technology; Deans; Department Chairs; College Technology Representatives*]
 - University Technology installed approximately 200 new faculty computers in academic year 2007-2008. The computer upgrade program continues in academic year 2008-2009 and complements additional upgrade and rotation programs in the colleges, University Libraries, other vice presidential areas, and Western Illinois University-Quad Cities.
- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses [*President; Vice President for Quad Cities, Planning and Technology; University Technology; Deans; Department Chairs; College Technology Representatives*]
 - University Technology will continue with the Electronic Classroom Upgrade (ECU) program in academic year 2008-2009, with the target of upgrading 30 classrooms within the first two years of the program. The ECU program complements updates sponsored by the colleges, campaign gifts, and a \$200,000 base infusion for classroom permanent improvements conducted by the Physical Plant.
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departamental technology staff to enhance responsiveness and end-user support [*Vice President for Quad Cities, Planning and Technology; Deans; College Technology Representatives*]
 - The Executive Director of University Technology will meet with each of the Deans and college technology support staff to refine and update technology support agreements and responsibilities.
 - University Technology will implement recommendations from the *Help Desk Task Force Report*. These recommendations are aimed

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at enhancing technology support, responsiveness, and reducing duplication of efforts.

- An Assistant Director of Quad Cities Technology Support Services will be hired to oversee all Quad Cities aspects of technology support, planning, and service delivery.
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois University [Vice President for Quad Cities, Planning and Technology; University Technology; Administrative Computing; Electronic Student Services; President's Technology Advisory Users Group]*
- Academic Year 2008-2009 implementation plans for the *Institutional Strategic Plan for Technology* were documented in a *June 2008 Report* presented to the Western Illinois University Board of Trustees. In addition to plans noted in that *Report*:
 - The Deans of the College of Education and Human Services and Fine Arts and Communication are co-chairing a University task force to explore creation and implementation of a mobile computing initiative for the two campuses of Western Illinois University.
 - Administrative enhancements to university operations include:
 - Administrative Information Management Systems will transition the collection method of mid-term and final grades from bubble-sheet to online processing, and it will enhance the Space Master and classroom scheduling system to allow use by colleges.
 - Business Services and Administrative Information Management Systems will develop an online voucher payment process.
 - Document and Publication Services (DPS) will provide online ordering, produce accessible electronic documents, and enhance user-friendliness of its electronic resources.
 - Physical Plant will upgrade its maintenance management system, incorporate an inventory control module, implement building services supervisory inspection reporting, and develop new codes for the maintenance system database to enhance reporting and overall maintenance management.
 - The Office of Public Safety will upgrade 12-year-old parking software and hardware.

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- e) Enhancing the colleges' and libraries' outreach and communication through the use of interactive and collaborative technologies in support of our Macomb and Quad Cities campuses, distance education, and the University's emerging nursing program [*University Libraries, University Technology, Colleges and Departments*]
 - University Libraries will continue to use Meebo Online Chat for collaboration between students, faculty, and librarians and continue to transition paper collections to online formats.
- f) Increasing the virtual and physical information experience, including anytime, anyplace delivery of information to the University and surrounding community [*Deans, Department Chairs, University Libraries, University Technology, Faculty*]
 - University Libraries will use Web 2.0 tools more frequently and more effectively. Web 2.0 tools include pod/vodcasting, wikis, blogs, etc. to create virtual tours, training for library personnel, as well as disseminating information to library users.
- g) Augmenting 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, Colleges, and Departments*]
 - University Libraries will continue development of an Information Literacy course for Honors students and an Information Literacy course to support the Board of Trustees Bachelors of Arts program, and it will establish an Information Literacy component in the First Year Experience.
 - The Dean of University Libraries will chair a taskforce for the Consortium of Academic and Research Libraries in Illinois (CARLI) to develop online tutorials for CARLI databases used by students and faculty across Illinois.
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship [*University Libraries*]
 - Library faculty and staff will continue to scan and catalog county historical newsletters.

Goal 3: Provide Educational Opportunities

Action 1. Further augment flexibility and responsiveness to student needs and timely degree completion in academic programs.

Current Priorities

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- a) Supporting and promoting Western Illinois University's granting of 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 Office, School of Extended Studies, Academic Departments*]
 - Western Illinois University-Quad Cities is currently in negotiations with the Rock Island Arsenal and Black Hawk College to serve as the Quad Cities host site for college credit examinations.
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline [*BOT/BA Advisory Board, School of Extended Studies, Academic Departments*]
- c) Participating in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer [*Academic Affairs*]
 - Dr. Ronald Williams, Assistant Vice President for Academic Affairs, will serve as the IAI liaison for the University.
 - The Admissions Office will coordinate with appropriate groups to determine articulation credit.
- d) Developing new and expanded academic programs that allow students to earn multiple degrees from Western Illinois University and be prepared for multiple career opportunities [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]
 - The proposed Engineering program will build on Western's Pre-Engineering program.
- e) Creating five-year integrated baccalaureate/masters degree programs, where appropriate to the discipline [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Quad Cities Scheduling Committee, Provost, President, Western Illinois University Board of Trustees, Illinois Board of Higher Education*]
 - The departments of Biology and Chemistry will pursue approval of integrated BS and MS degree programs for their respective areas.
 - The College of Fine Arts and Communication is also exploring integrated BA/MA program feasibility.
- f) Studying 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, Quad Cities Scheduling Committee, Provost*]

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- The Deans and Provost approved the Quad Cities recommendations to continue to implement alternative scheduling. Implementation coordination with the Deans and Departments has been assigned to the Assistant Vice President for Academic Affairs and the Director of Instructional and Administrative Services by the Provost and Vice President for Quad Cities, Planning, and Technology.
 - The College of Arts and Sciences will develop weekend cohort and weekend clustered courses in support of Liberal Arts and Sciences bachelors and masters degrees.
 - The College of Education and Human Services proposed alternative models for program offerings, including a 7x7 schedule.
 - The College of Fine Arts and Communication will continue to explore creative ideas to meet student needs, such as expanding offerings via CODEC and alternative scheduling of courses.
- g) Following credit hour requirements defined by the Council on Curricular Programs and Instruction in new program development [*Program faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Provost*]
- The Federal Compliance section of the University's Self Study for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools will demonstrate if the University is following credit hour requirements defined by the Council on Curricular Programs and Instruction in new program development.
- h) Maintaining 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 with an annual review of these commitments at the Provost's annual Summer Retreat [*Chairpersons; Deans; Provost; Vice President for Quad Cities, Planning and Technology*]
- Data on program completion and scheduling will continue to be reviewed with the Chairs, Deans, and Provost's Office each semester and as part of the Provost's annual summer retreat.
- i) Expanding weekend and summer school offerings in order to meet the needs of non-traditional student populations on both the Macomb and Quad Cities campuses [*Faculty, Chairpersons, Deans, Provost*]
- The Provost will be forming a committee to examine planning and budgeting for extended summer offerings.
 - The College of Business and Technology will study and test weekend courses and alternative scheduling for delivery of the MBA on the Quad Cities Campus.

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- The College of Fine Arts and Communication will continue to increase its summer offerings with subsidized revenue from the College.

New Opportunities

- j) Expanding articulation agreements and the Dual Admissions Transfer Program to promote seamless transfer to Western Illinois University and advisement that keeps students focused on degree requirements and timely degree completion [*Admissions, University Registrar, Academic Affairs*]
- The College of Arts and Sciences will continue to explore possibilities for articulation agreements with community colleges regarding the bachelor's degree in Liberal Arts and Sciences.
 - The College of Fine Arts and Communication will work toward expansion of a Communication major that will allow completion of the major at the Quad Cities Campus.
 - Student Services will continue to work with academic departments, community colleges, and other universities to promote seamless course credit articulation.
- k) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline [*BOT/BA Advisory Board, School of Extended Studies, Provost, Academic Departments*]
- l) Establishing academic programs that allow a student to start a degree program on the Macomb campus and complete the degree on either the Macomb or the Quad Cities campus [*Academic Departments, Deans, College Curriculum Councils, Faculty Senate, Provost, President, Board of Trustees, Illinois Board of Higher Education*]
- The new Engineering Program will allow students to complete the first two years in Macomb and the second two years in the Quad Cities.
- m) Completing curricular efficiency studies that examine students' time-to-degree and help to inform future academic planning. Results will be shared with the Provost, Deans, and Quad Cities Scheduling Committee. [*Planning, Budget, and Institutional Research*]
- The Federal Compliance section of the University's Self Study for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools will use curricular efficiency studies to examine students' time-to-degree and help inform future academic planning.

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Action 2. Support learning inside and outside the classroom and initiatives designed to increase student success.

Current Priorities

- a) Developing strategies to successfully respond to National Survey of Student Engagement results of new college students, second semester freshmen, and second semester seniors as a means to increase student involvement, retention and graduation rates [*Academic departments, University Libraries, Student Services*]
- The College of Arts and Sciences will support and expand undergraduate research efforts to increase student-faculty interaction and to enrich educational experiences through collaborative work on research projects outside of regular course or program requirements.
 - Professor Felix Chu of University Libraries has been assigned ongoing assessment responsibilities to better engage students and faculty in teaching, learning, and research.
 - Student Services will evaluate student concerns via MAP-Works “Making Achievement Possible” survey results.
 - The Office of Academic and Student Services will implement strategies to respond to Quad Cities students National Survey of Student Engagement Results.
- b) Providing 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 and Staff, University Libraries, Alumni Association*]
- University Libraries will continue “Gaming Night” events to develop a welcoming community for students, faculty and community users and to promote critical thinking and problem solving.
 - University Libraries will continue to work with university tutoring services to support writing, math and science tutors in Malpass Library.
 - Student Services will continue to provide opportunities for involvement in 250 registered student organizations, cultural centers, women’s center, and intercollegiate athletics.
 - The Office of Academic and Student Services and faculty advisors will continue to provide support to the Quad Cities Student Government Association and 12 registered student organizations.

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- Student Services will provide opportunities for involvement through programming via residence halls, Career Services, Beu Health Center, University Theme, and the Office of Student Activities.
- c) Completing the integration of Office of Academic and Student Services on the Quad Cities campus and develop a “one-stop shop” for services provided to students on that campus [*Vice President for Quad Cities, Planning and Technology; Office of Academic and Student Services*]
- Staffing will be complete with the hiring of an Admissions Counselor and a Community College/Liberal Arts and Sciences Advisor.
- d) Designing and implementing Western Illinois University’s adaptation to the five-year Summit League Plan to increase student-athlete academic achievement [*Intercollegiate Athletics*]
- e) Continuing implementation of the *Strategic Plan for the First Year Experience* that includes assessing student learning outcomes, evaluating the effectiveness of the First Year Experience, and making programmatic changes where appropriate [*First Year Experience Faculty and Staff, Assistant Provost for Undergraduate Education*]
- Support FYE by offering courses, conducting tenure-track faculty searches, increased involvement by University Libraries, and refinement of student achievement outcomes.
- f) Re-establishing contact with students who have had to “stop out” or temporarily leave the University for one or more semesters [*Academic Affairs, Admissions Office, Office of Academic and Student Services at Western Illinois University-Quad Cities, Council on Admission, Graduation and Academic Standards*]
- g) Developing a comprehensive substance abuse educational program [*Student Services, University Libraries, Student Government Association*]. Initial components of this program related to current University initiatives include:
- (1) Late night and alternative programming [*Student Services, Student Government Association, registered student organizations*]
 - University Libraries will continue to develop health and wellness collections and displays, and it will hold “Gaming Nites” as an alternative to drinking.
 - Student Services will provide late night programming as alternatives to alcohol.
 - (2) Implementation of a comprehensive alcohol risk reduction plan [*Beu Health Center*]

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- Student Services will offer pre-matriculation alcohol education and establish an alcohol task force.
- (3) Future university-theme programming in the areas of health and wellness [*University Theme Committee, First Year Experience Faculty and Staff*]
- The University will support multiple speakers/events focused on the 2008-2009 University Theme of Health and Wellness with approximately \$100,000 for events on the Macomb and Quad Cities Campuses.
 - The University will develop a comprehensive, organized program called Western Well that will be coordinated by Recreation Center, Kinesiology Department, Human Resources, and student staff.
 - Student Services will provide university-themed programming via Sodexo programs and products.
- h) Offering comprehensive academic, career, personal, health and wellness counseling, services and programs [*Divisions of Academic Affairs and Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, University Libraries, Office of Equal Opportunity and Access*]
- University Libraries will continue to offer collections, services, displays, space and programs to support these initiatives, and they will submit grants to support the health sciences initiatives on campus and to build collections.
 - University Libraries will collaborate with the new nursing program on collection development and health sciences database training.
 - Student Services will use grant funding to support Beu Health Center's tobacco-free programming and Campus Recreation programming.
- i) Encouraging and strengthening shared governance and student participation in University decision making [*All administrative units, Student Government Associations-Macomb and Quad Cities, Interhall Council*]
- All campus governance groups on both campuses will continue to be involved in and receive annual reports on university strategic, master, and accreditation planning.
 - Student Services will continue to maintain and support student-elected positions on: the Western Illinois University Board of Trustees, Quality of Campus Life Committee, Greek Strategic Planning, and the University Housing and Dining Services Master Plan.

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Action 3. Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

Current Priorities

a) Achieving scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the newly developing comprehensive campaign for Western Illinois University [*President; Advancement and Public Services; Deans; Director of Development, Western Illinois University-Quad Cities; Western Illinois University Foundation; Quad Cities Leadership Team*]

- The University will continue to support scholarship fundraising goals of the Comprehensive Campaign. The Western Illinois University Foundation reported a record high in fundraising for Fiscal Year 2008, with donors contributing more than \$8.4 million.
- The University will continue to support the President's Scholarship Appeal. Support for the President's Scholarship Fund, established in 2006 to reduce the average debt load for students, increased 18 percent in the last year.
- Student Services will continue to identify scholarship programs through the Financial Aid office.

b) Identifying new sources of financial aid for students enrolled at the University [*President; Advancement and Public Services; Western Illinois University Foundation; Quad Cities Leadership Team; Financial Aid Office; Director of Development, Western Illinois University-Quad Cities; Assistant Director of Financial Aid*]

- The College of Arts and Sciences will continue to encourage researchers to include requests for financial support of graduate and undergraduate students in grant proposals and assist Nursing students in identifying grant opportunities.

New Opportunities

c) Developing, implementing, and supporting new and enhanced strategies for reducing the amount of student indebtedness upon graduation [*Western Illinois University Board of Trustees, President, President's Cabinet, Advancement and Public Services, Director of Quad Cities Marketing, Western Illinois University Board of Trustees*]

d) Forming a Presidential Task Force charged with increasing the University's communication about its commitments to reducing levels of student indebtedness and leadership in the areas of cost predictability and affordability [*President, President's Cabinet*]

Goal 4: Support Personal Growth

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Action 1. Support learning inside and outside of the classroom.

Current Priorities

- a) Allocating resources to support plans designed to increase student participation in and appreciation of cultural, aesthetic, intellectual, and leadership events on and off campus [*Divisions of Academic Affairs and Student Services; Student Government Associations-Macomb and Quad Cities; Gwendolyn Brooks Cultural Center; Casa Latina; Women's Center; Disability Support Services; Center for International Studies; Office of Academic and Student Services, Western Illinois University-Quad Cities*]
- The College of Arts and Sciences will continue to offer the John Hallwas Liberal Arts Lecture on the Macomb and Quad Cities campuses.
 - The College of Business and Technology will continue the "Executive-in-Residence" program. Executives have been scheduled for fall and spring and will be working with students on the Macomb and the Quad Cities campuses.
 - The College of Fine Arts and Communication will encourage its Alumni Advisory Board members to visit classes and student organization meetings when on campus for events/meetings.
 - University Libraries will collect and display international artwork.
- b) Developing educational opportunities designed to raise awareness of environmental issues [*Faculty, Staff, Campus Sustainability Committee, University Libraries*]
- The Campus Sustainability Committee will be drafting a sustainability plan for review by the President and President's Cabinet.
 - The College of Arts and Sciences will:
 - Secure approval for a revised Environmental Studies minor.
 - Organize and co-sponsor an annual conference on environmental and community sustainability in the Upper Mississippi River.
 - Pursue approval of an interdisciplinary Doctoral program in Environmental Sciences.
 - Continue to expand outreach programs at the Department of Biology's Kibbe Life Sciences Station.
 - Facilitate offerings of lab-based curriculum by securing an environmental laboratory facility in the Quad Cities.

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- University Libraries will host an event related to “Smashed” for the surrounding community.
 - Document and Publication Services will:
 - Utilize vegetable-based inks and a very high percentage of recycled papers in its operation.
 - Dispose of solid and chemical waste in a responsible manner.
 - Process printer ink and toner cartridges for reuse and recycling.
 - Physical Plant will:
 - Work with student representatives to provide enhanced recycling containers on campus.
 - Seek ways to improve campus recycling.
 - Continue to sponsor speakers and participate in environmental summits and events.
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme. [*University Theme Committee, First Year Experience Faculty and Staff, University Libraries*]
- The University Theme Committee will continue to sponsor programs and events in conjunction with the First Year Experience.
- d) Hosting high-profile University speakers on both the Macomb and Quad Cities campuses [*Academic Affairs; Advancement and Public Services; Student Services; Vice President for Quad Cities, Planning and Technology; Alumni Association*]
- The College of Arts and Sciences will continue to offer Mary Olive Woods Lecture, Gabler Lecture, Morrow Lecture and other department-based lectures and conferences.
 - The Quad Cities Campus will host two University Theme speakers and the Environmental Summit’s keynote speaker.
 - Student Services will provide speakers via the University Union Board, Greek Life, Fall Leadership Conference and Minority Health Month.
- e) Enabling students to attend and participate in academic, athletic, co-curricular, performing arts and creative activities/events on both Western Illinois University campuses [*Academic Affairs; Colleges and Departments; Advancement and Public Services; Student Services; Vice President for Quad Cities, Planning and Technology*]

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- Student Services and the Office of Academic and Student Services in the Quad Cities will provide low-cost programming such as concerts, comedians, films, athletics and recreation.
- f) Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I 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 [*Intercollegiate Athletics, Vice President for Student Services, President, Western Illinois University Board of Trustees*]
- Student Services will coordinate with and follow recommendations of the Athletic Funding Task Force.
- g) Using the NCAA Certification and other annual reporting processes to demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student athlete welfare [*Intercollegiate Athletics, Vice President for Student Services, President, Western Illinois University Board of Trustees*]
- Student Services will hire a compliance officer to fill a retired position.
- h) Providing opportunities for students to learn about financial responsibility and become more proactive in solving financial problems [*Financial Aid Office, Scholarship Office, Assistant Director of Financial Aid at Western Illinois University Quad Cities*]
- Advancement and Public Services will implement a comprehensive program to offer financial advising to students.
 - Student Services will develop a strategy to address student financial habits and planning skills.

New Opportunities

- i) Forming a student-led task force to look at strategies for increasing school spirit [*Student Government Associations-Macomb and Quad Cities*]
- Student Services will create partnerships to increase school spirit by involving the Macomb Student Government Association, the Western Illinois University Board of Trustees student representative, Student Alumni Council, and the Student Athlete Advisory Board.
 - The Office of Academic and Student Services will work with the Quad Cities Student Government Association in forming a student-led task force to look at strategies for increasing school spirit.

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- j) Involving members of the Alumni Association to serve as role models and mentors in internships, career days, guest presentations, speaker series, introductions to the Alumni Association before students leave campus, etc. [*Academic Departments, Student Services, Alumni Association*]
- The College of Arts and Sciences will continue to encourage departments to invite alumni to come to campus to meet with students and faculty.
 - The College of Business and Technology will support an alumni mentor program that pairs members of the College's Advisory Board with high-achieving students in the College.
 - Advancement and Public Services will develop a speaker's bureau to inform the university community about alumni visits.
 - Student Services will create partnerships between Career Services and the colleges to develop alumni relations.
- k) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community [*Alumni Association*]
- The Alumni Council is developing a strategic plan that will, in part, contain actions to help students become lifelong, contributing members of the Western Illinois University community.

Action 2. Provide lifelong learning opportunities for faculty, staff, and community members.

Current Priorities

- i) Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits [*President, Vice Presidents, Deans, Department Chairs, Directors, Supervisors*]
- University Policy will continue to support use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits
- j) Continuing to enhance non-credit programs and services [*School of Extended Studies*]
- The School of Extended Studies will continue to:
 - Open new markets for non-credit and sponsored-credit programs in the region.
 - Develop and administer outreach programming that supports teachers seeking to comply with state requirements for recertification and/or school administration.

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- Provide administrative, marketing and registration services for departmental conferences and other projects, including Juvenile Justice Certification courses for police officers throughout the state of Illinois in cooperation with the Illinois State Police Mobile Training Units.
 - Offer innovative academic enrichment programs for youth.
- k) Sustaining the University's Affirmative Action Internship Program [*Office of Equal Opportunity and Access*]
- The Office of Equal Opportunity and Access will continue to support the University's Affirmative Action Internship Program.
- l) Providing the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities to help foster a lifelong appreciation for the performing arts [*College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery*]
- The College of Fine Arts will continue to offer many events, and they are publicized in a new Arts Guide publication.
 - University Libraries, Alliance Library System, and the Illinois Institute for Rural Affairs will present a program on the Role of Rural Libraries in Economic and Community Development.
 - University Libraries will provide the following events during 2008/09: Open house for the new Digital Studio in early fall, Kite flying event early fall, Outdoor music concert in the fall, Springfield Riots traveling exhibit in October, Lecture on the Titanic from a Quad Cities novelist late fall, Native American and diabetes lecture during Minority Health Month, Annual Author Recognition Event in April, and a Forensic Science event.
 - Student Services will offer events through the University Union Board and University Theme Lecture Series.
- m) Coordinating the educational opportunities at Western Illinois University for:
- The College of Education and Human Services' P-12 Partnership Team will hold their annual Summer Experience workshops for teachers across the State on the Macomb Campus and at Lincolnshire High School.
 - Non-credit programs, the College of Arts and Sciences, and the College of Education and Human Services will provide educational opportunities that allow Illinois public school teachers to earn

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Continuing Professional Development Units as part of recertification requirements.

- Special Education faculty will offer *Response to Intervention* coursework to regional special education cooperative faculty through Sponsored Credit.
 - Non-credit programs will sponsor programs that allow practicing professionals to earn Continuing Education Units (CEUs) and other professional credit units as part of licensing/certification requirements.
- n) Assisting teacher education and graduate education programs that link field and clinical experiences; serve the needs of students, graduates, and the professional community; and make curricular adjustments where appropriate [*Center for Preparation of Educational Professionals, Academic Departments, University Teacher Education Committee, Graduate Council, Faculty Senate, Provost, President, Western Illinois University Board of Trustees*]
- The University will help ensure that it is delivering on these objectives (stated above) by securing National Council for the Accreditation of Teacher Education (NCATE) re-accreditation and National Association of School Psychologists (NASP) Accreditation for School Psychology.
 - Continue to provide funds for observation and evaluation of Social Science Teacher Education majors.
 - The Center for the Application of Information Technologies is working with the University Teacher Education Committee to develop an on-line portfolio and assessment tool for the Teacher Education program.

New Opportunities

- o) Developing 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, University Libraries*]
- The Center for Innovation in Teaching and Research and Human Resources will provide orientation of new faculty and new administrators each semester.
 - The Center for Innovation in Teaching and Research will offer a variety of workshops and programs focusing on a variety of topics dealing with pedagogy and instructional design.
 - Human Resources will:

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- Establish a Training and Development Advisory Committee with Civil Service employees from various departments to give feedback on training needs and issues such as course topics, training methods, optimal times, and locations for training sessions and potential speakers.
 - Offer additional workshops, provide the civil service community with multiple learning opportunities, develop supervisory training modules, and continue workshops on employee benefits and supplemental retirement plans.
- p) Enhancing health and wellness activities targeted at the specific needs of faculty and staff [*Human Resources, Center for Innovation in Teaching and Research, Counseling Center, Campus Recreation, Beu Health Center, Vice President for Administrative Services*]
- Campus Recreation will offer a spring wellness fair.
 - Human Resources will expand health and wellness information for employees.
 - The Center for Innovation in Teaching and Research and the Center for International Studies will plan a session to inform the campus community of alternative medicines.
 - The Western Well Committee will develop a comprehensive, organized program coordinated by the Recreation Center, Kinesiology Department, Human Resources, and student staff.
 - Student Services will promote health and wellness via Minority Health Month, Health and Wellness theme events, and *Health 101*-an online magazine available to all students, parents, faculty and staff.

Goal 5: Promote Social Responsibility

Action 1. Encourage diversity of perspectives and engage in activities that support social responsibility, personal development and leadership.

Current Priorities

- a) Providing students with practical and theoretical educational experiences that complement the traditional classroom education [*Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, Student Government Associations-Macomb and Quad Cities*]
- The College of Arts and Sciences will continue to support student/faculty research and creative activity.
 - The College of Fine Arts and Communication will continue to seek out experiential learning programs for its students. The

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College will also continue to support the President's International String Quartet comprising international students who inspire and lead fellow students.

- Student Services and the Office of Academic and Student Services in the Quad Cities will continue to support and provide student services programming in support of out-of-class experiences.
- b) Continuing to support expansion of international student recruitment; opportunities for study abroad; and student, faculty and staff exchange programs with colleges and universities internationally [*Center for International Studies, Academic Departments, Office of Global Education*]
- The College of Arts and Sciences will identify, promote, and support opportunities for curriculum internationalization and international studies.
 - The College of Fine Arts and Communication will seek international connections to Scandinavia, South America, Wales, and Korea.
 - The Center for International Studies will:
 - Continue to update and expand its Website.
 - Seek approval of the new international studies degree.
 - Attend recruiting fairs in the Middle East, Asia and Mexico.
 - Continue expansion of Western's English as a Second Language summer offerings and short-term programs.
 - Assist in the establishment of international alumni associations.
 - Establish articulation agreements with Asian institutions to promote credit transfer for 2+2 or 3+1 articulation programs.
 - Continue expansion of bilateral institutional partnerships with foreign institutions.
- c) Supporting service learning, internships, student teaching, and other forms of experiential learning [*Divisions of Academic Affairs and Student Services*]
- The College of Arts and Sciences will continue to support current service learning projects.
 - The Office of Student Activities and the Office of Academic and Student Services in the Quad Cities will coordinate the University's participation in the Illinois Campus Compact.

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- Document and Publication Services will provide internships to graphic communications and graphic design students, hire and mentor student workers interested in graphic communications, and host tours of industry-standard facilities for graphic communication classes.
 - Student Services will offer student opportunity through programs such as Learning to Lead, service trip to Crete, Alternative Spring Break, University Housing and Dining Services, Western's All Volunteer Effort service opportunities, Adopt-a-street, Greek Life philanthropies, and fundraising events.
- d) Engaging in activities associated with the American Democracy Project *[Divisions of Academic Affairs and Student Services]*
- The College of Arts and Sciences will continue to support institutional participation in the American Democracy Project.
- e) Continuing 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 through:
- 1) Networking and professional development opportunities, research and scholarship in cultural diversity, curriculum and instructional development, and leadership in cultural diversity
 - 2) Assisting students, educators, and community members to acquire the competencies they need to communicate and interact effectively within a culturally diverse world *[All academic departments and colleges, University Teacher Education Committee]*
- The College of Arts and Sciences will encourage all departments to support multicultural education and multi/cross-cultural groups and organizations.
- f) Keeping Websites current on culturally diverse programs, services, events, and available for the campus and external communities *[All academic departments and administrative units, Black Alumni Association, Black Student Association, Casa Latina, Disability Support Services, Feminist Action Alliance, Gwendolyn Brooks Cultural Center, International Friendship Club, Latin American Student Organization, Unity, University Committee on Sexual Orientation, Western Organization of Women, Office of Equal Opportunity and Access]*
- University Technology will form an institutional committee to begin the process of Web re-design for the Macomb Campus. Part of the updating process will be an introduction of content management systems as a tool for individuals, departments, and administrative units to keep University Websites current.

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Action 2. Use partnerships to advance the University's vision, mission, values, goals, and actions.

Current Priorities

- a) Developing a plan for the Alumni Association that links the goals and actions of *Higher Values in Higher Education 2008-2018* to the work of the Association [*Alumni Association*]
 - The Alumni Council is developing a strategic plan that will link the Alumni Association's goals with the University's *Strategic Plan*.
- b) Supporting the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses [*Western Illinois University Foundation, Advancement and Public Services, President, Vice Presidents, Deans, Department Chairs, Western Illinois University-Quad Cities Development Officer*]
 - The two campuses of Western Illinois University will continue to support work and successes of the Comprehensive Campaign as the University seeks an overall \$60 million fundraising goal.
 - University Relations will support capital campaign initiatives, including supplemental print publications to complement the major campaign piece, a campaign video, and a campaign website.
 - Advancement and Public Services will work with the campus community to:
 - Identify, cultivate, and engage major donor prospects.
 - Invigorate Foundation events so that alumni, friends, and donors are excited about being University partners.
 - Host a series of events that engage donor prospects and friends while communicating the need for gift support.
 - Implement a series of campaign reports that measure donor engagement, track giving, and motivate gift officers.
 - Produce college and program campaign booklets that present University needs in a clear and compelling way.
 - Develop stewardship plans with each college and unit development officer.
 - Continue revision of foundation website, and create a donor profiles section.
 - Follow-up the Annual Fund's faculty and staff appeal with an email newsletter.

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- Student Services will continue to support development activities via the Parent and Family Association.
- c) Increasing the percent of alumni giving to the University [*Advancement and Public Services, Western Illinois University-Quad Cities Development Officer, Deans*]
- The College of Arts and Sciences will celebrate and use its 50th Anniversary as an opportunity to increase alumni giving.
 - University Libraries will host a major donor event in academic year 2008-2009.
 - The College of Fine Arts and Communication will target donors for technology needs in the Museum Studies program and high definition conversion.
 - Advancement and Public Services will fund and implement International Alumni programming and strategies to increase young alumni participation.
- d) Consulting 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 Higher Values in Higher Education 2008-2018 [*President, President's Cabinet, Deans, Chairpersons, Directors, Quad Cities Graduate Study Center*]
- The President's National Advisory Council will continue to meet at least twice per year.
 - Student Services will continue to support advisory boards for University Union, Campus Recreation, Student Services, and the Parent and Family Association.
 - The Colleges of Arts and Sciences, Business and Technology, and Fine Arts and Communication will continue to use external advisory boards.
 - Western Illinois University-Quad Cities has an external Leadership Team for fundraising, advisory board for collaborative programs and services between the University and Black Hawk College, and a community college advisory board to develop and implement new partnerships.
- e) Delivering high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region [*Academic Affairs*]
- The University will continue to offer post-baccalaureate certificates on both campuses.

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- The College of Business and Technology will continue to support the Executive Studies Center.
- f) Supporting economic and cultural development of our host communities and regions [*President, President's Cabinet, Deans, Chairpersons, Directors, Faculty, Staff, Illinois Institute for Rural Affairs*]
- University staff will continue to serve on committees associated with economic development in our host communities. This includes working with Renew Moline and Macomb committees on University Street and Adams Street development.
 - The College of Arts and Sciences will continue to support:
 - Collaborative grants and contacts between the University and the Army Corps of Engineers Rock Island District.
 - Work with officers of the Galesburg Correctional Center to establish an education program for the inmates.
 - Participation in Building the Black Community Project, Macomb's mentorship program where students and faculty mentor young children and youth.
 - Geographic Information Systems' involvement with community and regional projects involving 9-1-1 mapping for McDonough and Warren Counties, GPS data acquisition for the U.S. Army Corps of Engineers, and land-use mapping for McDonough County and the City of Macomb.
 - Western Survey Research Center's regional and community partnership projects such as the Illinois Rural Life Poll, Awareness of the role and purpose of the Department of Natural Resources, and collaboration with the City of Macomb and the Entrepreneurial Center.
 - University Libraries' and the Quad Cities Director of Development will continue to seek resources to support the Lebovitz-Holocaust Collection in the Quad Cities, and receive and house archival materials for McDonough District Hospital.
 - Student Services will continue to offer the International Bazaar.

Action 3. Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.

Current Priorities

- a) Maintaining safe campus environments with educational programs, services, and University partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and

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safety; and enforcement of laws and University policies [*Office of Public Safety, Student Services, Community University Partnership Program*]

- University Libraries will hire an additional evening civil service staff person to provide greater security in the library.
 - The Vice President for Administrative Services will support hiring of a full-time Environmental Health and Safety manager/director.
 - The Physical Plant and Office of Public Safety will develop plans to upgrade exterior campus lighting systems to address student security concerns.
 - The Office of Public Safety will provide Rape Awareness Defense classes; awareness classes for female students, staff, and community members; continue educating students about safety on campus; explore radio communication for daily use and for emergency response situations; and explore changing the current in-car videos from VHS to digital.
 - Student Services will address needs of University Housing and Dining Services, such as upgrading hall elevators with key access and proximity card readers; and it will offer a health and safety panel and campus life vignettes at Summer Orientation and Registration.
- b) Codifying emergency operations planning and physical disaster recovery for Western Illinois University [*Assistant Vice President for Administrative Services, Emergency Operations Planning Committee, Administrative Computing, University Counseling Center, University Technology, Office of Equal Opportunity and Access*]
- The Vice President for Administrative Services will:
 - Request funds to hire a full-time risk management and emergency planning director because of increased demands in loss control, emergency preparedness, and to ensure compliance with state and federal requirements.
 - Conduct at least one emergency preparedness exercise (e.g., table top, mid-scale, or full-scale drill) on an annual basis. First responders and other agencies will be invited to join the test scenario.
 - Facilitate and coordinate National Incident Management System training opportunities for designated administrators and staff.
- c) Codifying technology disaster recovery for Western Illinois University [*Vice President for Quad Cities, Planning and Technology; University*]

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Technology; Quad Cities Technology Services; Campus Security Committee; Administrative Computing; Electronic Student Services]

- University Technology is codifying disaster recovery.
 - The Office of Public Safety is implementing an operational remote back-up for Public Safety computer systems.
 - Student Services is creating a disaster plan for Electronic Student Services.
- d) Reviewing and implementing accessibility standards in new construction and campus renovation projects [*Physical Plant, Auxiliary Facilities Systems, Master Plan Steering Team, Office of Equal Opportunity and Access, Americans with Disabilities Advisory Committee, Council on Campus Planning and Usage*]
- University Libraries is re-carpeting the Music Library to be compliant with ADA space requirements.
- e) Working collaboratively to develop and implement plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for Web accessibility for individuals with disabilities [*All academic departments and administrative units, Web Accessibility Committee, University Technology*]
- University Technology's Web Accessibility Committee will continue to coordinate institutional compliance with Web accessibility standards.
- f) Continuing implementation of the Western Illinois University *Campus Master Plans* and the *Target Western Forward* athletics facilities plan. Both *Plans* include construction of new and renovation of existing facilities [*Administrative Services, Student Services, University Technology, Western Illinois University-Macomb Campus Master Plan Implementation Team, Quad Cities Riverfront Users Group, Office of Equal Opportunity and Access*]
- The Physical Plant will:
 - Complete design for the Performing Arts Center and building one at the Western Illinois University-Quad Cities Riverfront Campus.
 - Bid the remaining contract work for Memorial Hall and begin remodeling the facility.
 - Complete the new pipe trades and mechanical maintenance shop in the former Resources Agricultural Management building.

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- Allocate \$20,000 in permanent improvement funds each year for small preventative maintenance projects at the University Residence, Farm facilities and at Horn Field Campus.
 - Hire two construction project coordinators to meet increased project management, master planning, and campus modernization. Local accounts will be assessed a three-percent charge on each project to cover the cost of hiring these two positions.
 - Collaborate with the City of Macomb on the University Drive realignment plan and the Adams Street overlay project.
 - Centralize chilled water systems.
 - The Vice President of Administrative Services will secure a permanent location for the Illinois Law Enforcement Training and Standards Board Executive Institute and its Media Resource Center.
 - Purchasing will revise construction bid documents to develop a common set of documents throughout Illinois universities in collaboration with Southern Illinois University and Illinois State University.
 - Student Services will renovate the softball stadium, Western Hall gym floor, Brophy Hall volleyball floor, and meet Summit League technology requirements for all athletic venues.
 - The Vice President of Quad Cities, Planning and Technology will work with an institutional team to conduct an Engineering program space lease, pending program approval by the Illinois Board of Higher Education and the availability of funds.
- g) Developing a long-term bonding plan for facilities, infrastructure, telecommunications, and technology needs that is consistent with *Campus Master Plans* on the two campuses of Western Illinois University [*President, President's Cabinet, Western Illinois University Board of Trustees*]
- Business Services will continue to collaborate with the director of Physical Plant on fiscal planning for the University's utility infrastructure.
 - Physical Plant will install additional electrical power monitoring meters and energy-management control devices in campus buildings to enhance electrical consumption monitoring and energy conservation in buildings.
 - University Technology and Geographic Information Systems are mapping the University's networks in preparation for a proposal to

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the president and vice presidents on the long-term voice, video, and data infrastructure for the two campuses of Western Illinois University.

- h) Pursuing, aggressively, state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance [*Physical Plant; Planning, Budget and Institutional Research; President, President's Cabinet, Western Illinois University Board of Trustees*]
 - The University will continue to pursue major capital and capital renewal funding to address academic need, operational risks, and the ability to heat and cool campus buildings.
 - The Vice President for Administrative Services will request the reinstatement of the \$500,000 for fiscal year 2009, plus any additional funds available to make up for unfunded years for the fiscal year 2003 and 2004 base reduction to the permanent improvement line item to help address almost \$100 million critical and \$300 million deferred maintenance backlog.
- i) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state [*Physical Plant; requesting units; Planning, Budget and Institutional Research*]
- j) Completing a facilities condition assessment of major building systems to help prioritize permanent improvements on both campuses [*Physical Plant, University Housing and Dining Services*]
 - Physical Plant will complete facility condition assessments for appropriated campus buildings.
- k) Creating component plans to show intentional linkages to *Campus Master Plans* and *Higher Values in Higher Education 2008-2018*. This will be accomplished by creating plans for:
 - 1) Housing and Dining Master Plan [*Student Services, Physical Plant*]
 - Student Services will complete the Housing and Dining Master Plan.
 - 2) Utilities and Infrastructure Master Plan [*Physical Plant; Administrative Services; Student Services; Planning, Budget and Institutional Research*]
 - Physical Plant and Student Services will complete the comprehensive Utility Infrastructure Master Plan.
 - 3) Campus Parking, Transportation, and Circulation [*Physical Plant, Office of Public Safety, GoWest, Office of Equal Opportunity and Access*]

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- Physical Plant will collaborate with the City of Macomb on the University Drive realignment plan, the Adams Street overlay project, and it will lead a parking study for the Macomb Campus.
 - The Office of Public Safety will resurface portions of Q parking lot and install new parking signage on the Quad Cities Campus.
- 4) Long-term use for Dr. C.T. Vivian Way [*Dr. C.T. Vivian Way Implementation Team, Physical Plant*]
- The President will collaborate with the City of Macomb on the long-term use for Dr. C.T. Vivian Way.
- l) Advancing 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) [*Students, Faculty, Staff, Administrative Units, Academic Departments, Campus Sustainability Committee, Physical Plant*]
- Business Services will:
 - Evaluate “Remote Deposit Capture” solutions to eliminate paper checks mailed by students and parents.
 - Collaborate with the Director of Purchasing to evaluate third-party e-payable solutions to convert paper-based payments.
 - Assist campus departments to reduce space dedicated to storing paper-based records.
 - Follow up to amend wording used by the Secretary of State when authorizing Western to destroy paper records that have been scanned into electronic storage.
 - Document and Publication Services will design and implement an online ordering system for pre-mail and continue to increase the use of paper containing post-consumer (recycled) material.
 - Physical Plant will:
 - Equip four Building Services foremen and sub-foremen with PDAs to conduct rounds or inspections of campus buildings for electronic recording and notification of item conditions.
 - Continue leadership in promoting an Illinois University Wind Energy Consortium that would seek to fund a major wind farm in Illinois, targeting production of enough electricity to offset 15 percent of the total annual power consumption of the consortium with a renewable energy resource.

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- Bring on line a new composting device to convert thousands of pounds of campus landscape waste into viable compost.
 - Employ integrated pest management throughout campus.
 - Allocate 10 to 15 percent of Permanent Improvement funds toward sustainability solutions in campus facilities, including the installation of high-efficiency motors; heating, ventilation, and air conditioning controls; LED exit signs; occupancy sensors; and low-flow toilet valves.
 - Continue the design of new facilities and the remodeling of existing facilities to meet minimum Silver Leadership in Energy and Environmental Design standards for environmental sustainability.
 - Replace less efficient E85 vehicles in the Transportation Fleet with hybrid vehicles.
 - Complete a rain garden project.
 - Host a *We Care* event the week of Homecoming and possibly a second event in April on Earth Day.
 - Student Services will support environmentally conscious efforts from Sodexo, University Housing and Dining Services, Recyclemania, and energy-efficient light bulb usage.
- m) Coordinating sustainability reporting for the campus community and external requests [*Vice President for Quad Cities, Planning and Technology; Director of Physical Plant*]
- The Physical Plant will request funding to support a sustainability coordinator to organize, manage, and report ongoing sustainability initiatives.

Goal 6: Demonstrate Accountability

Action 1. Use planning, budgeting, and reporting structures to advance University goals and accountability.

- a) Using annual planning and accomplishment presentations as a means to document how areas that report to the president and vice presidents are advancing divisional and University goals and priorities [*President, President's Cabinet, Deans, Chairs, Directors*]
 - The next annual planning and accomplishment presentations are scheduled for April 2009.
- b) Continuing to link resource requests and allocations to the advancement of the goals and actions in *Higher Values in Higher Education 2008-*

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2018 [Western Illinois University Board of Trustees, President, President's Cabinet, Deans, Chairpersons, Directors]

- All departments, colleges, vice presidential units, and areas that report to the president use the Consolidated Annual Report process in the spring to link resource allocation to the University's priorities and goals.
 - The Western Illinois University Board of Trustees, through annual *Operating and Capital Recommendations* and *All-Funds Budgets*, will continue to review requests for and the allocation of new state resources to ensure that they are aligned with the University's *Strategic Plan*.
- c) Providing monthly, quarterly, and annual strategic planning updates to the Western Illinois University Board of Trustees, campus and external communities [*Vice President for Quad Cities, Planning and Technology*]
- The Vice President for Quad Cities, Planning, and Technology will continue to provide monthly, quarterly, and annual strategic planning updates to the Western Illinois University Board of Trustees, campus and external communities
- d) Developing and publishing a Website of “dashboard” indicators or Strategic Plan measures for monitoring institutional progression on the goals and actions of *Higher Values in Higher Education 2008-2018* [*Planning, Budget and Institutional Research, Office of Equal Opportunity and Access*]
- The Center for the Application of Information Technologies is working with the Vice President for Quad Cities, Planning, and Technology to develop web-based dashboard indicators for the University's Strategic Plan.
- e) Using annual performance reports to document advancement of *Higher Values in Higher Education 2008-2018*, statewide priorities, and institutional performance on strategic plan indicators compared to peer institutions [*Vice President for Quad Cities, Planning and Technology; Planning, Budget and Institutional Research*]
- The Vice President for Quad Cities, Planning and Technology will continue to prepare annual *Performance Reports* for the Western Illinois University Board of Trustees, campus and external communities.
- f) Incorporating college and departmental benchmarking information into academic master planning and use [*Provost, Deans, Department Chairs, Faculty and Staff*]

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- All colleges and University Libraries continue to use benchmark information in academic program reviews, and the Provost's Office requires benchmarking information for all new funding requests.
- g) Maintaining Website information on annual divisional priorities and accomplishments [*President; Vice Presidents; Vice President for Quad Cities, Planning and Technology; University Relations; Web Support Services; Office of Equal Opportunity and Access*]
- The University maintains a Website of annual planning and accomplishment presentations made by the vice presidents and areas that report to the president. In addition:
 - The newly created Administrative Services webmaster position will assist offices within the division to develop and unify the division's collective Web presence while maintaining University Web appearance and accessibility standards.
 - Administrative Services will establish a Website for Risk Management and Emergency Preparedness. The site will be easily accessible and will contain information on emergency planning, training opportunities, emergency alerts, etc.
 - Business Services will study and research the development of Web-based training courses for administrative policies and procedures, and it will explore opportunities and features of Western Online to develop substantive business office training courses for access by deans, chairs, and fiscal agents.
 - Document and Publication Services will continue to increase enhanced electronic access to services and facilities via Website and the University network.
 - Human Resources will facilitate updating its Website to further enhance functionality for internal and external customers.
 - The Illinois Law Enforcement Training and Standards Board Executive Institute will increase Executive Forum subscriptions and distribute the journal exclusively via electronic subscription and online services.
- h) Achieving external validation that the University is following its institutional strategic planning processes and advancing its academic mission, service operations, and highest priorities and goals by achieving re-accreditation or re-certifications from the:
- (1) National Colleges of Teacher Education re-accreditation for university-wide teacher education [*Academic Departments,*

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University Teacher Education Committee, Dean of the College of Education and Human Services, Provost]

- The University will seek re-accreditation from the National Council for the Accreditation of Teacher Education in academic year 2009-2010.
- (2) National Collegiate Athletic Association Division I recertification
[Assistant Vice President for Student Services and Director of Intercollegiate Athletics, Vice President for Student Services]
- Student Services will plan for NCAA Division I recertification in 2013.
- (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation *[Western Illinois University Board of Trustees, President, Vice Presidents, Assistant Provost for Undergraduate Studies, Accreditation Self-Study Teams and all Governance Groups on the Macomb and Quad Cities campuses]*
- The University will seek re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools in academic year 2010-2011.
- (4) All discipline-based accreditations and certifications, where appropriate to the discipline *[Provost, Deans, Department Chairs, Faculty, Counseling Center, Beu Health Center]*
- See materials presented in Goal 2, Action 1.
- i) Completing the next review/update for *Higher Values in Higher Education* in academic year 2013-2014 *[Western Illinois University Board of Trustees, President, Vice Presidents, Higher Values in Higher Education Review/Update Team, all governance groups on both campuses.]*

President Goldfarb's Letter to the Commission Regarding Western Illinois University's Self Emphasis Self Study

June 16, 2008

Dr. Mary Breslin, B.V.M
Associate Director, Accreditation
Higher Learning Commission-North Central Association of Colleges and Schools
30 North LaSalle Street, Suite 2400
Chicago, Illinois 60602-2504

Dear Dr Breslin:

Thank you for continuing to serve as the Commission's Liaison to Western Illinois University. As you know, Western is scheduled for a comprehensive site evaluation during academic year 2010-2011. Consistent with *The Handbook for Accreditation, Version 1:10/03*, we have appointed a Self-Study Steering Committee and have initiated the self-study planning process during academic year 2007-2008 with the adaptation of our updated Strategic Plan. *Higher Values in Higher Education 2008-2018* will guide our institutional self-study for re-accreditation.

With this as background, please accept this letter as Western Illinois University's acknowledgement that we will seek continued accreditation without changing any aspects of our status. Furthermore, we propose three alternative dates for our site visitation. These, in priority order, are:

1. February 13-16, 2011.
2. February 20-23, 2011.
3. February 6-9, 2011.

Western Illinois University's Self-Study Coordinator will be Dr. Joseph Rives, Vice President, Quad Cities, Planning, and Technology. His contact information is: Western Illinois University-Quad Cities, 3561 60th Street, Moline, Illinois 61265; (309) 762-8090; and J-Rives@wiu.edu.

Joining Dr. Rives as Self-Study Co-Chairs will be Dr. Judith Dallinger, Assistant Provost for Undergraduate Studies; Dr. Marcia Carter, Associate Professor, Recreation, Park and Tourism Administration; and Dr. Christopher Sutton, Professor, Geography.

With your concurrence, Western Illinois University will complete a customized accreditation review. By using our *Higher Values in Higher Education Strategic Plan*, we will study the five criteria for re-accreditation and engage an in-depth study of our proposed special emphasis topics: adapting best practices in distance learning, growing and strengthening our two campuses (Macomb and Quad Cities), and measuring and enacting our core values.

Each of our proposed special emphasis topics was selected from our Strategic Plan and specifically focuses on Western Illinois University's mission, vision, values, and goals. The intended goals, priorities, and expected outcomes for Western's special emphasis topics are displayed below. Each follows a four-step baseline, benchmark, plan/implement, and evaluate/adjust model to promote continuous organizational improvement.

Special Emphasis #1: Goal: Adapt and Establish National Best Practices in Distance Learning

Priority 1 (Baseline): Provide a baseline description of the distance learning programs and services offered at Western Illinois University.

Expected Outcomes:

1. Clarify the relationships between the School of Extended Studies, Non-Traditional Programs, Non-Credit Programs, Distance Learning, Extension, the Board of Trustees/Bachelors of Arts program, and Degrees at a Distance for the Fire Science program.

President Goldfarb's Letter to the Commission Regarding Western Illinois University's Self Emphasis Self Study

2. Provide a common description of the distance learning programs and services offered to Western Illinois University distance education students in print and electronic materials.

Priority 2 (Benchmark): Survey best practices in distance education in the literature and at peer and national best practice institutions.

Expected Outcomes:

3. Study the Higher Learning Association-*North Central Association of Colleges and Schools Best Practices in Distance Learning* and document other sources reviewed in the literature that also identify best practices in distance education.
4. Identify peer and national best practice institutions for distance learning and those traits that qualify as best practice.

Priority 3 (Plan and Implement): Develop and implement a plan for distance education at Western Illinois University that advances the academic mission and our core values of academic excellence, educational opportunity, personal growth, and social responsibility.

Expected Outcomes:

5. Use the results of priorities 1 and 2 (above) to develop and begin implementation of a distance learning plan for Western Illinois University that specifically addresses academic plans for distance learning, assessment of student learning outcomes, faculty development and support, technological support, and other goals and priorities for distance learning as stated in *Higher Values in Higher Education 2008-2018* and the *Institutional Strategic Plan for Technology at Western Illinois University*.
6. Identify the institutional enrollment reporting structure for distance education. This includes identifying how other institutions with two or more campuses count distance learning enrollment— i.e., as an off campus entry for each campus or as a separate entity for the entire University. Western Illinois University currently does the latter by coding students as Macomb, Quad Cities, or Extension. A recommendation should be made to the President and the President's Cabinet.

Priority 4 (Evaluate and Adjust): Use implementation results and consultation from the Commission's site review team to further advance distance learning at Western Illinois University.

Expected Outcome:

7. Document the next steps in the advancement of distance learning at Western Illinois University as a result of priority #4 and the Commission's site team recommendations.

Special Emphasis #2: Goal: Grow and strengthen the two campuses of Western Illinois University and the programs that they provide.

Priority 1 (Baseline): Provide a baseline description of changes at Western Illinois University-Quad Cities since the last accreditation visit, current academic programs, and the organizational structure of Western Illinois University-Quad Cities.

Expected Outcome:

1. To produce a document that summarizes changes on the Quad Cities campus since the last accreditation site visitation and the current status of administrative structures and academic programs. This document will be used to inform subsequent benchmarking, planning, implementation, and evaluation.

President Goldfarb’s Letter to the Commission Regarding Western Illinois University’s Self Emphasis Self Study

Priority 2: (Benchmark) Compare administrative structures and processes and academic programs offered at Western Illinois University-Quad Cities’ peer institutions (i.e., branch campuses serving commuter, upper-division students).

Expected Outcomes:

2. Documentation of how the Quad Cities organizational structure compares to peer institutions (i.e., identifying opportunities for streamlining and growth as enrollment increases).
3. Identification of short- and long-term plans for the growth of academic programs on the Quad Cities and Macomb campuses
4. Comparison of institutional strategies used in generating undergraduate and graduate student applications, acceptances, and enrollments and adapting best practices on both campuses.

Priority 3: (Plan and Implement). Based on the review of priorities 1 and 2 (above), identify and implement actions that will help the Quad Cities campus grow from current enrollment levels of over 1,300 to the *Higher Values in Higher Education* strategic plan enrollment goal of 3,000 students and at the same time supporting enrollment growth on the Macomb campus from current levels over 11,300 to 12,500 students.

Expected Outcomes:

5. An implementation plan supporting *Higher Values in Higher Education* enrollment goals that includes:
 - a. Recommended changes in the Quad Cities organizational structure and practices to accommodate growth and promote organizational efficiencies.
 - b. A prioritized list of short- and long-term growth plans for academic programs in Macomb and the Quad Cities, understanding that resources will not be diverted to support growth of one campus at the expense of another.
 - c. Based on a review of best practices at peer and benchmark institutions, adaption of admissions practices to make the process even more efficient and seamless to students.
 - d. Based on a review of best practices at peer and benchmark institutions, adaptation of marketing practices that increase the awareness of the academic excellence of Western Illinois University.

Priority 4: (Evaluate and Adjust): Use implementation results and consultation from the Commission’s site review team to further grow and strengthen the two campuses of Western Illinois University and the programs that they provide.

Expected Outcomes:

6. Document the next steps in the advancement of Western Illinois University as a result of priority #4 and the Commission’s site team recommendations.

Special Emphasis #3: Goal: Measuring and Enacting Our Core Values

Priority 1 (Baseline): Document Western Illinois University’s core values, discuss the linkages between the core values and the goals and priorities of *Higher Values in Higher Education*, identify where strategic plan reporting is provided to members of the campus and external communities, and show evidence of where the University demonstrates its core values internally and externally.

President Goldfarb's Letter to the Commission Regarding Western Illinois University's Self Emphasis Self Study

Expected Outcome:

1. To produce a document which shows how the University measures and reports on its cores and how the University demonstrates its core values internally and externally.

Priority 2: (Benchmark) Evaluate data sources that can be used to measure the University's core values and benchmark how peer and other institutions display and enact their core values internally and externally.

Expected Outcomes:

2. Identification of indicators that can be used to measure and report on the four core values of Western Illinois University.
3. Identification of new and enhanced ways that Western Illinois University can enact its core values within and outside the University.

Priority 3: (Plan and Implement) Based on the review of priorities 1 and 2 (above), identify and implement steps to enhance the reporting and demonstration of its core values within and outside the University.

Expected Outcomes:

4. Enhancements to the reporting of the University's core values.
5. New and enhanced means to demonstrate the University's core values to members within and outside the University community.

Priority 4: (Evaluate and Adjust) Use implementation results and consultation from the Commission's site review team to further enhance reporting and demonstration of the University's core values.

Expected Outcome:

6. Document the next steps in the advancement of reporting and demonstrating Western Illinois University's core values internally and externally as a result of priority #3 and the Commission's site team recommendations.

By selecting special emphases from our Strategic Plan that was unanimously endorsed by all campus governance groups on both campuses (the Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, Student Government Associations, and Quad Cities Faculty Council) and unanimously approved by the Western Illinois University Board of Trustees, Western Illinois University demonstrates ownership and commitment to the self-study process that is supported by all levels of students, faculty, and staff. Furthermore, as demonstrated by the four-step baseline, benchmark, plan/implement, and evaluate/adjust model that will be used in the special emphases, we are committed to achieving our goals, have the capacity to sustain positive change, and are committed to working collaboratively throughout and beyond the important evaluative and consultative accreditation review process.

Both Dr. Rives and I look forward to the Commission's decision regarding Western Illinois University's customized accreditation request, as the campus continues to work on our self-study for re-accreditation. Please contact either one of us should you have questions or require additional information. We look forward to hearing from you soon.

Sincerely,

Dr. Al Goldfarb
President

cc: Vice Presidents, NCA Self-Study Co-Chairs