

College of Fine Arts and Communication

FY15 Planning and Accomplishment Guidelines

Western Illinois University

Written Reports Due March 18, 2015
Directors' Presentations March 24, 2015
Deans' Presentations March 25, 2015

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.

Current Year Fiscal Year 2015

I. Accomplishments and Productivity for FY15

A. Give a brief review of the division's goals and objectives for FY15.

The College of Fine Arts and Communication rigorously supports the Values, Vision, and Mission of Western Illinois University to establish an academic and professional environment that encourages students to develop their creative, intellectual, and technical potential. We also encourage and nurture continued faculty growth as artists, scholars, and teachers. The College is committed to expanding recruitment /retention activities and enrollment for our programs through participation in Discover Western and WIU admissions activities, visits to area high schools, colleges, and universities, and conducting individual meetings with prospective students and parents. The College is also committed to utilizing online and social media marketing tools in an effort to expand our regional base. The College continues to develop partnerships with community/regional schools and colleges, arts organizations, museums, clinics, retirement homes, and hospitals to expand our mission throughout the Macomb community and Western Illinois.

The College of Fine Arts and Communication continues to:

- Support the *Higher Values in Higher Education*, the Vision, and Mission of Western Illinois University and the College of Fine Arts and Communication
- Establish an academic environment and to teach in a manner that encourages students to develop their creative, intellectual, and technical potential in the performance, visual and communication arts
- Encourage and reward continued faculty growth as scholars, artists and teachers
- Continued support for University-Wide Strategic planning initiatives
- Create and implement a new Strategic Vision for the College of Fine Arts
- Provide unconditional support for courses of study and career pursuits in the fields of fine and performing arts, communication, communication sciences and the liberal arts

Recruiting/Retention

- Immediate Funding Release for the Center for Performing Arts (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4)
- Implementation of COFAC Recruiting Plans as submitted during 2013-2014 (HVHE Goal 1 – Action 1-9) [Ongoing]
- Continuation of highly successful “Broadcasting Days” for prospective students (HVHE Goal 1 - Action 4) [Ongoing]
- Strengthen and expand Broadcasting, Art, and Fine Arts Living Learning Communities in Tanner and Corbin Halls (HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2) [Ongoing]
- Explore additional marketing opportunities and recruiting materials across COFAC (HVHE Goal 1 - Action 4) [Ongoing]
- Expand the hugely successful Communication Career Preparation Day (HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2) [Ongoing]
- Continue COFACFEST (Opportunities Fair) (HVHE Goal 1 - Action 4/Goal 2 – Action 1) [Ongoing]

Curriculum

- Review all departmental curriculum ensuring graduation goals and maximum opportunities (HVHE Goal 1 – Action 1, 4, 9) [Short-term]
- Complete implementation of Graphic Design Emphasis in Art (HVHE Goal 1 - Action 1 & 4) [Ongoing]
- Develop Public Relations Degree with English/Journalism for implementation Fall 2015 (HVHE Goal 1 – Action 1/ Goal 2 – Action 1) [Ongoing]
- Promote and build Broadcasting/Sports Management Program (HVHE Goal 1 - Action 1 & 4) [Short-term]
- Expand COMM 241 offerings for all students as funding allows (HVHE Goal 3 - Action 1) [Short-term]
- Complete and implement Masters in Art education for QC Campus (HVHE Goal 1 – Action 2, 4, 5) [Short-term]
- Explore college-wide Arts Administration Program BA/MA (HVHE Goal 1 - Action 1, 4 & 5) [Mid-term]
- Begin exploring expansion of dance minor to major with new CPA facilities (HVHE Goal 1 - Action 1/Goal 2 – Action 4) [Long-term]
- Continue to support COFAC growth in the Honors Program (HVHE Goal 1 - Action 4/Goal 2 – Action 1) [Short-term]
- Offer Art-Graphic Design Course in QC for Fall 2014 or Spring 2015 (HVHE Goal 1 – Action 2, 4, 5) [Short-term]

Faculty/Staff

- Theatre and Dance – Graduate Assistant Accompanist (Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Short-term]
- Music - Tenure Track position in Voice (HVHE Goal 2 - Action 1-4) [Short-term]
- Communication - Expand graduate teaching assistants (HVHE Goal 2 - Action 1-4) [Short-term]
- Museum Studies – Convert current Unit B position to Unit A (HVHE Goal 1-Action 1/Goal 2 - Action 1-5) [Short/mid-term]
- University Art Gallery – Graduate Assistant (HVHE Goal 2 - Action 1-4) [Short-term]
- Full-time Music Therapy Clinical Trainer (HVHE Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Short-term]
- Theatre & Dance – Unit A Applied Voice position (HVHE Goal 2 - Action 1-4) [Short-term]
- Broadcasting – Equipment Attendant (HVHE Goal 2 - Action 1-4) [Mid-term]
- Music – Upgrade String Base position to Unit A (HVHE Goal 2 - Action 1-4)
- Music – Upgrade Guitar position to Unit A (HVHE Goal 2 - Action 1-4) [Short/mid-term]
- Communication – Half-time Unit B position for QC (HVHE Goal 2 - Action 1-4) [Mid-term]
- Music - Expand graduate teaching assistants (HVHE Goal 2 - Action 1-4) [Short-term]
- Communication – Unit B position Macomb Campus (HVHE Goal 2 - Action 1-4) [Long-term]
- Theatre & Dance - Conduct national search for replacement, full-time tenure track Dance faculty (HVHE Goal 2 - Action 1-4) [Short-term 2015 Search]
- Initiate search for Facilities Manager/Production Manager for Center for Performing Arts (HVHE Goal 2 - Action 1-5) [with Start of CPA Construction]
- Music - Tenure Track position in Music Business (HVHE Goal 2 - Action 1-5) [Mid/long-term]
- Theatre & Dance – Increase half-time Unit B position in Dance to full-time Unit B (HVHE Goal 2 - Action 1-4) [Mid/long-term]
- Full-time Academic Advisor in School of Music (HVHE (Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Mid-term]
- Full-time Sound Technician/Designer for COFAC. CPA, Theatre and Dance and Music have combined needs (HVHE (Goal 2 – Action 1-5/Goal 3 – Action 1 & 2) [Long-term]
- Center for Performing Arts- Technical Coordinator (HVHE Goal 2 - Action 1-4) [Mid/long-term]

Facilities

- Immediate funding release for the Center for Performing Arts (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Immediate-term]
- Revise feasibility study for Visual Arts Center (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Short/mid-term]
- Complete WIU Space Utilization Study with Facilities Management (HVHE Goal 2 – Action 1/Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Short-term]
- Broadcasting conversion to HD in Production Truck (HVHE Goal 2 – Action 1/Goal 3 – Action 4) [Short-term]
- Continue purchase of Wenger Practice Modules for Music to reside in Sallee Hall (HVHE Goal 2 – Action 1/Goal 3 – Action 4) [Short-term]

Resources

- Update, modernize and expand web presence for COFAC with release of new WIU Home Page and templates (HVHE Goal 6 - Action 2) [Short-term]
- Expand marketing plan for Museum Studies (HVHE Goal 2 – Action 1) [Short-term]
- Create a COFAC Computer Rotation Plan (HVHE Goal 2 - Action 5) [Short-term]
- Continue to increase Broadcasting Partnerships and outreach initiatives (HVHE Goal 4 – Action 3/Goal 5 – Action 1) [Short-term]
- Re-negotiate Sports Broadcasting partnership with Athletics (HVHE Goal 4 – Action 3/Goal 5 – Action 1) [Immediate-term]
- Implement fundraising plan with CPA Construction (HVHE Goal 5 – Action 3) [With funding release]
- Finalize Burlington Transmitter Acquisition with TSPR (HVHE Goal 5 – Action 3) [Short-term]

B. List the most important divisional accomplishments for FY15 and document how these accomplishments support the goals and objectives of the University, including specific Strategic Plan accomplishments.

1. Enhanced Culture for Teaching and Learning

a. Maintain rigor and high academic standards

- Broadcasting's laptop program is indicative of the high standards in the program. Students are taught the latest software and production skills in all levels of audio and video production. The students are then given opportunities to use their newly acquired skills to produce programming for the university and region.
- In 2014, several Broadcasting majors received state and national awards.
- Communication fosters a high quality and critical learning environment for faculty and students. The department is working to increase the number of majors at both the Macomb and QC campuses and saw modest growth in both areas.
- Communication Sciences and Disorders successfully implemented an online electronic system for documenting accreditation standards with current first year graduate students.
- Music is dedicated to developing technically proficient and artistically expressive musicians at the undergraduate and graduate levels as well as students trained in music therapy, education and business. Music has committed considerable resources to increased recruiting and retention.
- Theatre and Dance continues its mentoring approach in acting, directing and design classes
- Theatre and Dance created/produced a freshman showcase to develop early mentorships with new students
- Theatre and Dance continues its graduate student reviews, design portfolio reviews for all MFA design students, and end-of-year proficiencies for BFA students

b. Support for Quad Cities Riverfront campus

- Art continues to offer sections of ARTH 180
- Development of a masters degree in Art Education are underway in Art

- Art and Museum Studies are finalizing an integrated Bachelors/Masters program
 - Museum Studies graduate program and post-baccalaureate certificate program support the mission of the QC campus. MST partners with Art and RPTA in offering courses at the Figge Museum. MST increased the number of offerings taught at the riverfront campus
 - Communication continues to offer a major and minor in the QC.
- c. **Support for the enhanced scholarship model**
- Broadcasting actively works with COFAC development officer to raise funds for scholarships
- d. **Continued focus on the expanded scope of the Centennial Honors College**
- All programs are focusing their recruitment efforts on high achieving students who qualify for the Western Commitment scholarships (ACT 36-22). These students are automatically members of the Centennial Honors College.
 - All departments have honors directors who work to identify potential honors scholars and also work with them as they progress through the honors curriculum.
 - All departments and the College office are supportive of the COFAC Honors Curriculum. The College has financially supported their activities this year.
 - COFAC Honors continues to offer the college sophomore level honors course.
 - Faculty are encouraged to work with students on papers and projects/performances suitable for Undergraduate Research Day.
 - Broadcasting has developed several initiatives to try to increase the number of honors students in the program. Faculty work with students and encourage them to participate in URD and Tech Fest.
 - Communication offers two sections of COMM 241H
 - A number of Communication faculty conducted in-class honors projects for Honors students
 - CSD is marketing the honors program to current and prospective students, focusing on benefits to the students, including increased likelihood of acceptance to elite graduate programs
 - Music markets the honors program to current and prospective students
- e. **Increase focus on internships and service learning opportunities**
- Art, Broadcasting, Music and Theatre and Dance students serve the local and regional communities through their art work/gallery exhibits, broadcast programming, concerts, workshops, master classes, and productions.
 - The Community Music School provides music lessons for area children and adults while providing teaching opportunities for current and former students.
 - CSD's Speech and Hearing Clinic is a training ground for undergraduate and graduate students while providing speech language and hearing services to the region.
 - Music Therapy students also provide services to members of the region as part of their coursework.
 - CSD collaborated with the Department of Kinesiology to serve children with autism in the Adapted Physical Education Clinic.
 - Broadcasting and Communication have students engaged in internship activities each semester and during the summer
- f. **Support undergraduate and graduate research opportunities**
- All departments in COFAC encourage their students to participate in Undergraduate and Graduate Research Day (URD) opportunities.
 - Art BFA students give their formal BFA presentations during URD.
 - Almost all Communication 400-level courses contain some level of research requirement.
 - In fulfillment of established goals of the fund, the Wayne N. Thompson endowment supported funding for graduate and undergraduate student scholar awards and graduate assistantships. This endowment also provided funding for a graduate student to attend the NCA conference this past fall.

- CSD funded four student research presentations at conferences.
 - MST provided foundation funds to support student presentations at conferences
 - Music provides funding, when budgets allow
- g. Support special program for women in the sciences and government
- The college supports this program.
- h. Support scholarly/professional activity
- The Wayne N. Thompson Endowment allows for the designation of one faculty member as the recipient of the Thompson Professorship. This individual receives research and travel support.
 - CSD subsidized faculty travel with non-appropriated funds.
 - Theatre and Dance provided partial support for faculty and student participation at NAST's annual meeting, Kennedy Center American College Dance Festival and Kennedy Center American College Theatre Festival.
 - Art's foundation funds are used to support scholarly/professional activities
2. Fiscal Responsibility and Accountability
- a. Identify further costs savings to meet challenges in the FY16 budget
- Art can use foundation funds to try to make up for reduced appropriated budget
 - Broadcasting seeks free services like social media to recruit students and save money on paper and postage
 - MST seeks external graduate assistantship funding from QC area museum/leisure services organizations
 - Music has been removing phones from faculty offices, restricting use of the photocopy machine, and severely curtailing all expenditures when possible.
 - Theatre and Dance is cutting their production budgets. The department is scaling down productions and using minimalistic techniques as a way of keeping construction costs at a minimum. Funding for guest artists was cut. The department limited student participation in ACTF and cut travel for professional development for faculty.
- b. Identify alternative funding sources
- Broadcasting solicited local businesses to help offset recruiting costs
 - All departments use Foundation accounts to help cover shortfalls
 - CSD continues to use the clinic fund to cover various needs of the department
 - Music continues to seek out funding for graduate assistantships through churches and schools in the area.
 - Theatre and Dance is working to develop fundraising opportunities next season
- c. Develop college priorities in fundraising
- All departments work with the Dean and the Development Officer to identify and prioritize fundraising goals
3. Enhance Academic Affairs Role in Enrollment Management and Student Success
- a. Implement undergraduate, graduate, and international recruitment plans for each department/school
- All departments in the College have a detailed recruitment plan to attract top quality undergraduate and graduate students

- Music continues to devote an extraordinary amount of time, effort and resources to recruit students, including having a full-time recruitment Coordinator.
 - Music participates in a new online program called '*getaccepted.com*'. This program makes it easier for prospective students to research our music program and audition for acceptance online.
- b. Continue to expand Distance Learning opportunities
- Broadcasting offers three online courses to serve BGS students, residential students, and non-degree seeking students
 - MST has created MST 500
 - MUS 195 was approved as an online course this year. Its first offering will be summer 2015
- c. Provide opportunities for non-degree seeking students
- Art, Broadcasting, Communication, Music, and Theatre and Dance all offer online courses that are available to non-degree seeking students
- d. Maintain participation in the Building Connections mentoring program
- All departments in COFAC participate in the Building Connections mentoring program, including the college office.
 - Broadcasting implemented a department peer-mentoring program to help mentor underclass majors.
- e. Review effectiveness of the revised FYE program
- Broadcasting teaches BC 100Y for all majors and minors.
 - Communication offered nine sections of COMM 130Y this academic year
 - College faculty taught UNIV 100 in support of the FYE program
- f. Implement enhanced campus-wide advising procedures
- Advisors in COFAC have worked diligently to provide quality advising to all majors and minors
- g. Enhance access, equity, and multicultural initiatives for entire campus community
- Media and fliers promoting these goals are disseminated to the college community
 - Music provides programming of multicultural music
 - Theatre and Dance, faculty and graduate students are encouraged to use non-traditional and color-blind casting in all productions. The department will continue to strive to incorporate into their season plays written by African, Asian, Latino, and Native American playwrights in order to provide a well-rounded cultural and artistic experience for all students and audiences.
4. Focus on International Recruiting and Education Opportunities
- a. Increase the number of international students
- Art invited a visiting scholar from China
 - Broadcasting is in discussions with the Study Abroad office about exploring student trips to China, Germany, and Brazil.
 - Many of the Music faculty recruit internationally. Additionally, the President's International String Quartet adds to the diversity and quality of Music's student population. Music also has access to international prospective students through the Accepted website.

- b. Increase number of study abroad participation and opportunities
 - Art offered a foreign study travel scholarship
 - Broadcasting students are encouraged to participate in study abroad programs. Annually, three or four majors study abroad.
 - Summer 2015 will be the 4th year of a study abroad program between CSD and Cardiff Metropolitan University in Wales for graduate students.
 - MST is collaborating with Art to include MST students in Study Abroad courses to museums
 - All departments and programs encourage students to participate in one or more of the study abroad opportunities offered by the university
 - c. Develop academic partnerships with international institutions of higher learning
 - Art is working to develop a partnership with Donghai Vocational and Technical College in Shanghai
 - Broadcasting is working on a partnership in sports broadcasting and Theatre and Dance is working on a partnership in acting and production with Bayreuth University in Germany
 - Communication met with a representative of the Universiti Putra Malaysia to discuss future networking opportunities
 - Music has partnerships in Brazil, the Dominican Republic, the Czech Republic, South Korea, and two faculty are going to Myanmar in fall 2015
 - d. Strengthen relationships with embassies and host countries
 - Broadcasting gives tours of facilities to international guests of the university
5. Facilities Enhancement and Technology Support
- a. Support for the Center for Performing Arts
 - Provide local management to the construction/delivery process
 - Provide additional fundraising necessary to assist in completion of CPA goals
 - Secure naming opportunities for the CPA
 - b. Renewed funding for classroom renovation
 - COFAC strongly supports all classroom/lab/studio renovations in support of student opportunity and achievement
 - c. Support major capital budget initiatives
 - COFAC supports the new and renovated science facilities
 - COFAC supports Hanson Field and Western Hall initiatives
 - d. Continue to facilitate the University Technology consolidation and support uTech initiatives
 - COFAC Supports the Adobe Creative Suite initiative
 - COFAC supports continued consolidation and support for uTech initiatives
- C. Indicate measures of productivity by which the unit's successes can be illustrated.
- Art
 - Students are meeting the objectives in individual courses successfully by preparing and defending artists statements, and documenting their artwork.

- Students are creating competent, cohesive and in-depth works that reflect a serious commitment to creative achievement.
- Students are demonstrating basic proficiencies using the elements and principles of design (Line, color, value, shape, unity, variety, dominance, balance, rhythm etc.).
- Through the work produced, students are exhibiting clear understandings of how to use materials, processes, mediums, techniques, and technologies for creating art.
- During the active process of creating, students are evincing a wide range of competence with tools, and techniques; and showing a sensitivity to mark making and expressive use of materials and supplies.
- Students are getting into art shows locally, regionally, and nationally.
- Students are getting into highly rated graduate programs throughout the country.
- The department is graduating Professional Art Education student capable of meeting the needs of all learners in a variety of educational environments.
- The Art Education Program standards are aligned with Illinois state standards.
- **Broadcasting**
 - Broadcasting's undergraduate program has approximately 200 majors, 45 broadcasting minors and 25 film minors.
 - Six faculty and two staff continue their strong commitment to their profession. The average ACE load is 18 out of 22 by Unit A faculty and Unit B faculty work the maximum of 24 ACEs.
 - Faculty and students continue to produce podcasts and videos that are streamed on our website, as well as on iTunes and Broadcasting's Facebook and YouTube sites.
 - On wiuvtv3 broadcasting students produce a live half-hour newscast Tuesday – Thursday during the fall and spring semesters. Students are also producing a morning show once a week. This is the only local television newscast in Macomb.
 - By the end of this academic year the department will cover 200+ sporting events for wiuvtv3, WIUS-FM, and RockyVision. In the fall, Broadcasting also produced a weekly football coach's show. Abbreviated versions of home football games and the weekly football coach's show aired in the Quad Cities. In addition, the department produced an interview show with all WIU athletic coaches featured each week called "Inside Leatherneck Athletics".
 - In radio, WIUS-FM is on the air with announcers from 6 a.m. to 2 a.m. Monday through Saturday morning. Weekends, noon to 2 a.m. Unmanned hours are automated. The radio students voice-track the automated hours. In sports, WIUS-FM carries all football games (home and away), all men's and women's basketball (home and away), home baseball and all softball games, all volleyball games and home soccer games. WIUS-FM continues to be the flagship station for all Western sports.
 - Macomb Bombers football, soccer, volleyball, and basketball games are aired on a tape-delayed basis.
 - Broadcasting hosted the Youth Leadership Academy students from Macomb High School.
 - The department offers three general education courses to the university at large. One course is a humanities course cross-listed with English, one is a B-List humanities course and one course is a multi-cultural course. BC 323 and BC 328 are also available online.
- **Communication**

The Department of Communication is one of the largest, most efficient, and most productive departments on campus. The department's productivity can be illustrated in the following ways:

- The Department of Communication undergraduate program currently has 272 majors (222 in Macomb; 50 in the QC) and 142 minors (110 in Macomb; 32 in the QC). The graduate program has 21 students actively engaged in coursework.
- The department has 11 tenure-track/tenured faculty; 7 associate faculty; 1 ASP (Undergraduate advisor); and 2 staff members. The major and the minors are available at both the Macomb and Quad Cities campuses.
- One means whereby to measure productivity is by professional activity output. In FY 2015, Communication faculty published 13 journal articles and/or book chapters and presented/will present 27 conference papers/panels at regional and national conferences.
- Department faculty participated in service to the discipline in a variety of ways, including reviewing articles for professional journals and reviewing papers submitted for conference

presentations. Several faculty currently serve as standing members and/or guest reviewers on a variety of editorial boards.

- Two faculty members served in national leadership positions with the National Communication Association, serving as members of the executive boards of two different divisions. Additionally, two faculty members served in a leadership capacity with the UPI, with one of those serving in the role of president of the local chapter of UPI.
- During the Summer 2014 sessions, the Department of Communication offered 19 sections of classes, serving 445 students. Of these courses, 11 were offered on-line.
- The department has progressed in its review and updating of the curriculum in the following ways: First, the new Computer-Mediated Communication (CMC) minor will be offered beginning Summer 2015. Second, the new COMM 235 Social Science Gen Ed course was offered for the first time in Spring 2015. Third, two feasibility studies have been submitted to the Provost's Office: one exploring the possibility of offering a new major in Public Relations (in conjunction with English & Journalism) and one reorganizing our current major into options. The department is awaiting a response to the feasibility studies before proceeding with the proposed curriculum changes.
- The department continues to service the university by providing a large number of sections of General Education courses, public speaking classes, cross-listed courses, and a Study Abroad class. During FY15, 32 total sections of Introduction to Human Communication (COMM 130) were offered, including 17 regular sections, 6 sections taught on-line, and 9 FYE sections. Thirty-five sections of Introduction to Public Speaking (COMM 241/242) were offered during FY15, including two 241H sections and eight online versions of this course available to BGS students.
- The Communication faculty continues to provide a wide array of department, college and university-level service on a variety of committees and councils.
- Dr. Josh Averbeck, Department of Communication, was selected to receive two of the COFAC Awards: COFAC Award for Excellence in Scholarly Activity, and the COFAC Award for Excellence in Teaching with Technology.
- Communication Sciences and Disorders
 - For our graduate program, 100% (18/18) of students passed the national certification exam for speech-language pathology (Praxis II: Speech-Language Pathology). Additionally, 100% (11/11) of students who sought an educational licensure in Illinois passed the statewide content area exam for speech-language pathology. All 18 of our graduate students who completed the program in May 2014/August 2014 were employed as speech-language pathologists within three months of graduation.
 - For our undergraduate program, 69% of seniors who graduated were accepted to graduate school in speech-language pathology or audiology.
 - Our WIU Speech-Language Hearing Clinic served over 600 clients from the community.
- Museum Studies
 - New assessment instrument created to measure student internship performance using museum practitioner evaluations.
 - Increase in number of integrated baccalaureate/masters agreements
 - Increased headcount and semester hour production for both Masters and Post Baccalaureate Certificate Students.
- Music

All of the items listed below demonstrate support of the university goals and objectives, including specific Strategic Plan accomplishments in the areas of Student Recruitment, Faculty Research-Scholarly/Creative, Public Service/Outreach, Alumni Relations, and Excellence in Undergraduate and Graduate Education. The School of Music provides outreach annually to approximately 20,000 students in the public schools and thousands of members of the community through the following activities and events.

 - University and Community Audience:
 - a. Faculty Recital Series
 - b. Faculty ensemble performances, Julstrom String Quartet, Camerata Woodwind Quintet, Hopper Jazztet, and LaMoine Brass

- c. Faculty Chamber Series
 - d. Fall Collage Scholarship Concert on-campus
 - e. Performances of faculty compositions
- Outreach to public schools and area music students and teachers:
 - a. Summer Music Institutes (Camps) – Band, Strings, Jazz, Piano, Choral
 - b. Marching Band Classic
 - c. Showcase of Bands
 - d. All Star Honor Band Weekend
 - e. Jazz Festivals
 - f. Summer Seminars for Public School Music Teachers
 - g. Guest artists and master classes—public school students invited to join with WIU students
 - h. Opera performances on campus and Opera on Wheels (Public school performances) off campus
 - i. Performance tours by Orchestra, Band, Choir, and Jazz Band major ensembles.
 - j. Masterclasses and lessons for prospective students
 - k. Faculty service as adjudicators for professional conferences and competitions
 - l. WIU Community Music School
 - m. Macomb Youth String Orchestra
- New Music Festival
- Approximately 150 performances presented during fall and spring semesters, including faculty solo recitals and ensemble concerts, faculty guest artist recitals, student ensembles, student solo recitals, special events: Marching Band Classic, ElectroAcoustic Music Macomb, Orchestra Family Halloween Concert, Madrigal Dinner, and Holiday Fest. of Choirs; Marching Band home game and parade performances, educational conferences and workshops: Choral Music Ed. Day, Olympic Conference Choral Fest., West-Central Conference Choral Fest, and IMEA District IV Fest.; Tours: Marching Band, Opera on Wheels, Univ. Singers, Jazz Studio Orchestra
- Specialty Festivals: Piano Festival, Brass Fest, Flute Fest, Jazz Festival, Percussion, Horn, Oboe, ACDA Men’s Choral Fest., Honor Choir Reading, District IV IMEA Choral Wkshp, Choral Music Ed. Day. Band/Orchestra Showcase, Jr. H. and Sr. H.S. Honor Choir events.
- Certification exams: ISBE Teaching Certification, Music Therapy Exams
- Accredited member of NASM (National Association of Schools of Music) since 1961
- Teacher Education program nationally accredited
- Music Therapy program accredited by the American Music Therapy Association.
- Theatre and Dance
 - The department casts roles with student actors in on-campus productions indicating that a certain skill level has been attained; casting of more complex roles over time indicates students are learning in a progressive way. Six student actors were chosen to participate in KC/ACTF Irene Ryan competition this year. Of the six who participated two were selected for the finals.
 - Each year many students fill technical roles for our on-campus productions which indicates a certain skill level has been attained; responsibilities of more complex design and technical assignments over time indicates students are learning. Undergraduate as well as graduate students design mainstage productions each year.
 - The Alumni success rate of the department of Theatre and Dance in professional activities including work in the educational realm.
 - The many awards won by alumni in Theatre and Dance.
 - The creative work of the faculty of Theatre and Dance.
 - Ticket sales to our many productions.

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

1. Western Illinois Foundation funds

- Broadcasting used foundation funds to purchase high definition cameras and fiber optic cables for the sports truck. The truck is now capable of producing programming in high definition.
 - Communication—in fulfillment of the established goals of the fund, the Wayne N. Thompson endowment supported funding for graduate and undergraduate student scholar awards, graduate assistantships, a faculty fellowship, and an invited scholar presentation.
 - Communication—Grice Endowment funds were used to send a faculty member to the Faculty Summer Institute at the University of Illinois
 - Communication’s foundation account supported the Communication Student Society efforts to facilitate networking with both current and former students.
 - CSD foundation funds paid for undergraduate travel to the Illinois Speech-Language-Hearing Convention. The students whose travel was funded volunteered to represent WIU at a college bowl competition at the convention.
 - Museum Studies’ Butler Insurance donation was used to fund student attendance at Campbell Center workshops and Iowa Museum Association Annual Meeting and Conference.
 - Theatre and Dance continued to use the Lori Haney Theatre Audition Fund to support student travel to the regional American College Theatre Festival as well as to support faculty going to auditions for the purpose of recruiting
2. Funds available due to vacant positions or dollars saved through hiring of new personnel at whatever level those funds reside
- CSD had two vacant (or on-leave) positions and the adjunct faculty hired to fill these roles were hired at a lower salary than the full time positions.
 - The retirement of a long-time lighting design faculty member at the end of fall 2013 saved approximately \$50,000.00, FY14, during spring 2014 as we did not hire a replacement. An Assistant Professor of lighting design was hired at the salary minimum for fall 2014. This hire saved around \$50,000.00 in the fall, FY15.
 - The retirement of long-time costume design faculty member at the end of spring 2014 saved approximately \$50,000.00 as an Assistant Professor of costume design was hired at the salary minimum for fall 2014, FY15.
 - The retirement of long-time scenic design faculty member/Chair at the end of spring 2014. A new Chair was hired for summer 2014. This hire saved around \$20,000.00.
 - The retirement of long-time dance faculty member at the end of spring 2015 will save approximately \$70,000.00 when a new Unit B faculty member is hired to begin in fall 2015.
3. Grants, contracts or local funds
- Communication--Dr. Brendan Young (Quad Cities) continued his work on a grant entitled: “Intensive Referral Intervention to Improve Substance Use Disorder Treatment Outcomes among Rural and Highly Rural Veterans.” This grant was originally awarded in October of 2012 by the Department of Veterans Affairs’ Office of Rural Health, Veterans Rural Health Resource Center – Central Region. The Project Leader is Kathleen Grant, MD, VA Nebraska-Western Iowa Health Care System; Co-Investigators Lance Brendan Young, Ph.D., Western Illinois University-Quad Cities, and Kimberly Tyler, Ph.D., University of Nebraska-Lincoln.
 - Funds generated from the two CSD clinics are used to fully fund any needed materials for the clinics. In addition, these funds supplement the diminishing CSD appropriated funds and were used to pay for office supplies, faculty travel, and student research.
 - Music--Typically Illinois Arts Council (when available) and Performing Arts Society funds supporting Jazz Festival, Horn Institute, Band Classic, Honor Band, Band Showcase, Summer Music Institutes (camps), Brassfest, Opera on Wheels.

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

- N/A

5. Other fund sources

Music--

- Ticket receipts and registration fees from concerts and festivals
- Fees, summer seminars in Music Education
- Summer Music Camp fees
- Opera on Wheels performance fees
- Fine Arts Fee funds
- Items (a) to (d) primarily support, or in some cases partially support, the activities/events that generate the fees. The Fine Arts Fee funds provide support for ensemble programs and equipment purchase for the purpose of assisting us in the presentation of performances and other musical events.

Theatre and Dance--

- Ticket receipts from University Theatre and University Dance Theatre
- Fine Arts Fee funds

E. For the calendar year January 1, 2014, to December 31, 2014, 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	27	457	29	80	10

II. Budget Enhancement Outcomes for FY15

For each budget enhancement received in FY15—temporary or permanent—(i.e., 1% give back, end of year money) complete an accountability report form. Be specific about approved productivity measures.

**Budget Year
Fiscal Year 2016**

III. Major Objectives and Productivity Measures for FY16

- A. List the most important goals and objectives the division will pursue in FY16, and how these actions will be measured/assessed.
- Strengthen and increase recruiting and retention efforts across all areas of the college.
[Detailed information and goals can be found in the COFAC Recruiting and Retention Plan 2013-2014]
(HVHE Goal 1 – Action 1,2,3,4,6 8) (HVHE Goal 2) (HVHE Goal 3 – Action 1,2,3) {SHORT TERM}
 - Begin initial phase of construction for the Center for Performing Arts.
(HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) {SHORT TERM}
 - Successful merger of the Broadcasting Department with the Journalism program
(HVHE Goal 2 – Action 1,3,4,5/Goal 3 – Action 1,3,5/Goal 6) {SHORT TERM}
 - Continue to support COFAC growth in the Honors Program
(HVHE Goal 1 - Action 4/Goal 2 – Action 1) {SHORT-MID TERM}
 - Initiate College-wide Arts Administration Program BA/MA
(HVHE Goal 1 - Action 1, 4 & 5) {SHORT TERM}
 - Implement the Graphic Design Major in Art
(HVHE Goal 1 - Action 1 & 4) {IMMEDIATE}
 - Initiate search for Facilities Manager/Production Manager for Center for Performing Arts
(HVHE Goal 2 - Action 1-5) {SHORT TERM}
 - Continue purchase of Wenger Practice Modules for Music to reside in Sallee Hall
(HVHE Goal 2 – Action 1/Goal 3 – Action 4) {LONG TERM}
 - Strengthen Resources for Musical Theatre Signature Program
(HVHE Goal 1 - Action 1,3,4/Goal 2 – Action 1,3,4) {SHORT-MID TERM}
 - Successful re-accreditation for Departments of Art, Communication Sciences and Disorders, Music, and Theatre & Dance
(HVHE Goal 1 - Action 4,10/Goal 2 – Action 1,3,4,5/Goal 3- Action 1,2,5) {SHORT-TERM}
 - Establish stable and continuous support for the President’s International String Quartet
(HVHE Goal 1 - Action 3,6,7/Goal 2 – Action 1,3,4/Goal 5- Action 1,3) {LONG-TERM}
- B. Of the objectives identified above, please indicate which are directly related to Strategic Plan action items.
- See Above
- C. For Strategic Plan 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 Above

IV. Technology Goals and Objectives

- A. List the most important technological goals and objectives the division will pursue in FY16, and how these will be measured/assessed.
- Upgrade/Renovation of the Theatre & Dance Design Classroom/Lab
(HVHE Goal 2 - Action 1,3,5/Goal 3 – Action 1,3,4) {SHORT-MID TERM}
 - Implement Art Graphic Design Program/Upgrade Classroom/Lab
(HVHE Goal 2 - Action 1,3,5/Goal 3 – Action 1,3,4)
 - Upgrade/Renovation of the Broadcasting “News3 Studio” (Computer Lab) for the new Broadcasting/Journalism “Newsroom”
(HVHE Goal 2 - Action 1,3,5/Goal 3 – Action 1,3,4) {IMMEDIATE}
 - Upgrade Theatre & Dance Lighting Classroom facilities and production and Sound Production areas
(HVHE Goal 2 - Action 1,3,5/Goal 3 – Action 1,3,4) {SHORT TERM}
- B. Describe how these objectives build upon goals in divisional and/or institutional strategic plans.
- See Above
- 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).
- See Above

V. Internal Reallocations and Reorganizations: Western Illinois University-Macomb

- A. What are planned FY16 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.
- Re-organize 3 positions within Tri States Public Radio
(HVHE Goal 6) {SHORT TERM}
 - Consolidate positions within the Dance Area of Theatre & Dance
(HVHE Goal 6) {SHORT TERM}
 - Music Unit A “Oboe” retirement replacement (Ericson)
(HVHE Goal 1 - Action 4,6,10) {SHORT TERM}
 - Broadcasting Unit A “Video/New Media” retirement replacement (Edsall)
(HVHE Goal 2 - Action 4,6,10) {SHORT TERM}
 - Continue to discover new and additional funding opportunities for all areas within the college
- B. How do these reallocations and reorganizations further Strategic Plan goals and objectives.
- See Above
- C. Describe how all reallocations, permanent and temporary, will affect the unit’s standard performance measures.
- The College continually reviews how resources are distributed across all areas of operations and works closely to ensure collaboration and equity.
- D. How are you finding new funds?
1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation)

- Continued expansion of endowed scholarships
 - Further expansion of externals grants in applicable areas, including Tri States Public Radio, BCA, and departments within the college
 - CPA additional fundraising \$1-3 million (estimate) through naming opportunities, purchase a seat, landscape patio opportunities and other direct giving prospects
2. Provide an explanation of how additional resources would be used to enhance divisional objectives
 - Technology funds would be utilized to increase student access and opportunity in programs and studios/labs
 - Increased scholarship increases student opportunity and likely success
 - CPA funding is necessary for building and grounds completion
 - All additional funds are directed to student opportunities and facilities improvements/upgrades
 3. Summarize long-term external funding goals which extend beyond FY16
 - CPA Funding
 - Scholarship Development
 - Endowed Sponsorship for a chair position within the college
 - President's International String Quartet support
 4. Develop indicators to track attainment of goals
 - Establish funding goals and then track achievement of goals

VI. Internal Reallocations and Reorganizations: Western Illinois University-Quad Cities

- A. What are planned FY16 reallocations or reorganizations, including movement of positions, upgrade of positions, creation of new positions, and/or reallocation of personnel or operating funds.
 - Museum Studies Unit A Position (Contingent upon enrollment growth)
- B. How do these reallocations and reorganizations further Strategic Plan goals and objectives.
 - A Tenure track position will add permanence to a strong graduate program as we continue to build the brand
- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.
 - N/A
- D. How are you finding new funds?
 1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation)
 - Continue seeking external grants
 - Increased sponsored graduate assistantships
 2. Provide an explanation of how additional resources would be used to enhance divisional objectives
 - The Museum Studies program needs the permanence of a Unit A faculty member to enhance the academic profile of the program

3. Summarize long-term external funding goals which extend beyond FY16
 - Long term goals contingent upon collaboration between the College and the new permanent director for the program. Search ongoing with a hire date of 01 July, 2015
4. Develop indicators to track attainment of goals
 - N/A

VII. 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 *FY16 Budget Request Form* for each request listed in "A".

VIII.

Facilities Requests

- A. Identify, in priority order, requests for facility enhancements over \$100,000. These requests need to be identified as specific FY16 requests or long-range requests. For each request, identify the ways in which the facility enhancement will advance specific Strategic Plan goals and objectives.
 - Complete Sallee 221 Rehearsal Studio / Wenger Practice Modules
 - Sound-proofing for music studios and rehearsal facilities in Browne Hall
- B. Provide specific outcomes for each facility enhancement request.
 - Current facilities are inadequate in the area of sound bleed. Students rehearsing in studios or in the classroom environment are consistently bombarded by connecting studios and rehearsal spaces. This is a learning impediment and could become an accreditation issue
- C. Provide an explanation of how each facility enhancement will affect the unit's productivity measures.
 - Each item increases student success, enhances learning opportunities and assists in accreditation
- D. Complete an *FY16 Budget Request Form* for each request.