

# College of Business and Technology

## FY18 Planning and Accomplishment Guidelines

### Western Illinois University

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

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

**Vice Presidents' Presentations:** May 3–4, 2018

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

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

### Current Year Fiscal Year 2018

#### I. Accomplishments and Productivity for FY18

- A. Give a brief review of the division's goals and objectives for FY18.
- Sought an increase to CBT's general instructional fund-Instructional fund was loaded at 75%.
  - Continued to grow enrollment in the Hybrid MBA and expand online and hybrid courses- Economics, Accounting, and Management will be online fall 2018. Hybrid MBA enrollment increased this year. Economics will be offering a hybrid course as part of the dual enrollment program this fall.
  - Continued to address upgrades to the Agriculture teaching facilities and research infrastructure- The school completed several project on the farm facilities including a new barn roof and parking lot expansion.
  - Continued to address the needs for classroom upgrades and enhancements- There have been minimal improvements in classroom technology.
  - Continued to strengthen areas relative to program specific accreditation- ABET accreditation visit is complete (awaiting the final report). Preparation for AACSB and ATME reaccreditations continued.
  - Planned and initiated short term and long-term development goals- (see details in later sections).
  - Continued the emphasis on undergraduate and graduate recruitment for the college and departments. Each department and the MBA program implemented recruiting projects.
  - Continued the emphasis on undergraduate and graduate international recruitment for the college and each department- Cooperation with international partners continued.
  - Enhanced professional development and internship opportunities for students. The Learn and Earn Initiative was developed. The goal is to increase experiential learning in the college.
  - Sought alternative funding sources to support college initiatives- The CBT obtained additional funding through gifts and through new and renewed grants and contracts.

- B. List the most important divisional accomplishments for FY18 and document how these accomplishments support the goals and objectives of the University, including specific *Strategic Plan 2012–2022* and *2017 Strategic Plan Supplement* accomplishments.

1. Enhanced Culture for Teaching and Learning

- a. Maintain rigor and high academic standards
  - The School of Computer Sciences began offering the Cyber Security major in fall 2017.
  - The Department of Economic and Decision Sciences received approval for a new Bachelor of Business Administration major in Business Analytics.
  - The CPA exam pass-rate for 2017 was the second highest in Illinois.
  - All graduating Engineering students passed their state and professional engineering examinations.
- b. Explore additional interdisciplinary collaboration
  - The Department of Engineering Technology began discussions with the Department of Art to find common courses and other methods of sharing resources.
  - The School of Computer Sciences is working on a team-taught course for the Film minor.
- c. Continued focus on the Centennial Honors College
  - Several departments continue to offer honors courses.
  - The number of Accounting and Finance students in the Honors College increased from 19 to 56.
- d. Increase focus on internships and service learning opportunities
  - The CBT developed the Learn and Earn Initiative to encourage more student participation in experiential learning, expand the length and variety of internship-like positions and raise awareness of both students and employers of available opportunities.
  - The Department of Management and Marketing administered 66 internships and the Department of Accounting and Finance administered 32 internships.
  - Engineering, Engineering Technology and Supply Chain Management students are required to complete an internship.
- e. Strengthen relationships with community college and international partners
  - The School of Engineering worked with Black Hawk and Eastern Iowa Community Colleges on research, education, and industry outreach.
- f. Continued support of undergraduate and graduate research opportunities
  - Six Economics students participated in Graduate Research Day.
  - Engineering students continue to work at the Quad Cities Manufacturing Lab (QCML).

- g. Support scholarly/professional activity for faculty
  - A Dean's travel fund is now available, paying up to \$500 per faculty member for scholarly presentations.
  - The university awarded research sabbaticals to Engineering Technology, Management & Marketing, and Economics & Decision Sciences faculty members.

## 2. Fiscal Responsibility and Accountability

- a. Identify further costs savings to meet challenges in the FY18 and FY19 budgets
  - The Assistant Dean's position on the Quad Cities campus will be eliminated effective fall 2018.
  - The School of Engineering is supplementing course costs with QCML funds.
  - The Department of Marketing and Management reduced the number of Business Communication instructors from three to two.
- b. Identify alternative funding sources
  - The Schools of Engineering and Agriculture obtained several research grants and have applied for several new grants and the renewal of others.
  - The Department of Accounting and Finance received a \$25,000 grant from the American Institute of Certified Public Accountants to increase minority CPAs.
  - The Department of Accounting and Finance fundraising exceeded \$328,000 in FY18.
  - Current QCML grants total approximately \$1,000,000.
- c. Develop college priorities in fundraising
  - CBT priorities are scholarships and technology support.
  - Other needs include student recruitment.

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

- a. Review undergraduate, graduate, and international recruitment plans for each department/school
  - The School of Engineering held Friday campus visits for QC area high schools. The school held ten events during the 2017-18 academic year.
  - The School of Agriculture held two open houses during fall 2017 and one in the spring 2018.
  - An assistant will be hired for the Director of the School of Engineering to help recruit students for the CBT in the Quad Cities area.
  - The Department of Accounting and Finance continues to increase the number of scholarships available.
  - The Department of Economics and Decision Sciences plans to offer a new undergraduate degree program in Business Analytics in the fall of 2018.

- The School of Computer Sciences' offered a new major in Cyber Security for the first time in fall 2017.
- b. Continue to expand Distance Learning opportunities
    - The BA and BB in Economics will be available online in fall 2018.
    - The BB in Management and BB in Accounting will be available online in fall 2018.
    - Several CBT faculty members participated in the Zoom Project.
  - c. Explore additional initiatives to enhance retention and graduation rates
    - The objective of the CPA Project to increase retention and graduation rates for minority students.
  - d. Increase outreach efforts with prospective students
    - (See section 3a above).
  - e. Enhance access, equity, and multicultural initiatives for entire campus community
4. Focus on International Recruiting and Education Opportunities
    - a. Continue to increase the number of international students
      - The Department of Accounting and Finance continued their efforts to increase graduate enrollments of international students. The online accounting degree should help.
      - The School of Engineering is working on a 2 + 2 program in India.
      - The Department of Engineering Technology is working with partners in China.
    - b. Increase awareness of study abroad opportunities
      - The Department of Economics and Decision Sciences is offering a study abroad trip to Peru during the spring 2018 semester.
    - c. Develop academic partnerships with international institutions of higher learning
      - The Department of Engineering Technology is working with Shaanxi Polytechnic Institute in China to establish a partnership.
    - d. Strengthen relationships with embassies and host countries
  5. Facilities Enhancement and Technology Support
    - a. Support for the Center for Performing Arts
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    - b. Enhance funding for technology updates and technology advancement
      - The college added a class/lab in the Quad Cities for Engineering Technology using a grant from the Moline Foundation.
    - c. Support major capital budget initiatives
      - The School of Agriculture raised \$325,000 from an additional greenhouse.

C. Indicate measures of productivity by which the unit's successes can be illustrated.

- While overall undergraduate enrollment declined slightly, the School of Computer Sciences had significant growth.
- Graduate programs growth exceeded 10% in the college. Growth in the MBA was particularly strong.
- CBT departments and schools undertook special initiatives to increase enrollment. For example, increasing scholarships, visiting area high schools and holding open houses.

**Degrees conferred by major**

<b>Undergraduate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Accounting	57	48	61	54	59
Agriculture	103	102	106	108	110
Computer Science	24	19	23	25	24
Construction Management	62	38	46	29	27
Economics	6	11	10	14	16
Engineering	7	3	10	9	17
Engineering Technology	13	19	29	26	19
Finance	24	31	29	18	13
Graphic Communication	37	21	28	19	19
Human Resource Management	5	6	18	24	23
Information Systems	13	10	12	16	13
Management	64	46	61	81	61
Marketing	45	41	55	34	45
Media and Instructional Tech. (moved to CBT 2016)	-	-	-	7	4
Network Technologies	12	4	6	10	12
Supply Chain Mgt	22	47	25	55	54
<b>Total Undergraduate Degrees</b>	<b>494</b>	<b>446</b>	<b>519</b>	<b>529</b>	<b>516</b>
<b>Graduate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
MBA	39	34	29	32	42
MAcc	10	18	15	12	10
MA Economics	17	22	10	16	12
MS Computer Science	21	29	34	73	69
MS Engineering Tech. Leadership (previously Mgt. Engineering Systems)	11	4	3	17	19
MS Instructional Design and Tech. (moved to CBT 2016)	-	-	-	28	18
<b>Total Graduate Degrees</b>	<b>98</b>	<b>107</b>	<b>91</b>	<b>178</b>	<b>170</b>

### Fall Enrollments by Major

<b>Undergraduate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Accounting	278	301	300	294	281
Agriculture	365	354	362	350	321
Computer Science	165	185	175	164	244
Construction Management	115	123	95	93	87
Cyber Security	-	-	-	-	7
Economics	42	44	51	43	27
Engineering	138	153	153	167	138
Engineering Technology	99	120	113	143	142
Finance	97	77	57	73	83
Graphic Communication	70	66	58	41	26
Human Resource Management	78	72	87	79	71
Information Systems	57	74	74	66	58
Management	313	328	283	224	199
Marketing	200	201	159	144	124
Media and Instructional Tech. (moved to CBT 2016)	-	-	-	10	4
Network Technologies	20	29	28	24	29
Supply Chain Management	125	146	163	157	153
Business Undecided	36	48	99	82	88
<b>Total Undergraduate Enrollment</b>	<b>2198</b>	<b>2321</b>	<b>2257</b>	<b>2154</b>	<b>2082</b>
<b>Graduate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
MBA	76	66	88	77	107
MAcc	22	20	20	22	26
MA Economics	27	21	21	25	27
MS Applied Stat. and Dec. Analytics	-	-	-	5	12
MS Computer Science	72	119	148	160	177
MS Engineering Tech Leadership (previously Mgt. Engineering Sys.)	9	13	31	25	30
MS Instructional Design and Tech. (moved to CBT 2016)	-	-	-	62	56
Post-Baccalaureate Cert. (combined)	19	30	33	25	14
<b>Total Graduate Enrollment</b>	<b>225</b>	<b>269</b>	<b>341</b>	<b>401</b>	<b>449</b>

### Student Credit Hour Production

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
CBT	57,898	59,159	61,796	60,586	58,940
University	315,288	306,872	299,628	283,935	266,054

D. Describe how the division used any of the following categories of funds to enhance accomplishments and productivity:

1. Western Illinois Foundation funds

- The School of Agriculture used \$325,000 for an additional greenhouse.
- The Department of Economics and Decision Sciences used funds to develop online BA & BB degrees.
- The Department of Management and Marketing used foundation funds for:
  - Scholarships - \$24,625
  - Student Travel - \$12,700
  - Recruitment - \$7,700
  - Faculty Development - \$7,100
  - Classroom Technology - \$4,400
- The Department of Accounting and Finance used funds to provide \$88,700 in scholarships and \$24,000 to replace computers in the Accounting lab.
- The School of Engineering used John Deere funds (\$40,000) to recruit students in the Quad Cities.
- The Department of Engineering Technology awarded eight scholarships, supported student and faculty travel, and paid for Advisory Board meetings.

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

- The Department of Engineering Technology used adjuncts to replace a Unit A faculty member.
- The Department of Management and Marketing provided salary savings of \$435,000 from vacant positions.
- The Department of Accounting and Finance provided salary savings of approximately \$160,000 from vacant positions.

3. Grants, contracts, or local funds

- QCML contracts totaled more than \$1,000,000.

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

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5. Other fund sources

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

BOOKS	CHAPTERS / MONOGRAPHS / REFEREED ARTICLES	DOMESTIC/ INTERNATIONAL CREATIVE ACTIVITIES		DOMESTIC/ INTERNATIONAL CONFERENCE PRESENTATIONS	
		Dom.	Int'l	Dom.	Int'l
	27	23		40	21

**II. Budget Enhancement Outcomes for FY18**

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

**III. Reductions for FY18**

- A. Discuss staffing and operational reductions implemented during FY18.
- Two faculty (one retired and one resigned) without replacement in the Department of Accounting and Finance. The Department used five fewer adjuncts used during the year.
  - The Department of Management and Marketing left four faculty positions unfilled.
- B. In response to Item A (above), include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.
- \$237,072 – Department of Accounting and Finance.
  - \$435,000 – Department of Management and Marketing.



**Budget Year  
Fiscal Year 2019**

**IV. Major Objectives and Productivity Measures for FY19**

- A. List the most important goals and objectives the division will pursue in FY19, and how these actions will be measured/assessed.
- Seek an increase to CBT's General Institutional Fund. *Strategic plan: Enhance educational opportunities. This is an ongoing objective.*
  - Increase online enrollment, especially in the new online programs (Economics, Accounting, and Management). *Strategic plan: Stabilize enrollment. This is an ongoing objective.*
  - Continue to address the technology upgrades needed in the classrooms and labs. *Strategic plan: Enhance educational opportunities. This is an ongoing objective.*
  - Continue to upgrade the teaching and research facilities in the School of Agriculture. *Strategic plan: Enhance educational opportunities, and support planning and conservative fiscal management. 5+ years.*
  - Receive reaccreditation from AACSB and ATME. *Strategic Plan: Enhance educational opportunities, stabilize enrollment, and engage external organizations. 2-4 years.*
  - Operationalize the Learn and Earn Initiative. *Strategic Plan: Stabilize enrollment, enhance educational opportunities, increase external funding, expand community involvement, and engage external organizations. 12 months.*
  - Continue to emphasize domestic and internal recruitment for all programs. *Strategic plan: Stabilize enrollment. This is an ongoing objective.*
  - Recruit a Development Director for the College. *Strategic plan: Increase external funding and engage external organizations. 12 months.*
  - Expand School of Engineering offerings to include Civil and Electrical Engineering, a Master's degree and MBA in Systems and Industrial Engineering. *Strategic plan: Stabilize enrollment, enhance educational opportunities, increase external funding and engage external organizations. 5+ years.*
  - Begin offering the BB in Business Analytics. *Strategic plan: Stabilize enrollment and enhance educational opportunities. 12 months.*
  - Integrate the Fashion Merchandising major into the CBT: *Strategic plan: Stabilize enrollment and enhance educational opportunities. 12 months.*
- B. Of the objectives identified above, please indicate which are directly related to the 2012–2022 *Strategic Plan* and/or 2017 *Strategic Plan Supplement*.
- (see part A)
- C. For those action items noted above, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
- (see part A)

## V. Technology Goals and Objectives

- A. List the most important technological goals and objectives the division will pursue in FY19, and how these will be measured/assessed.
- Build on the successful beta test of the Zoom technology.
  - Update software/site licenses, especially those used in multiple disciplines.
  - Replace outdated equipment, particularly in the Department of Engineering Technology (lab equipment) and the School of Agriculture.
  - Maintain the college's electronic classrooms in Stipes and Knoblauch Halls, replacing projectors and other equipment nearing the end of its useful life.
  - Place all faculty computer hardware on a four-year replacement cycle.
  - Place all student lab computers on a four-year replacement cycle.
- B. Describe how these objectives build upon goals in divisional and/or institutional strategic plans.
- Enhance educational opportunities.
- C. For each technology item, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
- All are ongoing.

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

- A. What are planned FY19 reallocations or reorganizations, including the movement of positions, upgrade of positions, creation of new positions, and/or the reallocation of personnel and/or operating funds?
- The Department of Accounting and Finance needs two Unit A positions to replace a retirement and a resignation.
  - The Department of Management and Marketing needs one Unit A person to replace a Unit B retirement and fill a need in Human Resource Management.
  - The Department of Management and Marketing needs an Endowed Professorship in Supply Chain Management (SCM).
  - The School of Engineering needs three Unit A positions.
  - The School of Engineering needs a faculty assistant (machinist).
  - The Department of Engineering Technology needs four Unit A positions and one Unit B position.
  - The School of Agriculture needs two Unit A positions to replace two retirements.
- B. How do these reallocations and reorganizations further *Strategic Plan* and/or *2017 Strategic Plan Supplement* goals and objectives?
- All of the position requests will help enhance educational opportunities.
  - The School of Engineering positions are for additional programs (Civil, Electrical, and Mechanical Engineering) which will help stabilize enrollment.
  - The Supply Chain Management position will assist the department in developing an online program to help stabilize enrollment.

- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.
- Increase the quality of the faculty to enhance reaccreditation efforts.
  - Provide the expertise to expand programs in SCM and Engineering.
- D. How are you finding new funds?
1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
    - Continue to seek and renew grants.
    - Seek additional contracts in Engineering.
    - Locate additional corporate partnerships.
    - Work with the Development Director to find additional donors.
  2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
    - Contracts and grants will offer additional compensation and experience for faculty and students.
    - The college will use foundation funds for scholarships, student activities, classroom support, and faculty development.
  3. Summarize long-term external funding goals that extend beyond FY19.
    - All goals are ongoing.
  4. Develop indicators to track attainment of goals.
    - The college will continue to track dollar amounts.

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

- A. What are planned FY19 reallocations or reorganizations, including movement of positions, upgrade of positions, creation of new positions, and/or reallocation of personnel or operating funds?
- The college will phase out the Assistant Dean position by fall 2018.
  - The college will assign one of the requested positions in the Department of Accounting and Finance and one of the positions in the Department of Engineering Technology to the Quad Cities Campus.
- B. How do these reallocations and reorganizations further *Strategic Plan* and/or *2017 Strategic Plan Supplement* goals and objectives?
- Closing the Assistant Dean position will support the conservative management goals.
  - The additional faculty positions will enhance educational opportunities.
- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.

D. How are you finding new funds?

- 1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
    - Same as the Macomb campus
  2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
    - Same as the Macomb campus
  3. Summarize long-term external funding goals which extend beyond FY19.
    -
  4. Develop indicators to track attainment of goals.
    - Same as the Macomb campus

**VIII. Reductions for FY19**

- A. Discuss planned staffing and operational reductions for FY19.
- Eliminating the Assistant Dean's position.
  - Reducing the number of Business Communication faculty from three to two.
  - Not replacing a retiring Finance professor.
- B. In response to Item A (above) include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.
- Assistant Dean savings - \$39,320.
  - Unit B position in Business Communication savings - \$66,459.
  - Unit A position in Finance savings - \$132,183.

**IX. New Operating Resources**

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

**X. Facilities Requests**

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

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B. Provide specific outcomes for each facility enhancement request.

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

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