College of Business and Technology

FY19 Planning and Accomplishment Guidelines
Western Illinois University
Written Reports Due: Directors March 8, 2019; Deans March 15, 2019
Presentations: Directors March 20, 2019 (SH 205); Deans March 27, 2019 (HH 1)
Vice Presidents' Presentations: April 15–16, 2019

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 2017–2027* is attached.

Current Year
Fiscal Year 2019

I. **Accomplishments and Productivity for FY19**

    A. Give a brief review of the division's goals and objectives for FY19.

- Seek an increase to CBT's General Institutional Fund. General funds were permanently cut to 75%.

- Increase online enrollment, especially in the new online programs (Economics, Accounting, and Management). Tracking online enrollment is a work in progress. Unofficial counts show healthy increases in these programs.

- Continue to address the technology upgrades needed in the classrooms and labs. The computer lab in Stipes 309 was upgraded with new computers. UTech reassigned 80 used machines to the CBT, replacing much older models.

- Continue to upgrade the teaching and research facilities in the School of Agriculture. Upgrading the parking lot for the Show Barn was completed. The Bull Testing Facility was also upgraded.

- Receive reaccreditation from AACSB and ATME. The business programs and the Department of Engineering Technology continue work towards accreditation team visits in 2019-2020.

- Operationalize the Learn and Earn Initiative. The President's Executive Institute has taken over the project.

- Continue to emphasize domestic and internal recruitment for all programs. Each department/school has their own recruiting activities, in addition to university events.

- Recruit a Development Director for the College. The university hired Jeremy Wingerter as the CBT Director and began working in the fall 2018 semester.

- Expand School of Engineering offerings to include Civil and Electrical Engineering, a Master's degree and MBA in Systems and Industrial Engineering. The Civil and Electrical Engineering programs were approved at the campus level. The university anticipates approval from IBHE in June.

- Begin offering the BB in Business Analytics. The first majors will enroll in fall 2019. Currently the program has 4 majors and 33 freshman applications.

- Integrate the Fashion Merchandising major into the CBT. The Apparel and Textile Merchandising major is being phased out and the faculty have been reassigned.

    B. List the most important divisional accomplishments for FY19 and document how these accomplishments support the goals and objectives of the University, including specific *Strategic Plan*

2017–2027 accomplishments.

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1. Enhanced Culture for Teaching and Learning

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   a. Maintain rigor and high academic standards

      - The Department of Economics and Decision Sciences began offering the Bachelor of Business Administration major in Business Analytics.

      - The CPA exam pass-rate for 2018 was above the state average.

      - All graduating Engineering students passed their state and professional engineering examinations.

      - The School of Engineering received ABET accreditation for Mechanical Engineering and reaccreditation for Engineering.

   b. Explore restructuring to enhance interdisciplinary collaboration

      - The Department of Accounting and Finance began offering a joint course in financial analytics and modeling.

      - Computer Sciences, Math, and Economics are working on collaborative projects in big data, data analysis, etc.

      - The School of Agriculture and Chemistry have a joint research project.

      - The university reorganization plan includes the merging of the Department of Economics and Decision Science with Accounting and Finance

   c. Continued focus on the Centennial Honors College

      - Several departments continue to offer honors courses.

      - David Deboeuf developed a one-hour finance course for the honors college.

   d. Increase focus on study abroad and service learning opportunities

      - The Department of Economics and Decision Sciences is offering a study abroad trip to Peru during the spring 2019 semester and the Department of Management and Marketing is offering one to Ireland during the spring semester.

   e. Strengthen relationships with community college and international partners

      - Gregg Woodruff serves on the Business Advisory Board for Carl Sandberg Community College.

      - The School of Computer Sciences has two articulation agreements in process.

   f. Continued support of undergraduate and graduate research opportunities

      - Six Economics and 25 Agriculture students participated in Graduate Research Day.

      - Engineering students continue to work at the Quad Cities manufacturing Lab (QCML).

      - The School of Computer Sciences holds their own research day. Some of their students also compete at the state level.

   g. Support scholarly/professional activity for faculty

      - A Dean's travel fund is available, paying up to $500 per faculty member for scholarly presentations.

- The university awarded research sabbaticals to Engineering Technology and Accounting and Finance faculty members.

2. Fiscal Responsibility and Accountability

   a. Identify further efficiencies to meet challenges in the FY19 and FY20 budgets
      - An extensive reorganization and downsizing project removed approximately $1,700,000 from the budget.

   b. Identify alternative funding sources
      - The Schools of Engineering and Agriculture obtained several research grants and outside contracts and have applied for several new grants as well as the renewal of others.
      - The School of Engineering received a Carver Foundation Grant for $495,000.
      - The School of Agriculture initiated a yardage fee for the Bull Test Station, the Ag Legacy sale and Banner fund drive. All were successful.
      - Justin Ehrlich from Computer Science received a $295,000 grant to develop software to help autistic children.
      - Faculty and administrator from all of the discipline are actively working in their professions to secure support for their programs and students.

   c. Develop and refine college priorities in fundraising
      - CBT priorities are scholarships and technology support.
      - Other needs include student recruitment and faculty development.

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

   a. Increase focus on student internship opportunities.
      - The Department of Management and Marketing administered 66 internships and the Department of Accounting and Finance administered 35 internships.
      - Engineering, Engineering Technology, Supply Chain Management, and Construction Management students are required to complete an internship in their degree programs.

   b. Continue to expand Distance Learning opportunities
      - The BA and BB in Economics were offered online in fall 2018.
      - The BB in Management and BB in Accounting were offered online in fall 2018
      - Several CBT faculty members participated in the Zoom Project.
      - Supply Chain Management and the Master of Accounting will be available online in fall 2019.
      - The faculty in Marketing and Management are working to offer degrees in Human Resource Management and Marketing fully online in the near future.

   c. Explore additional initiatives to enhance retention and graduation rates
      - The objective of the CPA Project, undertaken by the Department of Accounting and Finance, is to increase retention and graduation rates for minority students.

     d. Increase outreach efforts with prospective students

- Economics and Accounting participated in the dual enrollment project.

- Management and Marketing established an Outreach Committee, which maintains contact with applicants to their programs once the university admits them.

     e. Support access, equity, and multicultural initiatives for entire campus community

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4. Focus on International Recruiting and Education Opportunities

     a. Continue efforts 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.

- Dean Elfrink participated in a state sponsored trade mission in China and Malaysia to recruit international students.

     b. Increase awareness of study abroad opportunities

- The Department of Economics and Decision Sciences is offering a study abroad trip to Peru, and the Department of Management is offering a study abroad trip to Ireland during the spring 2019 semester.

     c. Develop additional 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.

- The Department of Accounting and Finance hosted two visiting scholars this year from China and Korea.

- Michelle Howe and Susan Creasey received a Title VI Grant to enhance teaching and business connection in Ecuador.

     d. Strengthen relationships with embassies and host countries

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5. Facilities Enhancement and Technology Support

     a. Support for the Center for Performing Arts

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     b. Support for the LEJA Crime Lab

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     c. Pursue support for an updated Centennial Honors College facility

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     d. Strategically fund technology updates and advancements in technology

- Engineering used the Carver grant to purchase nearly $500,000 in state of the art equipment for their lab.
- The Department of Accounting and Finance replaced 28 laptop computers in their mobile lab using Foundation funds.

e. Support major capital budget initiatives

- The Department of Accounting and Finance received software worth $39,487 from Cougar Mountain software.

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

- Undergraduate majors in Cyber Security, Finance, Human Resources and Mechanical Engineering increased between fall 2017 and 2018.
- At the graduate level, only Applied Statistics saw growth in 2018. The MBA was only down two students.
- 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

Undergraduate	2014	2015	2016	2017	2018
Accounting	48	61	54	59	52
Agriculture	102	106	108	110	103
Computer Science	19	23	25	35	27
Construction Management	38	46	29	27	19
Economics	11	10	14	16	11
Engineering	3	10	9	11	11
Engineering Technology	19	29	26	19	29
Finance	31	29	18	13	20
Graphic Communication	21	28	19	19	14
Human Resource Management	6	18	24	23	17
Information Systems	10	12	16	13	13
Management	46	61	81	61	48
Marketing	41	55	34	51	30
Mechanical Engineering	-	-	-	6	11
Media and Instructional Tech. (moved to CBT 2016)	-	-	7	4	5
Network Technologies	4	6	10	5	6
Supply Chain Mgt	47	25	55	54	47
Total Undergraduate Degrees	**446**	**519**	**529**	**526**	**463**
Graduate	**2014**	**2015**	**2016**	**2017**	**2018**
MBA	34	29	32	42	38
MAcc	18	15	12	10	17
MA Economics	22	10	16	12	19

MS Applied Statistics	-	-	-	-	5
MS Computer Science	29	34	73	69	86
MS Engineering Tech. Leadership (previously Mgt. Engineering Systems)	4	3	17	19	13
MS Instructional Design and Tech. (moved to CBT 2016)	-	-	28	18	31
Total Graduate Degrees	**107**	**91**	**178**	**170**	**209**

Fall Enrollments by Major

Undergraduate	2014	2015	2016	2017	2018
Accounting	301	300	294	281	248
Agriculture	354	362	350	321	277
Apparel & Textile Merch	-	-	-	-	20
Business Analytics	-	-	-	-	3
Computer Science	185	175	164	150	118
Construction Management	123	95	93	87	69
Cyber Security	-	-	-	7	18
Economics	44	51	43	27	26
Engineering	153	153	167	110	81
Engineering Technology	120	113	143	142	107
Finance	77	57	73	83	95
Graphic Communication	66	58	41	26	22
Human Resource Management	72	87	79	71	95
Information Systems	74	74	66	58	47
Management	328	283	224	199	162
Marketing	201	159	144	124	123
Mechanical Engineering	-	-	-	28	52
Media and Instructional Tech. (moved to CBT 2016)	-	-	10	4	-
Network Technologies	29	28	24	29	10
Supply Chain Management	146	163	157	153	151
Business Undecided	48	99	82	88	72
Total Undergraduate Enrollment	**2321**	**2257**	**2154**	**1988**	**1796**
Graduate	**2014**	**2015**	**2016**	**2017**	**2018**
MBA	66	88	77	107	105
MAcc	20	20	22	26	20
MA Economics	21	21	25	27	24
MS Applied Stat. and Dec. Analytics	-	-	5	12	17
MS Computer Science	119	148	160	174	120
MS Engineering Tech Leadership	13	31	25	30	26

(previously Mgt. Engineering Sys.)					
MS Instructional Design and Tech. (moved to CBT 2016)	-	-	62	56	49
Post-Baccalaureate Cert. (combined)	30	33	25	14	13
Total Graduate Enrollment	**269**	**341**	**401**	**446**	**374**

Student Credit Hour Production

	2014	**2015**	**2016**	**2017**	**2018**
CBT	59,159	61,796	60,586	58,940	53,373
University	306,872	299,628	283,935	266,054	242,091

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

1. Western Illinois Foundation funds

   - 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 had salary savings of $84,771 when Rafael Obregon moved to the interim chair position without replacement.

   - The Department of Management and Marketing provided salary savings of $139,176 from vacant positions.

   - The School of Computer Sciences provided salary savings of approximately $103,000 from vacant positions.

   - The School of Engineering left a shop supervisor position open and saved $29,000.

   - The Dean's Office saved funds by filling the Associate Dean's position with the Management and Marketing Department Chair, who also continued to serve as chair.

   - The Department of Economics and Decision Sciences provided salary savings of $87,777 from Tara Feld's faculty position when she moved to the department chair's position.

3. Grants, contracts, or local funds

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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

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E. For the calendar year January 1, 2018, to December 31, 2018, 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
2	35	11	2	45	8

II.   Budget Enhancement Outcomes for FY19

For each budget enhancement received in FY19—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 FY19

A. Discuss staffing and operational reductions implemented during FY19.

   - An extensive reorganization and downsizing project permanently removed approximately $1,700,000 from the budget.

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.

   - See Part A.

Budget Year
Fiscal Year 2020

IV.   Major Objectives and Productivity Measures for FY20

A. List the most important goals and objectives the division will pursue in FY20, and how these actions will be measured/assessed.

   - Increase enrollment and retention in all programs offered in the college. *Strategic plan: Stabilize enrollment. This is an ongoing objective.*

   - Seek an increase to CBT's General Institutional Fund. *Strategic plan: Enhance educational opportunities. This is an ongoing objective.*

   - Increase support for the new online programs (Economics, Accounting, MAcc, Management and

Supply Chain Management). *Strategic plan: Stabilize enrollment. 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, ABET, and ATME. *Strategic plan: Enhance educational opportunities, stabilize reenrollment, and engage external organizations. 2-4 years.*

- Continue to emphasize domestic and internal recruitment for all programs. *Strategic plan: Stabilize enrollment. This is an ongoing objective.*

- Begin offering Civil and Electrical Engineering degrees. *Strategic plan: Stabilize enrollment, enhance educational opportunities, increase external funding and engage external organizations. 1 year.*

- Complete the reorganization of the college and respond to the staff reductions resulting from the 2019-20 budget cuts. *Strategic plan: Fiscal responsibility. One year.*

- Develop and implement a teach out plan for the Graphics Communications. *Strategic plan: Fiscal responsibility. One year time frame.*

- Continue developing relationships with international institutions. *Strategic plan: Focus on international recruiting and education opportunities. This is an ongoing objective.*

B. Of the objectives identified above, please indicate which are directly related to the *2017–2027 Strategic Plan*.

- 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 FY20, and how these will be measured/assessed.

- Update technology to enable alternative course delivery.

- 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 their 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.

- Enhance fiscal responsibility.

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 FY20 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 retirements and a Unit B position from a resignation.

- Eight Accounting Graduate Teaching Assistants are needed for Zoom implementation.

- The Department of Management and Marketing needs one Unit A person to replace a retirement and fill a need in Human Resource Management.

- The School of Engineering needs two Unit A positions.

- The School of Agriculture needs two Unit A positions to replace two retirements.

B.   How do these reallocations and reorganizations further *Strategic Plan* 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.

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 HR, Agriculture, Accounting and Finance, 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 FY20.

- 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 FY20 reallocations or reorganizations, including movement of positions, upgrade of

positions, creation of new positions, and/or reallocation of personnel or operating funds?

- Substantial amounts will be cut from both operating and personnel budgets.

B. How do these reallocations and reorganizations further *Strategic Plan* goals and objectives?

- Fiscal responsibility.

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

- The reductions will profoundly affect the level of service the college can deliver to students, faculty and external stakeholders.
- The workloads of all remaining staff members will be significantly increased.

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 FY20.

   - Same as the Macomb campus

4. Develop indicators to track attainment of goals.

   - Same as the Macomb campus.

VIII. Reductions for FY20

A. Discuss planned staffing and operational reductions for FY20.

- An extensive reorganization and downsizing project removed approximately $1,700,000 from the budget.

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.

- An extensive reorganization and downsizing project removed approximately $1,700,000 from the budget.

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 *FY20 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 FY20 requests or long-range requests. For each request, identify the ways in which the facility enhancement will advance specific *Strategic Plan* goals and objectives.

- Upgrade and remodel Stipes 312 computer classroom

- Upgrade Stipes 209, 222, 224, 225, and 320 classrooms to be ADA compliant and to transmit and receive live digital instruction.

    B. Provide specific outcomes for each facility enhancement request.

- Better prepare students on their career paths.

- Offer classes in the Quad Cities without additional faculty resources.

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

- Reaching more students and budget savings.

    D. Complete an *FY20 Budget Request Form* for each request.