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**EXECUTIVE SUMMARY**

Western Illinois University-Quad Cities (WIU-QC) is comprised of 155 highly qualified and dedicated employees. We support the academic mission and service operations of the University by successfully advancing six shared goals and priorities. Our Fiscal Year (FY) 2018 accomplishments include:

<table>
<thead>
<tr>
<th>Goal 1: Support Growth</th>
<th>Goal 4: Support University Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Enrolling a new freshmen class with an average ACT composite score (25.7) well above state and national college bound averages (21.4 and 20.8).</td>
<td>• Participating in the Social Responsibility Task Force, Persistence and Completion Academy, Military Task Force, President’s Executive Institute, and many other university-wide initiatives.</td>
</tr>
<tr>
<td></td>
<td>• Engaging in shared governance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: Support Mentoring</th>
<th>Goal 5: Increase Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increasing student activity participation by 50% over FY18.</td>
<td>• Raising minority student enrollment by 19 students (8%) in the last five years.</td>
</tr>
<tr>
<td>• Supporting a 70% graduation rate for transfer students.</td>
<td>• Achieving a record in minority enrollment as a percent of total enrollment (21.1%).</td>
</tr>
<tr>
<td>• Raising the retention rate of Engineering from 68% to 75% through deployment of the Learning Assistants Program.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3: Increase Community Engagement</th>
<th>Goal 6: Increase Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Generating over $2 million in external revenue for WQPT, WQPT Signal Improvement Project, and the University.</td>
<td>• Securing alternative revenue streams to be less reliant on institutional resources.</td>
</tr>
<tr>
<td></td>
<td>• Focusing on increasing efficiencies.</td>
</tr>
</tbody>
</table>
Western Illinois University-Quad Cities (WIU-QC) serves 1,267 students in 37 degree programs (18 undergraduate and 19 graduate), 32 minors, and eight post baccalaureate certificates. Fifty-three faculty and twenty-six graduate assistants represent the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, Fine Arts and Communication, and University Libraries. Sixty staff members support Academic Advisement, Development, Facilities, Office of the Senior Vice President, Security, Student Services, Technology, University Planning, and WQPT-Quad Cities Public Television.

With a very highly talented and dedicated faculty and staff, we continue to achieve our goals through planning, conservative fiscal management, collaboration, and partnerships\(^1\). Our actions were enhanced by welcoming seven new high-achieving, diverse employees during Fiscal Year (FY) 2019:

- Arnold Bangel, Faculty Assistant, Engineering.
- Marita Bobina, Visiting Professor, College of Business and Technology.
- Erin Lane, Assistant Professor, Counselor Education.
- Jennifer McGarry, Assistant Professor, Accounting and Finance.
- Pamela Rockwood, Assistant Professor, Educational Studies.
- Jerry Talbert, Business Advisor, Procurement and Technical Assistance Center.
- Al Zwilling, Instructor, Agriculture.

On May 8\(^{th}\), we will celebrate the distinguished careers of seven colleagues for a combined 105 years of service to WIU. From our newest employee to our most seasoned professional, we are committed to advancing our professional growth and development. During FY19:

- Joe Ackerman, Ralph Turner, and Steve Whan completed annual pesticide training.
- Audrey Adamson earned certification as a Global Career Development Facilitator, and a Governor's Volunteer Service Award.
- Vitaly Brazhkin earned professional recognition from the APICS-Quad Cities Chapter for his leadership and service to WIU’s student chapter.
- Bill Brewer is completing continuing education for his architect license and LEED AP certification.
- Scott Brouette earned a Post-Baccalaureate Certificate in Museum Studies from WIU, and completed Volunteer In Service To America Supervisor training at National Lewis University.
- Victoria Eudy, earned a Ph.D. in Museum Education from Florida State University.
- Ann Friederichs earned certification as a Certified Occupational Safety Specialist from the American Alliance Safety Council.
- Gretchen Hampsey completed six professional webinars, credentialing from the National

\(^1\) This Report is based on Annual Reports made by areas reporting to the Senior Vice President for Strategic Planning and Initiatives, available at [www.wiu.edu/qc/about/reports.php](http://www.wiu.edu/qc/about/reports.php)
In recognition of their job performance:

- Audrey Adamson and Debbie Kepple-Mamros were named to lead Ready to Run.
- Kassie Daly was asked to serve as Interim Director of Admissions.
- Debbie Kepple-Mamros served as President of the Illinois Association of Institutional Research.
- Dr. Dan Malachuk served as the President for the Ralph Waldo Emerson Society.
- Dr. Jim Rabchuk was named WIU-QC Honors Coordinator.
- Dr. Joe Rives was elected for a second term as President of the National Association of Branch Campus Administrators.
- Dawn Schmidt and Terry Wilson are running operations at WQPT.
- Dawn Schmidt was promoted from Administrative Assistant to Business Manager II.
- Dr. Shin, Il-Seop was promoted from Assistant to Associate Professor of Engineering, and earned tenure.

**Fiscal Year 2019 Goals, Accomplishments, and Results**

Our accomplishments focus on six campus to advance the vision, mission, and priorities of *Higher Values in Higher Education*. We focused on campus growth, mentoring, community engagement, planning, diversity, and efficiency.

**Goal 1: Support Growth:**
Supporting enrollment growth works off the four-step admissions model of having the infrastructure in place to generate interest, applications, acceptances, and enrollments. *Infrastructure* includes having new educational pathways to support student enrollment, and staffing to support local initiatives in a timely manner. During FY19:

- Debbie Kepple-Mamros initiated planning with Homewood-Flossmoor (HF) High School and Prairie State College (PSC) that will enable HF graduates to earn an Associate’s degree in one year from PSC before transferring to WIU to complete a baccalaureate degree.
- Paul Plagenz and Curtis Williams are working on the development of a similar model with two local institutions.
Drs. Joe Rives and Paul Schlag initiated partnership explorations with Iowa Wesleyan University that includes establishment of pre-professional, honors, and graduate articulation agreements.

Dr. Joe Rives signed an agreement that allows WIU to host classes at the Rock Island Arsenal.

Kassie Daly and Curtis Williams implemented OAS admissions for the first time at WIU-QC.

Debbie Kepple-Mamros initiated partnership explorations with Graceland University (Lamoni, Iowa and Independence, Missouri).

Dr. Pam White finalized an integrated degree agreement where students will earn a bachelors degree from Saint Ambrose University in four years and then a Master’s degree from Western Illinois University in one year. A signing ceremony is scheduled for May 7, 2019.

Dr. Holly Nikels notified University Administration that Argosy University was closing. After receiving Graduate Council approval, Dr. Joe Rives filed paperwork with the Higher Learning Commission that enables WIU to be a Teach Out Partner (receiving institution) for former Argosy students.

From a staffing perspective, Quad Cities Admissions and the School of Graduate Studies Representative began reporting to the Senior Vice President for Strategic Planning and Initiatives in FY19. When these positions formerly reported to the SVP, total campus enrollment had increased to a record high of 1,531 in fall 2015, increasing 12% since fall 2011. While these changes solidify our infrastructure, additional work remains. Total WIU-QC enrollment decreased by 17% during the period that these positions did not report to the Quad Cities.

To begin enrollment stabilization and growth, the SVP will begin advocating for part-time components to Western Commitment Scholarship (WCS) programs, and the University Promise Plus Program. Over 80% of WIU students receive financial assistance (including loans and outside employment) and 41% of WIU-QC students receive federal Pell grants, yet WCS programs do not address part-time undergraduate students, which is a core market of WIU-QC.

In fall 2018, 30% of Quad Cities students were part-time, compared to 6% of Macomb students. Furthermore, the average age of WIU-QC on-campus students is 25.7, compared to 20.9 for Macomb students. WIU-QC serves a high percentage of working professionals, and we need to have financial aid packages that allow students to work and study if the University is to continue in national leadership in affordability.

Moreover, part-time financial aid may represent a niche market for the University. United States Census Data indicates that 87% of Illinois’ 12.7 million residents have a high school diploma, but only 33% have a baccalaureate degree or higher. This disparity is higher for the over 144,000 residents of Rock Island County, with 89% of residents having a high school diploma, but only 23% earning a baccalaureate degree or higher. Saint Ambrose University has already introduced part-time scholarships to graduate students.

Next, we will actively participate in the Task Forces announced by President Thomas at the March 2019 Board of Trustees meeting. Some have expressed concern that WIU-QC is not reaching its full potential and on-campus enrollment is declining. However, by virtue of unduplicated headcount enrollment reporting, on- and off-campus enrollment reporting is a function of modalities of instruction. Between fall 2014 and fall 2017, the number of on-campus sections decreased by 18 courses (7%), and on-campus enrollment decreased by 25%; while the number of off-campus (extension) courses increased by 34 courses (15%), and off-campus enrollment increased by 35%.
This analysis is not meant to be critical of off-campus delivery. In fact, enrollment has benefited from streaming sections, three hybrid programs, and on-line options on a campus that typically only has one on-campus section per course. In fall 2017, WIU-QC only had 37 courses (12% of all offerings) that were duplicate sections, compared to 616 courses (32% of all offerings) in Macomb. Student choice is limited in the Quad Cities and without distance modalities, students would not be able to complete their degree requirements, and it should be noted that we continue to send students back to the community colleges for courses not offered at WIU-QC. WIU students enrolled in 117 Black Hawk and Eastern Iowa courses during fall 2017 and spring 2018. The most common referrals (or lost WIU revenue) were for Math 128, Statistics 171, English 211, and Kinesiology 360.

One of the task forces noted by President Thomas is Educational Innovation. We are excited that the University is expanding hybrid and weekend courses. WIU-QC is in a highly competitive market. There are seven postsecondary institutions within a 10-minute radius of campus. Currently, instruction delivered at our local competitor institutions focuses on campus and some on-line. To have alternatives semester lengths and formats at the undergraduate and graduate levels will further differentiate WIU and may enable more working professionals to enroll at the University, especially if we provide part-time scholarships.

Generating interest in WIU is a shared responsibility of all members of the campus community, as we actively work to encourage more students to apply to the University. Community partnerships, enhanced identify, refined image, and niche marketing and branding are all means used WIU-QC.

Community partnerships take two forms. Goal 3 discusses outreach used in making Western the “Go-To” or “University of Choice” in forming relationships that may ultimately lead to enrollment. The second form of community partnerships is showing students that they can afford and be successful in college.

- Cameron Ruiz implemented an afterschool program for freshman and sophomore basketball players at Rock Island High School, providing academic and social support for student-athletes.
- Gretchen Hampsey, in collaboration with RIA Federal Credit Union and the Illinois Student Assistance Commission, conducted a series of financial planning and literacy workshops at Rock Island High School, Black Hawk College, and on-campus.
- The Admissions Office made 267 visits to high schools, community colleges or college fairs.
- Discover Western for Fall 2018 and Spring 2018 attracted 62 prospective applicants (24 undergraduate and 38 graduate).
- Kellie Larrabee attended eight Career Fairs, visited 12 colleges within a 200-mile radius, initiated seven undergraduate classroom visits, sent targeted marketing pieces to 5,000 WIU alumni in the Quad Cities to promote educational opportunities, and hosted 40 participants at WIU’s 75 Years of Graduate Education Open House.
- Kellie Larrabee and Shirley Moore hosted nine recruitment events serving 200 participants through the Quad Cities GradCenter.
- The President’s Executive Institute partnered with the College of Education and Human Services to provide graduate recruitment summits in Moline and Peoria, serving 50 participants. A June 2019 Summit with Human Resources professionals in planned, as well.

Generating interest in WIU is both identity and image.

- More than 30 times a day (or over 10,950 times annually) station breaks identify WQPT as a “public media service of Western Illinois University.” The commercial value of this airtime is approximately $444,500.
• Suzi Pritchard and Karin Chouinard updated our homepage and launched new billboards to reinforce WIU’s identity in the Quad Cities.

• The Office of the Senior Vice President started a campus-wide campaign asking all faculty and staff to post on their social media and professional networks talking points about WIU, as a national leader in quality, opportunity, and affordability. Local and national recognitions at the institutional and discipline-specific levels were provided by WIU-QC faculty and staff.

• WQPT began streaming content through Passport, and more than twice a day (or over 720 times annually), WQPT airs spots encouraging WIU enrollment. The commercial value of this airtime is approximately $99,000.

Terry Wilson, Dawn Schmidt, and Debbie Kepple-Mamros are being charged to work with Suzi Pritchard and Darcie Shinberger to develop an integrated marketing campaign based on our institutional strengths and nice marketing for the military, graduate education, and with our academic portfolio.

*Military Times* ranks Western as the 38th best institution in the nation in serving military students, and we have built upon this tradition of excellence. WQPT continues to air *Stories of Service* and *Arsenal History Minutes*, and staff participated in the Run the Rock Race, Military Retiree Day, and Employment-Educations fairs at the Rock Island Arsenal. At these and other events, we are now able to indicate:

• The Board of Trustees eliminated the distance learning charge that the United States Armed Forces would not reimburse.

• WIU re-established the Quad Cities site code, enabling military students to receive $400-$500 increases in base housing allowances.

• WIU-QC has new, local scholarship options as a result of a partnership with Association of the United States Army.

• Military Science will offer its first ROTC course at WIU-QC in fall 2019.

We have also implemented an internal niche marketing campaign for prospective graduate students. Each semester before academically qualified undergraduate students are eligible to apply, Kellie Larrabee sends these individuals information about integrated degree programs and other graduate programs. Debbie Kepple-Mamros worked with Suzi Pritchard to design new interior signs promoting graduate education, as well.

We will refine our discipline-specific marketing and branding. WIU-QC has a long-standing campaign of being the public choice for higher education in the Quad Cities. We are excited that President Thomas announced the further academic niche for WIU-QC at the March 2019 Board of Trustees meeting. Previous PEI Summit data indicated participants are aware of WIU-QC but not the academic portfolio of the institution. This will change as we implement marketing and branding campaigns in accordance with the President’s remarks that:

*While sustaining its current portfolio, and growing the liberal arts presence in its majors and General Education, future Quad Cities development will focus on the STEAM (Science, Technology, Engineering, Arts and Mathematics) and business disciplines.*

*Application increases* will be driven by high-demand academic programs. In fall 2019, Psychology will begin offering a major, and Military Science will offer its first ROTC course. These new additions
complement the addition of Agriculture dual enrollment in fall 2018, and the future STEAM focus of the campus. They are also consistent with labor-market data. Military, Manufacturing, and Agriculture sectors are the top employers in the Quad Cities region. As such, the University has submitted the addition of civil and electrical engineering as new degrees (reasonable and moderate extensions) to the Illinois Board of Higher Education.

Application increases will also be driven by amenities that students want and expect. In response to prospective and current student inquires, Student Services established the University’s first E-Sport team. The team won its conference. Also in response to high student demand, Chess Club Tournaments are held twice each semester, and has resulted in expanded partnerships with the QC Chess Club and the Boys and Girls Club. Future amenity planning will include addressing student recreation partnership opportunities. Student Services and Facilities conducted a student satisfaction survey and found that over 90% of student were dissatisfied with the recreational opportunities on campus. Students expressed interest in establishing tennis and bowling clubs.

Application increases will be driven by national best practices. For example, Kellie Larrabee developed a Graduate Admissions Support Team (GAST) with graduate admission representatives from Augustana, Georgetown, Marquette, and St. Ambrose, and the University of Chicago to review, share, and adapt best practices. The first meeting was held at Marquette University in fall 2018. Learning from these peers showed that private institutions are much more agile than our public university. We will share private institutional practices in the Year-Round Recruitment Task Force announced by President Thomas.

One example of a new best practice implemented for student recruitment is implementation of intake forms. The Office of the SVP developed a google “intake” form for frontline personnel to use when prospective students call for information. In the past many of these contacts have been lost because they were transferred to a voicemail. Frontline staff and student workers now use the form to capture a small amount of information prior to transferring a call. The information in the form will automatically populate a spreadsheet this is sent to admissions. Data from the spreadsheet will be used for assessment purposes and to follow up with prospective students. Debbie Kepple-Mamros has been charged with developing an analysis of call volume and content.

We will increase the number of acceptances translating into enrollments by bringing more prospective students to campus. Program evaluations show that prospective student and their families are impressed with the state-of-art facilities that are maintained by the Facilities Team (Bill Brewer, Joe Ackerman, Michael Buller, Mark Bunce, Tony Campagna, Terry Mitchell, Michelle Padilla, Ralph Turner, Kris Wesley, and Steve Whan). Program evaluations show that students and their families are equally impressed by our classroom technologies, managed by the Technology Team (Jeff Calhoun, Karin Chouinard, Jonathan Mckenna, and Thomas Rosner).

Data provided by the Admissions Office showed that 1:4 students who apply to the University enroll at the University. However, this ratio increases to 1:2 when students participate in university events prior to enrollment. In this regard:

- Student Services hosted the Quad City Minority Partnership College Fair and Leadership Conference in fall 2018; 153 minority junior and senior high school students were on campus to learn about financial aid, college preparation, and leadership.
- The Bi-State Transition Conference was held on campus in fall 2018; 83 high school students with disabilities explored college opportunities. Audrey Adamson, Gretchen Hampsey, Scott Brouette, Dan Dankert, and Curtis Williams served as presenters.
Admissions has meet with over 150 potential students on campus since July 1, 2018. They have also communicated with approximately 400 students regarding their fall 2019 application materials.

Experience Western Quad Cities brought 125 students from Monmouth/Roseville, Moline, United Township, Bettendorf, Riverdale, and Rock Island High Schools to campus to showcase WIU.

Western Wednesday programs average 4 students at each program. These programs are provided once a month.

Weekly communications have been implemented to encourage accepted students to schedule an advising appointment. Acceptance lists are sent weekly to advisors and support staff.

**Total enrollment** at WIU-QC has been declining since fall 2015. However, there is evidence that WIU-QC may achieve undergraduate enrollment stabilization this fall. There is a larger base of new students. Compared to fall 2018 new freshmen and transfers were up 9% (from 101 to 110 students), and spring 2019 new transfers were up 12% (from 165 to 185) from spring 2018. Moreover, new transfer acceptances are within 1 student of fall 2018 (as of April 6, 2019). However, year to date comparisons show that graduate acceptances are down 9 students.

Therefore, Kellie Larrabee and Kassie Daly are charged with working together to adapt best institutional practices in recruiting new, high-achieving students: The average ACT composite score of fall 2018 new freshmen was 25.7, and well above the statewide average (21.4) and national average (20.8).

**Goal 2: Increase Campus Engagement**

Campus engagement begins at New Student Orientation (NSO) and Welcome Week. New students are introduced to WIU-QC’s supportive environment and the academic and student services available to them. Over 80% of eligible students attended NSO.

Welcome Week was refocused to provide students with more impactful events, including Trivia Night, Movie Night, New Student Welcome, Graduate Student Welcome, Art Experience, and Block Party. More than 300 students experienced some aspect of Welcome Week.

Student activities continue throughout the year. In FY19, there was 32% increase in student organization sponsored events over FY18. This resulted in more than 720 contacts with students.

<table>
<thead>
<tr>
<th>Student Organization</th>
<th>Event</th>
<th>On Campus</th>
<th>Off Campus</th>
<th>Fall</th>
<th>Spring</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Club for Engineering (ACE)</td>
<td>*Sponsored Volleyball</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>On Fall: 4</td>
</tr>
<tr>
<td></td>
<td>*Sponsored Boat Races</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Off Fall: 2</td>
</tr>
<tr>
<td></td>
<td>*Game Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>*Bowling</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>*Trivia Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>*Networking Event w/Alumni</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Game Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>*Bowling</td>
<td>X</td>
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<td></td>
<td>*Trivia Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>*Networking Event w/Alumni</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>*Sponsored Boat Races</td>
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<td></td>
<td>*Game Night</td>
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<td>*Bowling</td>
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<td>*Trivia Night</td>
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<td></td>
<td>*Networking Event w/Alumni</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chess Club</td>
<td>*Tournament</td>
<td>X</td>
<td>X (18)</td>
<td>X</td>
<td></td>
<td>On Fall: 19</td>
</tr>
<tr>
<td></td>
<td>*Chess Playing Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>On Spring: 14</td>
</tr>
<tr>
<td></td>
<td>*Tournament</td>
<td>X</td>
<td>X (13)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Chess Playing Night</td>
<td>X</td>
<td>X (13)</td>
<td>X</td>
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</table>

Table 2

WIU-QC Student Activities
Fiscal Year 2019

<table>
<thead>
<tr>
<th>Student Organization</th>
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<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>On Fall: 4</td>
</tr>
<tr>
<td></td>
<td>*Sponsored Boat Races</td>
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<td>X</td>
<td>X</td>
<td></td>
<td>Off Fall: 2</td>
</tr>
<tr>
<td></td>
<td>*Game Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
<td>*Bowling</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
<td>*Trivia Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
<td>*Networking Event w/Alumni</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
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<tr>
<td></td>
<td>*Sponsored Boat Races</td>
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<tr>
<td></td>
<td>*Game Night</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Bowling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Trivia Night</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Networking Event w/Alumni</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chess Club</td>
<td>*Tournament</td>
<td>X</td>
<td>X (18)</td>
<td>X</td>
<td></td>
<td>On Fall: 19</td>
</tr>
<tr>
<td></td>
<td>*Chess Playing Night</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>On Spring: 14</td>
</tr>
<tr>
<td></td>
<td>*Tournament</td>
<td>X</td>
<td>X (13)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Chess Playing Night</td>
<td>X</td>
<td>X (13)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Organization</td>
<td>Event</td>
<td>On Campus</td>
<td>Off Campus</td>
<td>Fall</td>
<td>Spring</td>
<td>Total</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
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<td>------</td>
<td>--------</td>
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</tr>
<tr>
<td>Chi Sigma Iota (CSI)</td>
<td>*Induction Ceremony</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Counseling Association (CA)</td>
<td>*Stress Week Donuts &amp; Coffee</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>1</td>
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<tr>
<td>Communication Student Society (CSS)</td>
<td>*Noogiefest</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Social Presentation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Stress Week Goodie Station</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Special Presentation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Justice Society (CJS)</td>
<td>*Stress Week Snack</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Networking Luncheon w/local police</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Esports Club</td>
<td>*Game Night</td>
<td>X (13)</td>
<td>X</td>
<td>X</td>
<td></td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>*Viewing Party</td>
<td>X</td>
<td>X (22)</td>
<td>X</td>
<td></td>
<td>22</td>
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<tr>
<td>Graduate Experience in Museum Studies (GEMS)</td>
<td>*Stress Week Snack Time</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Museum Tour in Des Moines</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary English &amp; Arts Society (IDEAS)</td>
<td>*Poe in the Park</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>*Planting Acorns</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Black Panther Screening</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Liberal Arts &amp; Sciences Student Organization (LASSO)</td>
<td>*Social Entrepreneurship Salon</td>
<td>X (3)</td>
<td></td>
<td>X</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>*NAMI Walk</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychology Club</td>
<td>*Creeped out Presentation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>*Mind, Body, &amp; Soul Presentation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quad Cities Cultural Alliance (QCCA)</td>
<td>*Panel Discussion</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Society of Accountancy (SOA)</td>
<td>*Professional Event</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Speaker Event</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Etiquette Dinner</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Society of Educators (SOE)</td>
<td>*Block Party</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Supply Chain Management Student Association (SCMSA)</td>
<td>*Speaker Series &amp; Meeting</td>
<td>X (6)</td>
<td>X (5)</td>
<td>X</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
Student Services provided have experienced a transition from in-person to electronic provision based on student preference. Data presented by Suzi Pritchard demonstrated that the average student is on their mobile device nine hours per day.

- The Center for Innovation in Teaching and Research, Office of the SVP, and University Technology-Quad Cities, launched a WIU-QC mobile application in spring 2019.
- One Hundred and seventy students used an online interview preparation service, the Big Interview to receive training and interview practice. Conversely, the annual number of Career Development Center appointments (216) was down 11% from last year.
- Audrey Adamson explored new resources to scan textbooks and documents to various file formats for students with disabilities.
- The Office of the SVP is exploring automated switchboard systems with call tracking and follow-up processes.

The use of technology frees staff time for high-impact, personal contacts, including:

- Mentoring of student workers, graduate assistants, and interns.
- Overseeing in the Learning Assistants Pilot Program. This three-year pilot is now in its second year. The initial goal was to improve retention in the engineering program by 1% per year, taking it to 68%. The actual result was much better, with the fall 2017 engineering cohort retaining at 75%.
- Adjusting Financial Aid hours to include expanded weekday and weekend hours during high volume periods. Financial Aid received 92 student inquiries in December 2018, compared to eight in November.

Student Services also responded to the charge to provide programming promotes the health and wellness of all students, with special focus areas on diversity and inclusion, veteran’s, and students with disabilities. These populations of students have lower retention and graduation rates than all other students. Kellie Larrabee also responded to the charge to further immerse graduate students into the academic life of the University.

With a special focus on health and wellness:

- Audrey Adamson coordinates Campus Blood Drives with the Mississippi Valley Regional Blood Center.
- Student Services continued its partnership with Blackhawk Hotel Bowling for reduced costs for lane and shoe rentals in addition to a 20% discount on food.
- Therapy dogs are provided at mid-term and Manage Your Stress Week.
Healthy snacks are provided on an ongoing basis by the Quad Cities Food Pantry. A $1,000 grant from WellCare also supported the Food Pantry starting fresh food gardens on campus.

Student Services established Kinder Days which are random acts of kindness to support the emotional well-being of students, faculty, and staff.

Scott Brouette, Gretchen Hampsey, Temia Rice, and Kenny Wheeler participated in a Mental Health Workshop that provided basic training on how to address students that may be suicidal or need intervention.

Student Services also attended the “Run, Hide, Fight – Surviving an Active Shooter” training that provides resources and tools to protect lives in dangerous situations.

With a special focus on diversity and inclusion:

- The Quad Cities Cultural Alliance celebrates the contributions of Hispanics, African-Americans, and Women throughout history by the celebration of special months, visual displays, and programming on campus.
- Quad Citians Affirming Diversity (QCAD) continues to support and improve the visibility of the LGBTQIA students, faculty, and staff by offering programming and support.

With a special focus on veterans:

- Veterans Appreciation Week was held in November 2018 to celebrate the accomplishments of men and women in the United States Armed Forces. Displays were set up in the QC Complex and Riverfront Hall.
- The Veterans Resource Center added more comfortable seating, a lending library, accessible workstations, and expanded hours of operation to include Saturday mornings.

To further immerse graduate students in the academic life of the institution, Kellie Larrabee worked with graduate student organizations to provide the Social Justice Summit and Human Trafficking workshop. Kellie also provided interview/presentation feedback to graduate students, and served on the Student Research Conference Planning Committee.

Together, our students faculty, and staff participate in high profile campus events and university traditions. This includes the New Student Welcome, Scholarship Breakfast, Annual Fall Barbeque, Hallwas Lecture, Founders Day, Pearls of Wisdom Lecture, fall commencement reception, Distinguished Faculty Lecture, Spring Values in Practice, Years of Service, Authors Recognition Ceremony, and spring commencement.

The strong mentoring relationships between students, faculty, and staff inside and outside the classroom led to a series of highly attended campus events. This includes Casino Night, Block Party, Homecoming, Angel Tree, Holiday Pot Luck, Spring Cleanup, and Fall We Care.

Combined, our retention efforts place us in the middle of peer institutions. Special emphasis during academic year 2019-2020 will be placed on increasing retention and graduation rates and closing the achievement gap between minority students and all other students. The Retention Committee will deploy results from the Predictive Analytic Framework for new transfer students when received from Institutional Research and Planning.
Table 3
First-Year Retention Rates
WIU-QC Benchmark Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State-Harrisburg</td>
<td>87%</td>
</tr>
<tr>
<td>Augustana</td>
<td>86%</td>
</tr>
<tr>
<td>Northern Iowa</td>
<td>82%</td>
</tr>
<tr>
<td>Saint Ambrose</td>
<td>78%</td>
</tr>
<tr>
<td>Montana Technological</td>
<td>73%</td>
</tr>
<tr>
<td><strong>Western Illinois-Quad Cities</strong></td>
<td><strong>70%</strong></td>
</tr>
<tr>
<td>Texas-Permian Basin</td>
<td>69%</td>
</tr>
<tr>
<td>Auburn-Montgomery</td>
<td>66%</td>
</tr>
<tr>
<td>Indiana University-East</td>
<td>66%</td>
</tr>
<tr>
<td>Louisiana State-Shreveport</td>
<td>65%</td>
</tr>
<tr>
<td>Indiana-Kokomo</td>
<td>63%</td>
</tr>
</tbody>
</table>

Table 4
Four-Year New Transfer Student Graduation Rates
Fall 2009-Fall 2013 Cohorts

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Pct</th>
<th>N</th>
<th>Pct</th>
<th>N</th>
<th>Pct</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Students</td>
<td>60</td>
<td>68.2%</td>
<td>89</td>
<td>73.5%</td>
<td>122</td>
<td>69.7%</td>
</tr>
<tr>
<td>Minority Students</td>
<td>8</td>
<td>61.5%</td>
<td>11</td>
<td>64.7%</td>
<td>18</td>
<td>54.5%</td>
</tr>
<tr>
<td>Pell Grant Recipients</td>
<td>38</td>
<td>69.0%</td>
<td>50</td>
<td>73.5%</td>
<td>76</td>
<td>73.7%</td>
</tr>
</tbody>
</table>

Goal 3: Increase Community Outreach
Our community outreach efforts focus on embedding WIU into the fabric of the community by serving as a hub for community activity, hosting high profile university events, attending marque community events, engaging in community and regional planning, serving on local boards and commissions, providing mission-driven public service, operating the local public television station, and giving back to our host community and region.

WIU-QC continues to serve as a hub for community activity. The Office of the SVP hosted 49 high-profile events that allow us to engage with members of the external community. Examples include the June Western Illinois University Board of Trustees meeting, Founders Day Celebration and State of The University Address by President Thomas, annual Scholarship Breakfast pairing donors with recipients, and a press conference announcing delivery of the Psychology major.

We also hosted WIU-QC’s third annual Food Insecurity Conference, led by Cameron Ruiz. Over 90 higher education and business professionals, and K-12 counselors, teachers, and students from across our region focused on the relationship between food insecurity and mental health. We are also hosting this year’s Big Table conversation on entrepreneurship, with over 100 participants anticipated to be in attendance. WIU-QC also continues to serve as a official voting site for local, state, and national elections.

WIU was represented at 11 marque community events: The Big Table, Bix 7, Children’s Therapy Network 5K run, Greater Quad Cities Hispanic Chamber of Commerce Annual Gala, Mercado on the 5th, John Deere Classic, Quad Cities Chamber of Commerce meetings, Quad Cities Marathon, Quad Cities Symphony, Run the Rock, and Viva Quad Cities.

We engage in community and regional planning through the Quad Cities Chamber of Commerce, Greater Quad Cities Hispanic Chamber of Commerce, the Geneseo Chamber of Commerce, and the LeClaire...
Chamber of Commerce, Renew Moline, and City of Moline Special Events Committees. We maintain an active relationship with 26 additional community groups, including the Scott Community College Foundation and the Quad Cities Marathon. New this year is our relationship with the Quad Cities Lodging Association and the Quad Cities Arsenal Connect.

Community service is exemplified by faculty and staff participation on 33 local boards and commissions: Bi-State College Transition Conference, Dress for Success Quad Cities, Girl Scouts of Eastern Iowa and Western Illinois, Lead(h)er. Mercado on 5th, Mississippi Valley Regional Blood Center, Moline Centre Main Street Commission, Moline-Coal Valley School Board, Moline Music Boosters, Parent Teacher Associations and Organizations, Pleasant Valley Athletics, Pleasant Valley Scholastic Booster Club, Q2030 Planning Committees, Quad Citians Affirming Diversity, Quad Cities Career Connection, Quad Cities College Consortium, Quad Cities Manufacturing Innovation Hub, Quad Cities Manufacturing Laboratory, Quad Cities Minority Partnership, Quad Cities Veterans Alliance, Rock Island County Democratic Women, Rotary, Royal Neighbors Scholarship Committee, Service Corps of Retired Executives, Small Business Development Center, Vera French Mental Health, Villa Montessori School Board, VIVA Quad Cities, WQPT Community Advisory Board, Women’s Connection, WVIK, and the YMCA Community Board.

Members of the Quad Cities Administrative Team (Bill Brewer, Kassie Daly, Debbie Kepple-Mamros, Nicky Friedrichsen, Paul Plagenz, Williams, and Terry Wilson) also serve on 18 boards:

- Association of Fundraising Professionals
- Association of the United States Army Board
- Ballet Quad Cities
- Butterworth Foundation
- Catholic Messenger
- City of Moline Special Events Committee
- Floreciente Neighborhood Committee
- Greater Quad Cities Hispanic Chamber of Commerce
- LeClaire Civic Club
- Living Proof Exhibit
- Mercado on 5th Planning Committee
- Moline Rotary Club
- Positive Parenting at Trinity
- Quad Citians Affirming Diversity
- Quad Cities Minority Partnership
- Renew Moline
- Scott County Democrats
- Two Rivers YMCA

Senior Vice President Rives serves on six local boards: Quad Cities Presidents and Chancellors Council, Quad Cities Academic Council (Chairperson), Renew Moline Board of Directors, Quad Cities Air Service Committee, Quad Cities Chamber of Commerce’s Regional Opportunities Council (Steering Team Member), and Rivermont School Board.

Student Services engages in significant mission-driven public service. Outreach and recruitment activities increased by 50% over FY18. Staff served 7,361 contacts in actions targeting elementary students through adults.
<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Event</th>
<th>Attendance</th>
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</thead>
<tbody>
<tr>
<td><strong>Elementary</strong></td>
<td>Nature Exploration @ Longfellow</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Imagination Station</td>
<td>4300</td>
</tr>
<tr>
<td></td>
<td>Hamilton Elementary Campus Tour</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Casino Night Children’s Area</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>LEAD LEGO @ Eugene Field Elementary</td>
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<td></td>
<td>East Moline Alternative School Campus Tour</td>
<td>16</td>
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<tr>
<td></td>
<td>First LEGO League Competition @ Putnam Museum</td>
<td>6</td>
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<tr>
<td></td>
<td>Village in Bloom Festival</td>
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<tr>
<td></td>
<td>LEAD Art @ WIU-QC</td>
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</tr>
<tr>
<td></td>
<td>Irving and Deere Elementary campus tour</td>
<td>40</td>
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<tr>
<td></td>
<td>Silvis Library</td>
<td>20</td>
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<tr>
<td></td>
<td>Rock Island Library</td>
<td>15</td>
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<tr>
<td></td>
<td>Davenport Library</td>
<td>20</td>
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<td></td>
<td>Sherrard Library</td>
<td>15</td>
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<td></td>
<td>Spring Forward Events</td>
<td>120</td>
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<td></td>
<td>Step-Up for Summer @ Tax Slayer Center</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Free Books &amp; Activities @ QC Airport</td>
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</tr>
<tr>
<td></td>
<td>QC Marathon – Children’s Activities</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Fall Festival @ Fejevary Park</td>
<td>35</td>
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<tr>
<td></td>
<td>SOE Block Party</td>
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<tr>
<td></td>
<td>VIVA Quad Cities Children’s Area</td>
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</tr>
<tr>
<td></td>
<td>Reading Adventures @ Modern Woodmen Park</td>
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<tr>
<td></td>
<td>Graduation Reception Children’s Area @ Tax Slayer Center</td>
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<tr>
<td></td>
<td>Horace Mann Fall Festival</td>
<td>50</td>
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<tr>
<td></td>
<td>USO Fall Celebration @ American Legion Post 26</td>
<td>20</td>
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<tr>
<td></td>
<td>19th Century Christmas – Children’s Activity Area</td>
<td>200</td>
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<tr>
<td></td>
<td>“Fill the Bowl” Event @ River Bend Food Bank</td>
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<tr>
<td></td>
<td>Boys &amp; Girls Club Campus Tour</td>
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<tr>
<td></td>
<td>Literacy in the Garden @ QC Botanical Garden</td>
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<tr>
<td><strong>Middle School</strong></td>
<td>Glenview Middle School Tour</td>
<td>25</td>
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<tr>
<td></td>
<td>Day at the Ballpark STEM Activities</td>
<td>150</td>
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<tr>
<td></td>
<td>EICC - Scott &amp; WIU-QC Summer Camps</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>EICC - CCC &amp; WIU-QC Summer Camps</td>
<td>10</td>
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<tr>
<td></td>
<td>EICC - MCC &amp; WIU-QC Summer Camps</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Western STEAM Camp</td>
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<tr>
<td></td>
<td>MLK Summer Camp</td>
<td>20</td>
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<tr>
<td><strong>High School</strong></td>
<td>High School Visit Days</td>
<td>45</td>
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<tr>
<td></td>
<td>College Application Day @ WIU-QC</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Information Tables @ Central High School</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Information Table @ Bettendorf High School</td>
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</tr>
<tr>
<td></td>
<td>Science Activities @ R.I. Center for Math &amp; Science</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Rock Island High School College Application Day</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Bi-State Conference @ WIU-QC</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>QCMP Math &amp; Science Orientation</td>
<td>17</td>
</tr>
<tr>
<td><strong>Adult</strong></td>
<td>SGA Trivia Night</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Ready to Learn Conference</td>
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</tr>
<tr>
<td></td>
<td>Mercer County Rhubarb Fest Activity Table</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Educator’s Night @ Quad City Botanical Center – Teachers</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Arsenal Education Department Campus Tour</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Rock Island/Milan School District Booster Event</td>
<td>200</td>
</tr>
</tbody>
</table>
WQPT also serves learners of all ages.

- The Ambassador program includes 11 students serving 20,000 families and donating 520 hours of volunteer service to the University.
- Michael Carton provided coding instruction to over 600 children in Fulton, Morrison, Rock Island, and Sterling schools.
- First Book Club served over 1,200 students.
- Imagination Station engaged over 200 volunteers in providing 4,000 participants with access to 20 Learning Stations, including a Science Station by Dr. Laverne Logan, an Engineering Station provided by the Academic Club for Engineering, and nine PBS KIDS Characters
- Education and Outreach has served 20,000 individuals, giving away 10,000 books, and hosting six special screenings, 47 events, and 242 workshops.
- WQPT airs 15 local or localized interstitial and programs: Arsenal History Minutes, Chicago Tonight, Illinois Adventure, Independent Producers, Let’s Explore with Mr. Scott, Local Promos and IDs, Mayo Clinic Interstitials, Originals, Out and About Community Calendar, Snapshots, State and Water, Stories of Service, The Cities with Jim Mertens, The Whitney Reynolds Show, and WQPT: Celebrating 35 Years!

The effectiveness of our community engagement is demonstrated in community interest and support.

- Quad Cities Online featured 408 articles about Western Illinois University between April 1, 2017 and April 1, 2018.
- WQPT had record attendance at its annual fundraising gala, Champagne on the Rocks.
- Mary Pruess has raised $830,000 for the WQPT Signal Improvement Project.
- Senior Vice President Rives Planning and Advisory Committee with 37 community leaders. The School of Engineering and the Small Business Development Center also have Advisory Boards.
- Paul Plagnez surpassed his $550,000 fundraising goal by $87,947 (16%), with three months remaining in the fiscal year. Paul 12-month totals are also $308,597 (92%) higher than last year.
- We are engaging alumni in high campus priorities, including 10-year anniversaries of Engineering, Museum Studies, and WQPT at the University; annual funds; expansion of the School of Engineering; and new high school and community college partnerships.
Table 6
Donations
April 2018-April 2019

<table>
<thead>
<tr>
<th>Donor Name / Organization</th>
<th>Amount</th>
<th>Supports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roy J. Carver Charitable Trust</td>
<td>$494,917</td>
<td>Engineering Capital Needs</td>
</tr>
<tr>
<td>Doris and Victor Day Foundation</td>
<td>15,000</td>
<td>QC Need Based Scholarships</td>
</tr>
<tr>
<td>Doris and Victor Day Foundation</td>
<td>5,000</td>
<td>GRTC – Urban Track – shared gift</td>
</tr>
<tr>
<td>U.S. Bank</td>
<td>7,000</td>
<td>Writing Center</td>
</tr>
<tr>
<td>Goldstein Foundations</td>
<td>5,000</td>
<td>Internships</td>
</tr>
<tr>
<td>Rives – Brouette</td>
<td>25,000</td>
<td>WQPT Capital Support</td>
</tr>
<tr>
<td>Well Care</td>
<td>1,000</td>
<td>Food Pantry Garden</td>
</tr>
<tr>
<td>Shive-Hattery</td>
<td>6,000</td>
<td>Engineering Scholarships</td>
</tr>
<tr>
<td>Alan Wilson</td>
<td>1,000</td>
<td>Matching Challenge</td>
</tr>
<tr>
<td>Wipfl</td>
<td>500</td>
<td>QC Campus Project</td>
</tr>
<tr>
<td>Brissman Family Foundation</td>
<td>25,000</td>
<td>Endowed Scholarship</td>
</tr>
<tr>
<td>Lowell N. Johnson</td>
<td>60,000</td>
<td>Endowed Scholarship</td>
</tr>
<tr>
<td>Dwight Berryman</td>
<td>500</td>
<td>QC Scholarships</td>
</tr>
<tr>
<td>QCCA</td>
<td>2,000</td>
<td>QC Scholarships</td>
</tr>
<tr>
<td>Total</td>
<td>$642,917</td>
<td></td>
</tr>
</tbody>
</table>

Goal 4: Support University planning

Faculty and staff are active in shared governance, and contribute to campus and university planning.

- Audrey Adamson served as President of the Council for Administrative Personnel.
- Nicky Friedrichsen, Dawn Schmidt, and Steve Whan served on the Civil Service Employees Council (CSEC).
- Steve Whan is the President of the CSEC.
- Drs. Andrea Hyde and Khaled Zbeeb serve on the Faculty Senate.
- Dr. Rob Porter chaired the Quad Cities Faculty Council, with membership consisting of Drs. Christine Anderson, Suzanne Bailey, Aarthi Balagangadharam, Susie Brooks, Brian Peer, Padmina Pillutla, IL-Seop Shin, Tammy Werner, Brendan Young, and Tom Finley.
- Jesse Ramos is President the Quad Cities Student Government Association.
- Faculty and staff serve on 12 campus committees and 11 university committees.

Table 7
Employees Serving on Campus and University Committees
Fiscal Year 2019

<table>
<thead>
<tr>
<th>Campus Committees</th>
<th>University Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Culture Team</td>
<td>Americans with Disabilities Committee</td>
</tr>
<tr>
<td>Administrative Team</td>
<td>Council of Academic Advisors</td>
</tr>
<tr>
<td>Commencement Planning Committee</td>
<td>Faculty and Staff Partnership for Accessible Solutions</td>
</tr>
<tr>
<td>New Student Orientation Committee</td>
<td>First Year Experience Planning and Leadership</td>
</tr>
<tr>
<td>Orientation Planning Committee</td>
<td>Military Task Force</td>
</tr>
<tr>
<td>Planning and Advisory Committee</td>
<td>Persistence and Completion Academy Steering Team</td>
</tr>
<tr>
<td>Quad Cities Cultural Alliance</td>
<td>President’s Advisory Group</td>
</tr>
<tr>
<td>Quad Cities and Planning Advisory Committee</td>
<td>President’s Executive Institute</td>
</tr>
<tr>
<td>Quad Cities Persistence and Completion Academy</td>
<td>Provost’s Search Committee</td>
</tr>
<tr>
<td>Quad Cities Retention Committee</td>
<td>Ready to Run</td>
</tr>
<tr>
<td>Quad Cities Scholarship Committee</td>
<td>Social Responsibility Task Force</td>
</tr>
<tr>
<td>Welcome Week Committee</td>
<td></td>
</tr>
</tbody>
</table>
Additionally, WIU-QC employees are serving on the University Steering Team and all seven new Task Forces created by President Thomas in March 2019. The charge for the Steering Team and new Task Forces are described in the University Planning section of this Report. Steering Team and Task Force members from WIU-QC are

**Steering Team**
- Jesse Ramos, President, Student Government Association-Quad Cities
- Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives
- Steve Whan, President, Civil Service Employees Council

**Educational Innovation Task Force**
- Curtis Williams, Director, WIU-QC Student Services
- Kassie Daly, Interim Director, Admissions
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
- Dr. Pam White, Director, Museum Studies

**Cooperative and Experiential Education Task Force**
- Audrey Adamson, Program Coordinator, WIU-QC Student Services
- Dr. Blair McDonald, Associate Professor, Engineering
- Dr. Bill Pratt, Director, School of Engineering
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
- Dr. Il-Seop Shin, Associate Professor
- Dr. Susan Stewart, Professor, Management and Marketing

**Distance and International Education Task Force**
- Dr. Christine Anderson, Associate Professor, Curriculum and Instruction
- Curtis Williams, Director, WIU-QC Student Services

**Year-Round Recruitment, Retention, and Marketing Task Force**
- Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives/Co-Chair
- Jeff Calhoun, Information Technology Manager/Administrative Coordination, WIU-QC Technology Services
- Dr. Chris Carpenter, Associate Professor, Communication
- Karin Chouinard, Information Technology Technical Associate, WIU-QC Technology Services
- Kassie Daly, Interim Director, Admissions
- Nicky Friedrichsen, Administrative Aide, Office of the Senior Vice President
- Debbie Koppel-Mamros, Director, Quad Cities Operations and Planning
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
- Jesse Ramos, President, Student Government Association-Quad Cities

**Enrollment Forecasting and Reporting Task Force**
- Debbie Koppel-Mamros, Director, Quad Cities Operations and Planning

**University-Wide Technology Solutions Task Force**
- Debbie Koppel-Mamros, Director, Quad Cities Operations and Planning
- Curtis Williams, Director, WIU-QC Student Services
University Communication and Collaboration Task Force
- Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives/Chairperson
- Nicky Friedrichsen, Administrative Aide, Office of the Senior Vice President
- Debbie Kepple-Mamros, Director, Quad Cities Operations and Planning
- Cameron Ruiz, Graduate Student, College Student Personnel
- Steve Whan, Facilities Manager, WIU-QC Operations and Maintenance/President, Civil Service Employees Council

Goal 5: Advance Diversity and Inclusion
In order to recruit and retain a high-achieving, diverse students, it is necessary to have high-achieving, diverse employees who serve as role models and mentors to our students. WIU-QC faculty and staff are very accomplished.

- 17 employees are pursuing or earned a degree or professional certification(s) during FY19.
- 7 employees will be recognized for their combined 105 WIU Years of Service in May.
- 24 employees made 46 presentations at 31 conferences.
  - WIU was represented at 25 different (unique) locations across the nation (see Appendix A). Presentations were made in:
    - Atlanta, GA
    - Athens, GA
    - Boston, MA
    - Chicago, IL
    - Coal Valley, IL
    - Cocoa Beach, FL
    - Davenport, IA
    - Daytona Beach, FL
    - Fort Lauderdale, FL
    - Houston, TX
    - Indianapolis, IN
    - Kent, OH
    - Moline, IL
    - Nashville, TN
    - New Orleans, LA
    - Omaha, NE
    - Phoenix, AZ
    - Rock Island, IL
    - Saint Louis, MO
    - Salt Lake City, UT
    - Spokane, WA
    - Tinley Park, IL
    - Tucson, AZ
    - Washington, DC
    - West Lafayette, IN
  - WIU was also represented at seven different (unique) locations around the world by nine faculty members.
    - Dr. Vitale Brazhkin presented *Adaptation of the Theory of Constraints to Warehousing* at the Asia-Pacific Conference on Management and Business in Fukuoka, Japan.
    - Dr. Everett Hamner completed presented *No More Dithering: What Climate Change Means for Creation Care* at Regent College (Vancouver, Canada), and *Imagining Unsuicide: Whither Climate Change Narratives?* at the Society for Literature, Science, and the Arts in Toronto, Canada
    - Dr. Dan Malachuk presented *Brownson, Public Religion, and Post-Secular Transcendentalism, Transcendentalist Intersections*, at Universität Heidelberg in Heidelberg, Germany.
Dr. Ranbir Kang presented invited lectures at Punjabi University (Patiala, India), Panjab University (Chandigarh, India), and the University of Jammu. Drs. Ravikumar Prathivadi, Blair McDonald, Bill Pratt, Il-Seop Shin, and Khaled Zbeeb presented at the Canadian Engineering Association in Vancouver, British Columbia.

- 21 employees were published in print and broadcast media.
- 17 employees hold 40 leadership positions in 38 local, statewide, national organizations.
- Five employees were recognized for exceptionally demonstrating the core values of the University as part of the Spring Values in Practice Ceremony. Last year’s recipients were Dr. Dan Malachuk for academic excellence, Dr. Mark Mossman for educational opportunity, Michelle Padilla for personal growth, and Scott Brouette and Michael Carton for social responsibility. The spring 2019 awards will be presented May 8th.

With a highly accomplished faculty and staff, coupled with the outreach activities described in Goals 1 and 3, we continue to increase the number and percent of minority students enrolled on campus. Total minority student enrollment has increased by 53 students (25%) since fall 2013. And we are just nine students shy of exceeding record total minority student enrollment.

Moreover, minority student enrollment as a percent of total student enrollment is at a historic peak. It increased from 13.8% of total student enrollment in Fall 2013 to 21.1% of total student enrollment in Fall 2018.

We continue to increase our geographic diversity. In fall 2018, enrolled students from 41 Illinois counties, 18 states, and six countries (Bahamas, China, Congo, India, Nepal, South Korea, and Sri Lanka).

We will continue to showcase diversity in print, social media, and web materials. For example, we featured Nico Moreno on Billboards as part of the Quad Cities Make It Here local postsecondary recruitment and retention initiative.

The richness of diversity at WIU-QC is enhanced by our inclusive and supportive environment. In addition to actions reported in Goal 2:

- Bill Brewer and Audrey Adamson serve on the ADA committee and ensures implementation of accessibility standards in all campus projects.
• Audrey Adamson experienced a 12% increase in the number of students utilizing Disability Resource Center resources over FY18.

• Curtis Williams formed a working group of African American professionals from Saint Ambrose University, Augustana College, and Scott Community College to discuss ways to recruit minority students into fields in higher education while addressing internal issues impacting retention.

• WIU-QC will host its first International Bizarre in April to expose students, faculty, and staff to foods from different cultures and visual displays of culture.

• Student led diversity programming included:
  - Black History Month
  - Hispanic History Month
  - Quad Cities Art Show
  - Safe School Conference
  - Take Back the Night
  - Women’s History Month
  - VIVA Quad Cities

Adding to the richness of the Quad Cities community:

• WQPT airs Worldview as its second channel to feature global perspectives, international news, drama, and documentaries in English and other languages.

• The WIU-QC Library houses the Jeff Leibovitz Special Collection of Holocaust Educational Materials for instructional use at Western and in the community.

Goal 6: Increase Efficiency
The Administrative Team uses a balanced scorecard to quantitatively measure performance against goals and priorities. To provide more real-time progress on implementation status, the OSVP piloted the use of Monday.com, project management software.

Based on student preference, Student Services is shifting select services to automated processes. This action frees staff time to other high priority and high impact services. Likewise, the OSVP is investigating automated attendants and call tracking software.

Cost savings and enhanced safety was achieved when the campus started using Enterprise Rental Cars, in place of a dated university fleet vehicle program. Cost saving measures are important to all areas as we had to eliminate $343,000 in annual expenditures as part of the correction of the University’s structural budget deficit.

Fiscal Year 2019 Budget Enhancements and Internal Reallocations
None

Fiscal Year 2020 Plans
We will continue to support our six campus goals. They are proven measures of success, with high levels of commitment by faculty and staff. However, Goal 2 will change from Increase Campus Engagement to Increase Student Persistence and Completion since that is the goal’s primary focus.

During FY20, staff will implement goals and priorities established in the Annual Reports prepared by the Administrative Team. In addition, the Administrative Team will work closely with the campus community on the following charges from SVP Rives. Results will be included in next year’s Annual Reports.
Goal 1: Support Growth
A. Address student concerns regarding limited recreational partnerships, and feasibility of establishing club sports (Curtis Williams, Bill Brewer).
B. Improve the navigation of the WIU-QC website and reduce text-heavy displays (Administrative Team).
C. Increase Social Media Presence (Debbie Kepple-Mamros).
D. Identify how can we encourage undergraduate and graduate enrollment in WQPTs large education networks (Terry Wilson, Kassie Daly, Kellie Larrabee).
E. Expanding niche market advertising (Debbie Kepple-Mamros).

Goal 2: Increase Student Persistence and Completion
A. Deploy Predictive Analytic Framework (Debbie Kepple-Mamros).
B. Identify whether the Learning Assistants Program can be scaled to other programs. (Debbie Kepple-Mamros, Curtis Williams).
C. Work with Tom Finley to determine if student services are best placed in the Library, in addition to the Honors Program (Debbie Kepple-Mamros, Curtis Williams, Kassie Daly, Bill Brewer).
D. Continue to automate low-impact student service functions (Curtis Williams).
E. Develop learning goals for student activities and services (Curtis Williams).
F. Provide seasonal access to the west doors of Riverfront Hall (Bill Brewer).

Goal 3: Increase Community Engagement
A. Implement a celebration of the 10-Year Anniversary of WQPT at WIU (Terry Wilson and Dawn Schmidt).

Goal 4: Support University Planning
A. Serve on the University Task Forces announced by President Thomas at the March 2019 Board of Trustees Meeting (Administrative Team).
B. Update Performance Indicator Website (Debbie Kepple-Mamros, Jeff Calhoun).
C. Update All of University Planning Website (Joe Rives).
D. Create accreditation website (Joe Rives).
E. Embed Ready to Run into the PEI (Debbie Kepple-Mamros).

Goal 5: Increase Diversity and Inclusion
A. Work with the Retention Committee to implement strategies designed to lower the gap between minority and non-minority retention and graduation rates (Debbie Kepple-Mamros, Curtis Williams).

Goal 6: Increase Efficiency
A. Automate the Switch Board only if there is follow-up tracking (Debbie Kepple-Mamros, Nicky Friedrichsen, Jeff Calhoun).
B. Repurpose campus kiosks for increased student use (Debbie Kepple-Mamros, Curtis Williams, Jeff Calhoun).
C. Use Nielsen data to measure the audience that is watching our television programs, and make scheduling changes accordingly (Terry Wilson and Dawn Schmidt).

D. Identify programs, services, and duties that have low ROI and that will be eliminated to reallocate time to higher priorities (Administrative Team).

E. Utilize Monday.com in tracking progress on these priorities (Debbie Kepple-Mamros, Nicky Friedrichsen)

**Fiscal Year 2020 Budget and Reinvestment Requests**

As WIU corrects its structural budget deficit, we request funding for a marketing position to grow enrollment, and to restore a Building Service Worker position. Having each BSW responsible for 60,000 GSF is not a sustainable practice. We also support the addition of a librarian. Having only one librarian is lower than the staff levels that we had at 60th Street. We do not have new facilities requests.
UNIVERSITY PLANNING

If you do not know where you are going, then all roads will take you there ~ Lewis Carroll

The Office of the Senior Vice President for Strategic Planning (OVSP) consists of Dr. Joe Rives, Debbie Kepple-Mamros, Nicky Friedrichsen, and four student workers: Jennifer Ashdown, Olivia Morris, Jon Mohr, and Timmy Vick. We provide institutional accountability reporting and provide planning processes that have local, national, and international impacts. Our FY19 accomplishments include:

<table>
<thead>
<tr>
<th>Goal 1: Support Accreditation</th>
<th>Goal 5: Document Macomb Master Plan Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leading institutional Self-Study for Reaffirmation of Accreditation</td>
<td>• Providing a report and presentation at the December 2018 Board of Trustees meeting.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: Lead the President’s Executive Institute</th>
<th>Goal 6: Implement the Quad Cities Master Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Embedding priorities into existing processes and structures.</td>
<td>• Receiving $500,000 in external funding to support purchase of equipment in additive and advanced manufacturing.</td>
</tr>
<tr>
<td>• Providing key performance indicators to evaluate and improve performance.</td>
<td>• Unveiling the second Rocky on Parade statue.</td>
</tr>
<tr>
<td>• Receiving $500,000 in external funding to support purchase of equipment in additive and advanced manufacturing.</td>
<td>• Introducing new campus signage.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3: Provide Accountability Reporting</th>
<th>Goal 7: Complete Other Planning Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Distributing monthly Strategic Plan Updates and making 26 Reports at Board of Trustees meetings.</td>
<td>• Chairing the Military Task Force.</td>
</tr>
<tr>
<td>• Preparing to present the 2019-2020 Strategic Plan Supplement at the June 2019 Board of Trustees meeting.</td>
<td>• Leading professional associations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4: Keep the Strategic Plan at the Forefront</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Presenting materials to be included in the Academic Year 2019-2020 Strategic Plan Supplements in four Strategic Plan Updates.</td>
</tr>
<tr>
<td>• Preparing to present the 2019-2020 Strategic Plan Supplement at the June 2019 Board of Trustees meeting.</td>
</tr>
</tbody>
</table>

Fiscal Year 2019 Goals, Accomplishments, and Results

Goal 1: Support University Accreditation
SVP Rives continues to serve as a member of the Higher Learning Commission, and is an Accreditation Liaison Officer, Peer Reviewer, Student Success Mentor, and Institutional Actions Council Member. In these capacities, Dr. Rives:

• Worked with Angela Bonifas, Teri Hare, Linda Prosise, and Cheryl Webster to submit WIU’s Annual Institutional Data Update of financial and non-financial indicators (March 2019).

• Conducted Commission visits at Chamberlain University (New Orleans, LA), Northeastern Iowa Community College (Cascade and Guttenberg, IA), TCMII (Indianapolis, IN), and Turtle Mountain Community College (Belcourt, ND).
• Completed four-year mentoring assignments with Antioch University, National American University, Parkland College, and the Southwest Indian Polytechnic Institute. On-site consultation was conducted in Albuquerque, NM.

• Initiated the first of three-year mentoring assignments with Dakota State University (Madison, SD).

• Participated in quarterly Institutional Actions Council (IAC) Meetings. The IAC conducts reviews and acts on the majority of accreditation decisions. Membership is limited to 40 individuals representing higher education and the public sector from 19 states.

SVP Rives is also responsible for maintaining institutional compliance with all Commission policies, procedures, and reporting requirements. He submitted WIU’s:

• **Final Quality Initiative** in November 2018.
• **FY19 Teach Out Plan** for disestablished majors in December 2018
• Materials for opening a new off-campus location in Farmington, IL to serve students in the Ed.S. and Ed.D. programs in Educational Leadership.

SVP Rives initiated self-study for reaffirmation of accreditation. The 74-member Social Responsibility Task Force has been convened. There have been 18 meetings to date. First drafts of four of the five criteria for accreditation have been shared with the university community for review and feedback through monthly *Strategic Plan Updates*.

**Goal 2: Lead the President’s Executive Institute (PEI)**

SVP Rives and Becky Paulsen co-chair the 23-member PEI Steering Team that supports three goals and 21 priorities.

| Table 8 |
|-----------------|-----------------|
| **President’s Executive Institute Steering Team** | |
| **Member** | **Position** |
| Dr. Jack Thomas | President |
| Dr. Joe Rives | Vice President, Quad Cities and Planning, Co-Chair |
| Ms. Becky Paulsen | Director, Business Engagement and Outreach, Co-Chair |
| Dr. Julia Albarracin | Professor, Political Science |
| Ms. Linda Lee Blane | Program Coordinator, Illinois Institute for Rural Affairs |
| Dr. Amy Catt | Professor, Liberal Arts and Sciences |
| Mr. Sean Cordes | Professor, University Libraries |
| Ms. Kassie Daly | Interim Director, Admissions |
| Dr. Katrina Daytner | Associate Dean, College of Education and Human Services |
| Ms. Ann Friederichs | Program Coordinator, Illinois Institute for Rural Affairs |
| Ms. Nicky Friedrichsen | Administrative Aide, Office of the Vice President for Quad Cities and Planning |
| Ms. Giselle Hamm | Program Director, Illinois Institute for Rural Affairs |
| Dr. Jeff Hancks | Executive Director, School of Distance Learning, International Studies and Outreach |
| Dr. Rick Hardy | Dean, Centennial Honors College |
| Dr. Algerian Hart | Associate Professor, Kinesiology |
| Ms. Debbie Kepple-Mamros | Director, Quad Cities Operations and Planning |
| Ms. Kellie Larrabee | Admissions Counselor, School of Graduate Studies |
| Ms. Jeannette Malafa | Assistant to the President, Government Relations |
| Dr. Chris Merrett | Director, Illinois Institute for Rural Affairs |
Membership has focused on the long-term sustainability on the Institute by embedding PEI priorities within existing university processes and structures. Quarterly meetings are used to coordinate current and planned efforts.

<table>
<thead>
<tr>
<th>Table 9</th>
<th>President’s Executive Institute Goals and Areas Leading Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help Stabilize Enrollment</td>
<td>Support Community &amp; Economic Development (CED)</td>
</tr>
<tr>
<td>2. Campus Visits [Admissions, Graduate and International Admissions, WIU-QC Admissions]</td>
<td>9. Illinois Institute for Rural Affairs [Director, IIRA]</td>
</tr>
</tbody>
</table>
Key Performance Indicators (KPI) document PEI performance, and inform continuous improvement. The first in an annual series of reports on these KPIs is available in Western Illinois University Board of Trustees Report Number 17/6.8, President’s Executive Institute Update #2. Presentations on the status of PEI initiatives and plans were also made at quarterly Board of Trustees meetings. Sample enrollment accomplishments from these presentations include:

- Working to stabilize enrollment by hosting current and prospective applicants on campus.
- Serving as a Teach Out Partner at the graduate level for Argosy University.
- Becoming a General Education provider for the Community College of the Air Force.
- Increasing Centennial Honors College enrollment.
- Designing a cooperative education program for the University.
- Developing an Integrated Degree Program with Saint Ambrose University.

Goal 3: Lead the Military Task Force
Debbie Kepple-Mamros chairs the MTF, whose accomplishments over the past year include:

- Receiving approval for WIU to participate in the Community College of the Air Force’s (CCAF) General Education Mobile (GEM) program.
- Applying for the Bachelors in General Studies Degree program to participate in Air University’s Associate to Baccalaureate Completion (AU-ABC) program. The University’s application is currently under review at the Air Force.
- Continuing working with a subgroup on developing additional WIU applications for the AU-ABC program.
- Attending invited meetings at Maxwell Air Force base to learn about institutional opportunities in the AF-COOL (internship) program and the new Skybridge program for retiring military personnel.
- Speaking at a national panel to discuss community-university-military partnerships at the Installation Innovation Forum.
- Conducting a gap analysis of the University’s academic offerings compared to competitors in the geographic regions surrounding Scott Air Force Base (Saint Louis) and the Rock Island Arsenal to guide university advertising in these markets.
• Establishing the foundation for a veteran’s mentoring program by identifying student veterans who are willing to serve as mentors to new incoming veterans. After establishing a process for matching mentors to incoming students, the program will be implemented.
• Benchmarking against Western Kentucky University, which has seen a 67% increase in military enrollment over the past five years.
• Designating six parking spots on the Macomb campus for veterans.

<table>
<thead>
<tr>
<th>Table 10</th>
<th>Military Task Force Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Debbie Kepple-Mamros</td>
<td>Assistant to the Vice President, Quad Cities and Planning/Chairperson</td>
</tr>
<tr>
<td>Mr. Brad Bainter</td>
<td>Vice President, Advancement and Public Services</td>
</tr>
<tr>
<td>Ms. Jessica Butcher</td>
<td>Housing Administrator, University Housing and Dining Services</td>
</tr>
<tr>
<td>Mr. Michael Carton</td>
<td>Director, Education and Outreach, WQPT</td>
</tr>
<tr>
<td>Dr. Craig Conrad</td>
<td>Chairperson, Management and Marketing</td>
</tr>
<tr>
<td>Mr. Luke Cummings</td>
<td>English Major</td>
</tr>
<tr>
<td>Ms. Erin Fischer</td>
<td>Accountant I, Billing and Receivables</td>
</tr>
<tr>
<td>Ms. Nichole Friedrichsen</td>
<td>Administrative Aide Quad Cities and Planning</td>
</tr>
<tr>
<td>Dr. Jeff Hancks</td>
<td>Executive Director, School of Global Education and Outreach</td>
</tr>
<tr>
<td>Ms. Mary Hansarik</td>
<td>Rock Island Arsenal</td>
</tr>
<tr>
<td>Mr. Brain Heffernan</td>
<td>CSM, United States Army, Sustainment Command</td>
</tr>
<tr>
<td>Mr. Ty Huston</td>
<td>Finance Major</td>
</tr>
<tr>
<td>Ms. Chrystal Johnson</td>
<td>Bursar</td>
</tr>
<tr>
<td>Mr. John Kenneally</td>
<td>Computer Science and Political Science Double Major</td>
</tr>
<tr>
<td>Mr. Nick Knowles</td>
<td>Program Coordinator, Campus Recreation</td>
</tr>
<tr>
<td>Ms. Kellie Larrabee</td>
<td>Admissions Counselor, School of Graduate Studies</td>
</tr>
<tr>
<td>Dr. Mark Mossman</td>
<td>Interim Associate Provost</td>
</tr>
<tr>
<td>Mr. Alexander Newman</td>
<td>Law Enforcement and Justice Administration Major</td>
</tr>
<tr>
<td>Ms. Susie Nichols</td>
<td>Faculty Assistant, Illinois Law Enforcement Training and Standards Board Executive Institute</td>
</tr>
<tr>
<td>Mr. Brandon Oleson</td>
<td>Information Systems Major</td>
</tr>
<tr>
<td>Ms. Becky Paulsen</td>
<td>Director of Development, Business Engagement and Outreach</td>
</tr>
<tr>
<td>Mr. Ron Pettigrew</td>
<td>Program Director, Veterans Resource Center</td>
</tr>
<tr>
<td>Mr. Charles Peytavin</td>
<td>Graduate Student, Kinesiology</td>
</tr>
<tr>
<td>Mr. Larry Pickett</td>
<td>Academic Advisor, Distance Education Support</td>
</tr>
<tr>
<td>Ms. Andria Potter</td>
<td>Academic Advisor, College of Business and Technology</td>
</tr>
<tr>
<td>Ms. Suzi Pritchard</td>
<td>Director, University Marketing</td>
</tr>
<tr>
<td>Mr. Robert Rinell</td>
<td>Athletic Training Major</td>
</tr>
<tr>
<td>Dr. Jeremy Robinett</td>
<td>Assistant Professor, Recreation, Park and Tourism Administration</td>
</tr>
<tr>
<td>Dr. Paul Schlag</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>Ms. Rebecca Slater</td>
<td>Interim CIO</td>
</tr>
<tr>
<td>Mr. John Smith</td>
<td>Director, Beu Health Center</td>
</tr>
<tr>
<td>LTC. Joan Sommers</td>
<td>Chairperson, Military Science</td>
</tr>
<tr>
<td>Ms. Amy Spelman</td>
<td>Director, Alumni Programs</td>
</tr>
<tr>
<td>Mr. Aaron Steele</td>
<td>Psychology Major</td>
</tr>
<tr>
<td>Mr. Curtis Williams</td>
<td>Director, Quad Cities Student Services</td>
</tr>
<tr>
<td>Dr. Ron Williams</td>
<td>Vice President, Student Services</td>
</tr>
</tbody>
</table>

Goal 4: Keep Higher Values in Higher Education at the Forefront of the University
In accordance with this goal:

• *Monthly Strategic Plan Updates* provide updates on *Strategic Plan* accomplishments and plans, and solicit feedback on these items.
• The *Fiscal Year 2019 Higher Values in Higher Education Update* chronicled FY18 accomplishments and FY19 plans for the *Strategic Plan* and the *Academic Year 2018-2019 Strategic Plan Supplement*. 
• The Fiscal Year 2019 Performance Report documented changes in University performance indicators (i.e., the percentage of performance indicators that are completed/maintained, progressing in the desired direction, showing no change, or moving in the opposite direction). It also compared University status on performance indicators (e.g., retention and graduation rates) to peer institutions.

Successful implementation of Higher Values in Higher Education involves members of the university community engaging in strategic planning at local and institutional levels. FY19 Consolidated Annual Reports prepared by the vice presidents and areas that report to the president document progress and plans related to university goals and priorities.

Finally, the 74-member Social Responsibility Task Force worked collaboratively with the university community to iteratively draft the Academic Year 2019-2020 Strategic Plan Supplement. This Supplement will focus on institutional actions needed to ensure that WIU meets and exceeds HLC criteria for accreditation. It will be presented to the Board of Trustees in June, 2019.

| Table 11 | Social Responsibility (University Planning) Task Force Membership
| Academic Year 2018-2019 |
|-----------------|--------------------------------------------------|
| Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives/Chairperson |
| Ms. Audrey Adamson, Program Coordinator, WIU-QC Student Services |
| Dr. Tawnya Adkins Covert, Professor, Sociology and Anthropology |
| Ms. Rocio Ayard Ochoa, Program Director, Casa Latina |
| Dr. Lori Baker-Sperry, Professor, Liberal Arts and Sciences |
| Mr. Brad Bainter, Vice President, Advancement and Public Services |
| Ms. Lindsey Bideaux, Undergraduate Student |
| Dr. Keith Boeckelman, Chairperson, Political Sciences |
| Ms. Angela Bonifas, Director, Institutional Research and Planning |
| Mr. Bill Brewer, Director, Quad Cities Facilities |
| Dr. Katherine Broughton, Assistant Professor, Recreation, Park and Tourism Administration |
| Mr. Billy Clow, Interim Associate Provost |
| Mr. Dan Dankert, Graduate Assistant, WIU-QC Student Services |
| Dr. Gary Daytner, Associate Professor, Educational Studies |
| Dr. Katrina Daytner, Interim Dean, College of Education and Human Services |
| Mr. Rumen Dimitrov, Professor, Mathematics and Philosophy |
| Dr. Steven Dworkin, Professor, Psychology |
| Dr. Jack Elfrink, Dean, College of Business and Technology |
| Dr. Jose Fernandez, Associate Professor, English |
| Ms. Nichole Friedrichsen, Administrative Aide, Office of the Senior Vice President |
| Dr. Jeff Hancks, Executive Director, School of Global Studies and Outreach |
| Dr. Richard Hardy, Dean, Centennial Honors College |
| Mr. Michael Harmon, Undergraduate Student, Pre-Business |
| Dr. Algerian Hart, Associate Professor, Kinesiology |
| Dr. Scott Hemenover, Associate Professor, Psychology |
| Dr. Buzz Hoon, Interim Dean, College of Fine Arts and Communication |
| Ms. Stephanie Hovsepian, Program Director, Women’s Center |
| Dr. Michelle Janisz, Program Director, Student Activities |
| Ms. Deborah Kepple-Mamros, Director, Quad Cities Operating and Planning |
| Ms. Mariissa Kletke, Undergraduate Student |
| Dr. Bill Knox, Professor, English |
| Ms. Kellie Larrabee, Admissions Counselor, Graduate Studies |
| Dr. Michael Lorenzen, Dean, University Libraries |
| Dr. Angela Lynn, University Registrar |
| Mr. Damon McArthur, Professor, Art |
| Dr. Sue Martinelli-Fernandez, Dean, College of Arts and Sciences |
Table 11 -continued-

Dr. Kyle Mayborn, Professor, Earth, Atmospheric, and Geographic Information Sciences
Dr. Leslie Melim, Professor, Earth, Atmospheric, and Geographic Information Sciences
Dr. Christopher Merrett, Director, Illinois Institute for Rural Affairs
Dr. Kristi Mindrup, Assistant Vice President, Academic Affairs, Quad Cities
Ms. Dana Moon, Assistant to the Dean, College of Education and Human Resources
Dr. Christopher Morrow, Professor, English
Dr. Mark Mossman, Associate Provost
Dr. Lorette Oden, Associate Dean, College of Education and Human Services
Mr. Curt Oldfield, President, Spoon River College
Mr. Alali Oruamabo, Graduate Assistant, Advising and Academic Services Center
Dr. Carla Paciotto, Professor, Educational Studies
Mr. Sairam Panguluri, Undergraduate Student
Ms. Becky Paulsen, Director of Development, Business Engagement and Outreach
Dr. Bill Polley, Vice President, Administrative Services
Ms. Priscilla Porter, Undergraduate Student
Dr. Rob Porter, Associate Professor, Recreation, Park and Tourism Administration/Chairperson, Quad Cities Faculty Council
Ms. Andria Potter, Academic Advisor, College of Business and Technology
Dr. Christopher Pynes, Professor, Mathematics and Philosophy/Chairperson, Faculty Senate
Mr. Grant Reed, President, Student Government Association-Quad Cities
Mr. Jeremy Robinett, Assistant Professor, Recreation, Park and Tourism Administration
Ms. Kelly Rodgers, Graduate Assistant, Purchasing
Mr. Joe Roselieb, Director of Residential/Auxiliary Facilities/Union
Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
Mr. Mike Sartorius, Director, Internal Auditing
Dr. Paul Schlag, Chief of Staff
Ms. Amber Shupe, Undergraduate Student
Dr. Amanda Silberer, Chairperson, Speech Pathology and Audiology
Ms. Rebecca Slater, Interim CIO
Ms. Amy Spelman, Director, Alumni Programs
Ms. Christine Staley, Office Manager, Psychology
Dr. Susan Stewart, Professor, Management and Marketing
Dr. Chris Sutton, Professor, Earth, Atmospheric, and Geographic Information Sciences
Ms. Letisha Trepac, Director, Budget Office
Ms. Lisa Turke, Office Manager, College of Education and Human Services
Mr. Curtis Williams, Director, WIU-QC Student Services
Dr. Ron Williams, Vice President, Student Services

Goal 5: Chronicle Macomb Campus Master Plan Success.
The Macomb Campus Master Plan 2012-2032: Enhancing the Student Experience represents a 20-year vision for facilities, grounds, and infrastructure. It emphasizes realistic, yet visionary solutions to achieve university priorities and goals. Academic year 2018-2019 represents the seventh year of Master Plan implementation. Accomplishments for this year include:

- Opening Arthur D. and Roslyn Chown Golf Learning Center.
- Dedicating the Mc Camey Crime Lab.
- Unveiling the School of Music’s new Steinway & Sons Model D Grand Piano.
- Remodeling Athletic Training Rooms in Western Hall and Brophy Hall.
- Establishing the Food Pantry.
• Receiving $9.5 million in FY19 appropriation for deferred maintenance to address roof repairs and replacements ($2.7M), chiller replacements ($4.3M), and building system water replacement ($2.5M).

Additionally, using proceeds from the sale of the 60th Street location, Bill Brewer co-chaired a Presidential Task Force on relocating Centennial Honors College from its current location at Malpass Library to Simpkins Hall. Deliverables include programming study identifying the project’s scope, budget, and promotional renderings. Bill also partnered with Facilities Management to identify necessary deferred maintenance repairs in order to support Simpkins remodeling and Honors relocation.

Goal 6: Implement the Quad Cities Campus Master Plan

Master Plan accomplishments over the last year include:

• Receiving $494,917 from the Roy J. Carver Charitable Trust to support laboratories and instructional technologies in the areas of robotics and three-dimensional printing.
• Unveiling the second Rocky on Parade statue.
• Installing three exterior building identification signs to improve wayfinding for campus visitors.
• Replacing all light pole banners across campus and along River and University Drives.
• Re striping and repairing all parking lots.
• Leading campus We Care activities for grounds beautification.
• Partnering with Recreation, Park and Tourism Administration students and faculty to maintain campus wetlands and habitats.
• Launching a fundraising campaign to increase the signal strength of WQPT. As of November 8, 2018, $777,777 has been raised towards the $2.1 million goal.
• Supporting Two Rivers YMCA’s recreation survey to evaluate student interests in new and expanded programming.

Planning for the Riverfront Annex, Phase III of the Quad Cities Campus, Art in Architecture, and pursuit of Leadership in Energy and Environmental Design certification has been placed on hold due to the freeze on the state’s capital budget. However, campus growth continues to spur additional construction and economic development. This includes opening of a new restaurant and construction of a new credit union cooperate headquarters on property in the same parcel of land as WIU-QC.

Goal 7: Provide Accountability Reporting

SVP Rives provides monthly, quarterly, and annual updates on university planning initiatives and Higher Learning Commission reporting to the Western Illinois University Board of Trustees, campus, and external communities. Karin Chouinard places all of these materials on the University Planning Website to increase awareness, and demonstrate transparency in university planning and accountability reporting. The topical distribution of monthly Strategic Plan Updates for FY2019 is displayed below.
### Table 12
Monthly Strategic Plan Updates by Topic and Month
Fiscal Year 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2018</td>
<td>Seeking volunteers from the university community to serve on the President’s Executive Institute (PEI), and providing a status report on PEI goals, priorities, and accomplishments.</td>
</tr>
<tr>
<td>September 2018</td>
<td>Providing data demonstrating that (1) Western Illinois University continues to advance in national rankings of quality, opportunity, and affordability. (2) The University is implementing <em>Strategic Plan</em> priorities related to increased outreach and learning inside and outside of the classroom. (3) And, as a result of the efforts, Western students continue to receive national recognition for their academic excellence, and alumni maintain a very high percentage of workforce and/or graduate/professional studies placement after graduation from the University.</td>
</tr>
<tr>
<td>November 2018</td>
<td>Giving an executive summary of University accomplishments on its <em>Quality Initiative (QI) for the Higher Learning Commission</em>. Western’s QI had for goals: (1) Update the Strategic Plan. (2) Increase enrollment. (3) Participate in the Commission’s Persistence and Completion Academy; and, (4) Engage in Fiscal Reduction and Reinvestment.</td>
</tr>
<tr>
<td>December 2018</td>
<td>Providing an update on Western Illinois University’s Fiscal Year 2018 Composite Financial Indicator and the University’s Fiscal Year 2019 Financial Recovery Plan reported to the Higher Learning Commission. Also discussed the next steps in this matter.</td>
</tr>
<tr>
<td>January 2019</td>
<td>Discussing the University’s Self Study for reaffirmation of accreditation from the Higher Learning Commission (HLC), development of the 2019-2020 and 2020-2021 Strategic Plan Supplements, and seeking university feedback to the first draft of the first of five criteria for accreditation.</td>
</tr>
<tr>
<td>February 2019</td>
<td>Seeking university feedback to the first draft on Criteria 2 and 3 in the University’s Self-Study for reaffirmation of accreditation from the Higher Learning Commission.</td>
</tr>
<tr>
<td>March 2019</td>
<td>Requesting university feedback to the first draft on Criterion 4 in the University’s Self-Study for reaffirmation of accreditation from the Higher Learning Commission.</td>
</tr>
<tr>
<td>April 2019</td>
<td>Requesting university feedback to the first draft on Criterion 5 in the University’s Self-Study for reaffirmation of accreditation from the Higher Learning Commission.</td>
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</tbody>
</table>

Additionally, 26 strategic planning reports (to date) summarizing quarterly or annual activity have been presented at Western Illinois University Board of Trustees meetings during FY19. Four additional reports are scheduled for the June, 2019, meeting, raising the fiscal year reporting total to 30.
Table 13
Strategic Plan Reports Provided to the Board of Trustees
Fiscal Year 2019

<table>
<thead>
<tr>
<th>September 2018</th>
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<tbody>
<tr>
<td>• United States Department of Defense Voluntary Educational Institutional Compliance Program</td>
</tr>
<tr>
<td>• Carnegie Foundation for the Advancement of Teaching and Learning Community Engagement and Self-Study Certification Process</td>
</tr>
<tr>
<td>• Positioning Western Illinois University for the Future Update</td>
</tr>
<tr>
<td>• President’s Executive Institute Quarterly Update</td>
</tr>
<tr>
<td>• Quarterly Planning Update</td>
</tr>
<tr>
<td>• FY19 Strategic Plan Update</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>December 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quarterly Planning Update</td>
</tr>
<tr>
<td>• Positioning Western Illinois University for the Future Update</td>
</tr>
<tr>
<td>• Fiscal Year 2019 Master Plan Update</td>
</tr>
<tr>
<td>• FY19 Teach Out Update for the Higher Learning Commission</td>
</tr>
<tr>
<td>• Western Illinois University’s Quality Initiative for the Higher Learning Commission</td>
</tr>
<tr>
<td>• Cumulative Strategic Plan Accomplishments: Fiscal Year 2019 Update</td>
</tr>
<tr>
<td>• President’s Executive Institute Quarterly Update</td>
</tr>
<tr>
<td>• Community College of the Air Force: General Education Mobile Program</td>
</tr>
<tr>
<td>• Community College of the Air Force: Associate to Baccalaureate Degree Completion Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>March 2019</th>
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</thead>
<tbody>
<tr>
<td>• CCNE Report</td>
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<tr>
<td>• FY19 Performance Report</td>
</tr>
<tr>
<td>• Quarterly Planning Update</td>
</tr>
<tr>
<td>• Positioning Western Illinois University for the Future Quarterly Update</td>
</tr>
<tr>
<td>• President’s Executive Institute Quarterly Update</td>
</tr>
<tr>
<td>• Academic Year 2019-2020 Strategic Plan Supplement: Draft 1</td>
</tr>
<tr>
<td>• Western Illinois University’s Quality Initiative for the Higher Learning Commission</td>
</tr>
<tr>
<td>• Western Illinois University’s Financial Panel Analysis by the Higher Learning Commission</td>
</tr>
<tr>
<td>• Western Illinois University’s Air University-Associate to Baccalaureate Completion Program Application</td>
</tr>
<tr>
<td>• Western Illinois University’s Community Engagement Application to the Carnegie Commission for the Advancement of Teaching and Learning</td>
</tr>
<tr>
<td>• The Illinois Innovation Network</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quarterly Planning Update.</td>
</tr>
<tr>
<td>• Positioning Western Illinois University for the Future Update</td>
</tr>
<tr>
<td>• President’s Executive Institute Quarterly Update</td>
</tr>
<tr>
<td>• Academic Year 2019-2020 Strategic Plan Supplement</td>
</tr>
</tbody>
</table>

Goal 8: Complete Other University Planning Initiatives
In accordance with this goal, SVP Rives served as the Immediate Past President of the National Association of Branch Campus Administrators, and was elected for a second, two-year term as president beginning in FY20. Debbie Kepple-Mamros also served as the President for the Illinois Association of Institutional Research.

Four new university-wide planning initiatives were introduced in academic year 2018-2019. First, President Thomas announced the formation a University-Wide Steering Team and eight Task Forces at the March 2019 Board of Trustees Meeting.
The University Steering Team had its first meeting and is scheduled to meet every two weeks to review progress of the eight task forces, ensure coordination, and plan next steps. Steering Team members are:

- Dr. Jack Thomas, President, Chairperson
- Mr. Brad Bainter, Vice President, Advancement and Public Services
- Mr. Billy Clow, Interim Provost and Academic Vice President
- Dr. Rick Hardy, Dean, Centennial Honors College
- Dr. Hoyet Hemphill as Chairperson of the Graduate Council,
- Dr. Pete Jorgensen as Chair of Chairs
- Dr. Sue Martinelli-Fernandez, Dean, College of Arts and Sciences
- Dr. Bill Polley, Interim Vice President, Administrative Services
- Dr. Rob Porter, Chairperson, Quad Cities Faculty Council
- Dr. Christopher Pynes, Chairperson, Faculty Senate
- Mr. Jesse Ramos, President, Student Government Association-Quad Cities
- Mr. Grant Reed, President, Student Government Association-Macomb
- Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives
- Mr. Joe Roselieb, President, Council of Administrative Personnel
- Dr. Paul Schlag, Chief of Staff
- Ms. Rebecca Slater, Chief Information Officer
- Mr. Steve Whan, President, Civil Service Employees Council
- Dr. Ron Williams, Vice President, Student Services

The Educational Innovation Task Force is chaired by Dr. Mark Mossman and charged with increasing the number of undergraduate and graduate weekend courses, hybrid programs, and high school dual enrollment, along with recognizing that WIU’s curriculum must be designed in such a manner to promote articulation agreements in 2+2 and in a variety of other formats. Task Force members are:

- Dr. Mark Mossman, Interim Associate Provost/Chairperson
- Dr. Andera Alveshere, Assistant Professor, Sociology and Anthropology
- Dr. Lori Baker-Sperry, Professor, Liberal Arts and Sciences
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Mr. Curtis Williams, Director, WIU-QC Student Services
- Ms. Kassie Daly, Interim Director, Admissions
- Dr. Hardeman, Associate Professor, Music
- Dr. Hoyet Hemphill, Professor, Engineering Technology/Graduate Council Chair
- Ms. Ember Keithley, Academic Advisor, College of Business and Technology
- Ms. Daria Levchenlo, Student Government Association-Macomb
- Dr. Elgin Mannion, Professor, Sociology and Anthropology
- Dr. Hal Marchand, Associate Professor, Health Sciences and Social Work
- Dr. Sue Martinelli-Fernandez, Dean, College of Arts and Sciences
- Dr. Patrick McGinty, Associate Professor, Sociology and Anthropology
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Ms. Rebecca Slater, Interim, Chief Information Officer
- Dr. Pam White, Director, Museum Studies
The Existing Academic Restructuring Task Force is chaired by Billy Clow, and charged with proposing a university-wide program re-alignment to maintain the integrity of academic programs while reducing administrative costs. Task Force members are:

- Mr. Billy Clow, Interim Provost and Academic Vice President/Chairperson
- Ms. Susan Czechowski, Secretary, Faculty Senate
- Dr. Katrina Daytner, Interim Dean, College of Education and Human Services
- Dr. Jack Elfrink, Dean, College of Business and Technology
- Dr. Rick Hardy, Dean, Centennial Honors College
- Dr. Buzz Hoon, Interim Dean, College of Fine Arts and Communication
- Dr. Pete Jorgenson, Chairperson, Communication
- Dr. Ilon Lauer, Parliamentarian, Faculty Senate
- Dr. Katrina Daytner, Interim Dean, College of Education and Human Services
- Dr. Jack Elfrink, Dean, College of Business and Technology
- Dr. Rick Hardy, Dean, Centennial Honors College
- Dr. Buzz Hoon, Interim Dean, College of Fine Arts and Communication
- Dr. Pete Jorgenson, Chairperson, Communication
- Dr. Ilon Lauer, Parliamentarian, Faculty Senate

The Cooperative and Experiential Education Task Force is chaired by Drs. Mark Mossman and Ron Williams, and charged with developing/piloting the University’s new cooperative education program in Engineering, Engineering Technology, Human Resource Management, and Supply Chain Management; and assisting with training on Handshake, the University’s new mobile device for career services. Task Force Members are:

- Dr. Mark Mossman, Interim Associate Provost/Co-Chair
- Dr. Ron Williams, Vice President, Student Services/Co-Chair
- Ms. Audrey Adamson, Program Coordinator, WIU-QC Student Services
- Dr. Anita Hardeman, Professor, Music
- Dr. Hoyet Hemphill, Professor, Engineering Technology
- Dr. Bart Jennings, Professor, Management and Marketing
- Mr. Mathew Lueck, Undergraduate Student
- Dr. Blair McDonald, Associate Professor, Engineering
- Dr. Rafael Obregon, Chairperson, Engineering Technology
- Ms. Becky Paulsen, Director of Development, Business Engagement and Outreach
- Ms Andria Potter, Academic Advisor, College of Business and Technology
- Dr. Bill Pratt, Director, School of Engineering
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
- Ms. Shannon Reed, Director, Purchasing
- Dr. Il-Seop Shin, Associate Professor
- Dr. Susan Stewart, Professor, Management and Marketing

The Distance and International Education Task Force is chaired by Dr. Mark Mossman, and charged with increasing distance education opportunities and enrollment, creating more online and hybrid opportunities, and reversing the trend of declining international student enrollment. Task Force members are:

- Dr. Mark Mossman, Interim Associate Provost/Chairperson
- Dr. Andera Alveshere, Assistant Professor, Sociology and Anthropology
- Dr. Christine Anderson, Associate Professor, Curriculum and Instruction
- Dr. Lori Baker-Sperry, Professor, Liberal Arts and Sciences
• Ms. Christie Carmack, Program Coordinator, School of Global Education and Outreach
• Dr. Jongnam Choi, Professor, Earth, Atmospheric, and Geographic Information Sciences
• Dr. Jeff Hancks, Executive Director, School of Global Education and Outreach
• Dr. Anita Hardeman, Professor, Music
• Ms. Terri Hare, Director, Financial Aid
• Dr. Hoyet Hemphill, Professor, Engineering Technology
• Dr. Yu-Ping Hsu, Assistant Professor, Engineering Technology
• Dr. Kishor Kapale, Chairperson, Physics
• Dr. Elgin Mannion, Professor, Sociology and Anthropology
• Dr. Lea Monahan, Director, School of Nursing
• Dr. Christopher Morrow, Professor, English
• Dr. Leslie W O'Ryan, Professor, Counselor Education
• Ms. Kathy Olesen-Tracey, Information Technology Manager/Administrative Coordinator, Center for the Application of Information Technologies
• Ms. Tolu Olupona, Student Government Association-Macomb
• Ms. Suzi Pritchard, Director, University Marketing
• Dr. Tim Roberts, Professor, History
• Dr. Scott Walker, Instructor, Law Enforcement and Justice Administration
• Mr. Curtis Williams, Director, WIU-QC Student Services

The Year-Round Recruitment, Retention, and Marketing is co-chaired by Drs. Ron Williams, Joe Rives, and Brad Bainter, and charged with increasing spring and summer new student enrollment. Task Force members are:

• Dr. Ron Williams, Vice President, Student Services/Co-Chair
• Mr. Brad Bainter, Vice President, Advancement and Student Services/Co-Chair
• Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives/Co-Chair
• Dr. Lori Baker-Sperry, Professor, Liberal Arts and Sciences
• Mr. John Biernbaum, Associate Vice President, Student Services
• Mr. Paul Bubb, Executive Director, Development
• Mr. Jeff Calhoun, Information Technology Manager/Administrative Coordination, WIU-QC Technology Services
• Dr. Chris Carpenter, Associate Professor, Communication
• Ms. Karin Chouinard, Information Technology Technical Associate, WIU-QC Technology Services
• Ms. Kassie Daly, Interim Director, Admissions
• Ms. Nicky Friedrichsen, Administrative Aide, Office of the Senior Vice President
• Dr. Richard Hardy, Dean, Centennial Honors College
• Ms. Terri Hare, Director, Financial Aid
• Ms. Debbie Kepple-Mamros, Director, Quad Cities Operations and Planning
• Ms. Courtney Klinedinst, Admissions Counselor
• Mr. Jeremy Merritt, Information Technology Manager/Administrative Coordinator, University-Technology-Web Services
• Dr. Jill Myers, Director, School of Law Enforcement and Justice Administration
• Ms. Abbie Pendarvis, Director, Foundation Communications/Donor Stewardship
• Ms. Suzi Pritchard, Director, University Marketing
• Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences
• Mr. Jesse Ramos, President, Student Government Association-Quad Cities
• Mr. Justin Schuch, Director, Student Judicial Programs
• Ms. Rebecca Slater, Interim Chief Information Officer
• Dr. Chad Sperry, Program Director, Earth, Atmospheric, and Geographic Information Sciences
• Ms. Christine Staley, Office Manager, Psychology
• Dr. Bill Thompson, Professor, Libraries
• Ms. Kirsten Todd, Business Administrative Associate, University Housing and Dining Services
• Ms. Alexis Williams-White, Undergraduate Student
• Ms. Suzanne Woodward, Director of Development, College of Education and Human Services

The Enrollment Forecasting and Reporting Task Force is co-chaired by Bill Polley and Ron Williams, and is charged with continuing the work of the Student Cost Task Force, forecasting continuing and re-admitted student enrollment to set new student enrollment targets, developing reporting templates for both duplicated and unduplicated enrollment to document how and where students are served, and monitoring the effect of new financial aid programs on student recruitment and retention. Task Force members are:

• Dr. Bill Polley, Vice President, Administrative Services/Co-Chair
• Dr. Ron Williams, Vice President, Student Services/Co-Chair
• Ms. Angela Bonifas, Director, Institutional Research and Planning
• Mr. Billy Clow, Interim Provost and Academic Vice President
• Mr. Jeff Eck, Information Technology Manager/Administrative Coordinator, University Technology-Administrative Information Management Systems
• Ms. Teri Hare, Director, Financial Aid
• Ms. Debbie Kepple-Mamros, Director, Quad Cities Operations and Planning
• Dr. In Lee, Professor, Computer Sciences
• Dr. Michael Lukkarinen, Chairperson, Recreation, Park and Tourism Administration
• Dr. Angela Lynn, University Registrar
• Ms. Madison Lynn, Student Government Association-Macomb
• Ms. Bridget McCormick, Housing Administrator, University Housing and Dining Services
• Dr. Mark Mossman, Interim Associate Provost
• Dr. Christopher Pynes, Professor, Mathematics and Philosophy/Chairperson, Faculty Senate
• Ms. Ketra Russell, Director, Auxiliary Facilities, University Housing and Dining Services
• Ms. Rebecca Slater, Interim Chief Information Officer
• Ms. Holly Sutton, Director of Foundation Financial Affairs
• Ms. Letisha Trepac, Director, Budget Office
• Dr. Anna Valeva, Associate Professor, Economics and Decision Sciences
• Ms. Michelle Yager, Director, University Advising and Academic Services

University-Wide Technology Solutions Task Force is chaired Rebecca Slater and Dr. Bill Polley, and is charged, with focusing on enterprise-wide infrastructure and applications, including the deployment of distributed information systems to support decision making. Task Force members are:

• Dr. Bill Polley, Vice President, Administrative Services/Co-Chair
• Ms. Rebecca Slater, Interim Chief Information Officer/Co-Chair
• Ms. Amy Chambers, Human Resource Associate, Academic Personnel
• Dr. Steve Dworkin, Professor, Psychology
• Mr. Bob Emmert, Information Technology Manager/Administrative Coordinator, University Technology-IT Security
• Ms. Michelle Foster, Human Resource Associate, Human Resources
• Ms. Amelia Hartnett, Director, Human Resources
• Lisa Hinman, Assistant Comptroller, Business Services
The University Communication and Collaboration Task is chaired by Dr. Joe Rives, and charged with working with other task forces to develop communication updates, exploring opportunities for university-wide input, and documenting results of this process for the WIU community and for the University’s accreditation self-study. Task Force members are:

- Dr. Joe Rives, Senior Vice President, Strategic Planning and Initiatives/Chairperson
- Dr. Lori Baker-Sperry, Professor, Liberal Arts and Sciences
- Dr. Mark Bernards, Associate Professor, Agriculture
- Mr. Billy Clow, Interim Provost and Academic Vice President
- Friedrichsen, Administrative Aide, Office of the Senior Vice President
- Ms. Rachel Green, Student Government Association-Macomb
- Dr. Rick Hardy, Dean, Centennial Honors College
- Dr. Michelle Janisz, Program Director, Student Activities
- Dr. Pete Jorgensen, Chairperson, Communication
- Ms. Debbie Kepple-Mamros, Director, Quad Cities Operations and Planning
- Dr. George Mangalaraj, Professor, Computer Sciences
- Mr. Jeremy Merritt, Information Technology Manager/Administrative Coordinator, University-Technology-Web Services
- Mr. Digger Oster, Director of Insurance, Risk Management, and Compliance
- Ms. Becky Paulsen, Director of Development, Business Engagement and Outreach
- Dr. Bill Polley, Vice President, Administrative Services
- Dr. Christopher Pynes, Professor, Mathematics and Philosophy/Chairperson, Faculty Senate
- Mr. Kyle Ramlow, Undergraduate Student
- Mr. Joe Roselieb, Director of Residential, Auxiliary Facilities, and Union/President, Council of Administrative Personnel
- Mr. Cameron Ruiz, Graduate Student, College Student Personnel
- Dr. Paul Schlag, Chief of Staff
- Ms. Darcie Shinberger, Assistant Vice President for Advancement and Public Services
- Ms. Rebecca Slater, Interim Chief Information Officer
- Mr. Steve Whan, Facilities Manager, WIU-QC Operations and Maintenance/President, Civil Service Employees Council
- Ms. Michelle Yager, Director, University Advising and Academic Services

Second, WIU continues partnership development to increase enrollment pipelines. During FY19:

- The Community College of the Air Force approved WIU as a provider of General Education courses to airmen.
• Dr. Jeff Hancks signed a Bachelors of General Studies Degree Articulation Agreement with Lincoln Land Community College.

• Dr. Rick Hardy formed an Honors Articulation Agreement with Southeastern Iowa Community College.

• Dr. Joe Rives:
  o Signed an agreement with the United States Army that allows WIU to offer courses at the Rock Island Arsenal.
  o Initiated enrollment partnership exploration discussions with Northeastern Iowa Community College (Pesota, IA).

• Dr. Pam White formed an Integrated Degree Agreement, where students will earn a bachelors degree from Saint Ambrose University in four years, and Master’s degree in Museum Studies in one year from Western Illinois University.

• Drs. Joe Rives and Paul Schlag engaged in enrollment partnership planning with Iowa Wesleyan University (Mount Pleasant).

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<th>Table 14</th>
<th>Community College Partnerships</th>
<th>Academic Year 2018-2019</th>
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<tr>
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<td>Dual Enrollment</td>
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<td>Black Hawk</td>
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<td>Carl Sandburg</td>
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<td>Eastern Iowa</td>
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<td>Heartland</td>
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<td>Kirkwood</td>
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<td>Moberly Area</td>
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<td>Sauk Valley</td>
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<td>Southeastern Iowa</td>
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Third, is Carnegie Self Study. Dr. Chris Merrett led this process for WIU to seek renewal as a Carnegie Community Engaged Institution for the provision of mission-driven public service and outreach that advances community and economic development. WIU is one of 361 institutions in the nation (top 8%) that holds Community Engagement Classification status from the Carnegie Foundation for the Advancement of Teaching, and has a $473 million annual economic impact on its immediate 16 county service regions.

Fourth, WIU began participation in the new Illinois Innovation Network (IIN), with a steering team consisting of Drs. Joe Rives, Jack Elfrink, Chris Merrett, Sue Martinelli-Fernandez, Bill Pratt, as well as Jeanette Malafa, Jill Marshall, Becky Paulsen, and Shannon Sutton. Also joining the Steering Team are Tyler Power, Paul Rumler, and Bill Wratzburg from the Quad Cities Chamber of Commerce.

The IIN has the overriding goals to utilize educational and public-private partnerships to advance community and economic development, and to facilitate coordination and collaboration to these ends. The organizational structure includes an IIN Council with one representative from each public university to oversee Network activities. Dr. Rives represents WIU in these capacities. The IIN All-Hands Committee consists of
institutional representatives serving on IIN committees and institutional projects. The IIN committees with WIU representatives are:

- Education/Workforce Development: Drs. Jack Elfrink and Chris Merrett.
- Funding/Policy: Jeanette Malafa.
- Community College Engagement: Dr. Joe Rives, Committee Chairperson.
- Entrepreneurship/Corporate Engagement: Becky Paulsen.

IIN also differentiates the niche of each Illinois public university by identifying where it will provide leadership in community and economic development, in partnership with other Illinois public universities, community colleges, business and industry, and other public-private partnerships. WIU will provide leadership to the IIN through the Center for Manufacturing and Entrepreneurial Excellence (CMEE, pronounced See Me).

CMEE has two locations: The Quad Cities Innovation Center (QCIC) and the Community Innovation Center (CIC). These two centers will form one community and economic development park, with the express purpose of promoting and strengthening the empirically-based, global economy of the 21st century.

Each location deploys students, faculty, staff, civic leaders, business and industry professionals to:

- **Utilize** public-private partnerships in providing community and economic development services in person and online to
- **Advance** Illinois Innovation Network and Discovery Partners Institute Themes and Cross-Cutting Areas that
- **Address** the highest Quad Cities regional and statewide needs and
- **Raise** Western Illinois University’s $473 million annual economic impact and Illinois public higher education’s $1.2 billion annual economic impact.

**The Quad Cities Innovation Center (QCIC): Supporting Urban Communities**

QCIC advances a 14-year partnership between the University of Illinois, Western Illinois University and the Quad Cities Chamber of Commerce. This partnership leveraged $5.2 million in federal funding to create the Quad Cities Manufacturing Hub. The Hub will be embedded into CMEE to utilize technology roadmaps and playbooks to advance regional manufacturing needs in robotics, augmented and virtual reality, big data, and additive manufacturing.

QCIC expands community and economic development in a six-county, bi-state region that hosts several Fortune 500 corporations, including John Deere, 3M, Arconic, HNI Corporation, Sears Manufacturing, and one of the nation’s premiere military installations, the Rock Island Arsenal of the United States Army. These employers are joined by 30,000 additional businesses in a growing economy. The Quad Cities is home to more than 400,000 residents, has a diverse workforce of more than 500,000, and casts a net to 37 million residents in a 300-mile radius.
The Community Informatics Center (CIC): Supporting Rural Communities

CIC strengthens statewide collaboration between University of Illinois Extension, Western Illinois University, and the Governor’s Rural Affairs Council. Each of these entities have long-standing missions and traditions in advancing rural community and economic development.

CIC uses data analytics, visualization, and artificial intelligence at the community level across Illinois to improve economies, communities, and overall quality of life in rural Illinois. Our partners provide proven community and economic development solutions to all 102 Illinois counties.

CMME: Creates One Community and Economic Development Park Supporting All of Illinois

Urban and rural economies are interdependent and mutually reinforcing. By working in tandem, QCIC and CIC provide urban and rural communities training and access to state-of-the-art technologies needed to attract new business and industry while recruiting and retaining a high-achieving, skilled workforce.

The benefactors of full CMME are the 12.7 million Illinois residents. Without CMME, the State’s population trends and economic climate will contribute to a continued downward trajectory.

- Illinois is one of only seven states in the nation that had a negative growth rate in 2016. At -0.17% per year, the State is only ahead of only West Virginia.
- Illinois had the 2nd largest population decline between 2010 and 2017.
- If the State of Illinois is to maintain its population base of 12.7 million through 2040 as estimated by the Weldon Cooper Center for Public Service at the University of Virginia, it must attract business and industry and retain a highly skilled workforce.

Currently:

- Illinois has the 7th highest unemployment rate in the nation.
- Illinois has 24th highest percentage of residents living in poverty in the nation.
- Business Insider concludes that Illinois has the 16th worst economy in the nation.
- 12.3% of Illinois residents live in poverty, with rural poverty rates increasing by 12% during the last five years.
- Manufacturers, small businesses, and engineering and technology firms have documented shortages in skilled workers.

IIN’s focus on education and training, coupled with DCEO’s macroeconomic policies on business attraction and job
creation/retention serve as a catalyst for advancing community and economic development in the Quad Cities region and across the state.

**Return on full CMME investment is priceless.** Focusing on and emphasizing robotics, augmented and virtual reality, big data, and additive manufacturing in the Quad Cities region and statewide deployment of data analytics, visualization, and artificial intelligence in rural communities *will* reverse serious economic challenges facing the State, and have economics strengthened locally, regionally, statewide, nationally, and internationally.

**Fiscal Year 2019 Budget Enhancements and Internal Reallocations**
None

**Fiscal Year 2020 Plans**

During FY20, the OVSP will:


2) Support University Accreditation.
   a) Serve as a member of the Higher Learning Commission.
   b) Maintain institutional compliance with Commission policies, procedures, and reporting requirements.
   c) Continue Self-Study for reaffirmation of accreditation.

3) Lead the President’s Executive Institute.
   a) Support new and existing goals and priorities.
   b) Co-Chair reaffirmation of Community Engagement status from the Carnegie Commission for the Advancement of Teaching with Dr. Chris Merrett.

4) Lead the Military Task Force.
   a) Form MOU Agreements with military installations.
   b) Support recruitment and retention initiatives.
   c) Provide recommendations to the President’s Leadership Team.

5) Keep Higher Values in Higher Education at the Forefront of the University
   a) Continue to support successful implementation of the *Strategic Plan*.
   b) Lead the creation of the Academic Year 2018-2019 Strategic Plan Supplement.

6) Chronicle *Macomb Campus Master Plan* Success.
   a) Summarize *Master Plan* accomplishments at the December 2018 Board of Trustees Meeting.

7) Implement the *Quad Cities Campus Master Plan*
a) Proceed with Art in Architecture, Riverfront Annex and Phase III planning, and Leadership in Energy and Environmental Design certification when state capital funds are released.
b) Continue leading Renew Moline’s and the City of Moline’s Project Management Team process.

8) Provide Accountability Reporting, including:
   a) Monthly Strategic Plan Updates.
   b) Scheduled Western Illinois University Board of Trustees Reporting.

9) Complete Other University Planning Initiatives
   a) Engage the Higher Learning Commission as a Institutional Actions Council member, Peer-Reviewer, Persistence and Completion Academy Mentor, and Accreditation Liaison Officer.
   b) Serve as the Immediate Past President of the National Association of Branch Campus Administrators, and the Vice President/President Elect for the Illinois Association of Institutional Research.
   c) Engage in other university-wide planning initiatives.

Fiscal Year 2020 Facilities and Budget Requests
None

CONCLUSION

FY19 was very successful for Quad Cities and Planning. Highly qualified and equally dedicated Quad Cities employees supported and advanced the academic mission and service operations of Western Illinois University by successfully advancing six shared goals and priorities. Likewise, the three staff and four student workers in the Office of the Vice President provided leadership, support, and facilitation to university planning activities as Western continued to advance in national rankings of quality, opportunity, and affordability. By staying the course and achieving our goals, we expect even higher levels of accomplishments and enrollment growth in FY20.
### WIU-QC Conference Presenters
#### By Session Topic and Organization
#### Fiscal Year 2019

<table>
<thead>
<tr>
<th>Presenter(s)/Session</th>
<th>Organization</th>
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<tbody>
<tr>
<td><strong>Dr. Vitaly Brazhkin</strong></td>
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<tr>
<td>• Teaching Warehousing with Excel</td>
<td><em>Decision Sciences Institute DSI Annual Meeting</em></td>
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<tr>
<td>• Adaptation of the Theory of Constraints to Warehousing</td>
<td><em>Asia-Pacific Conference on Management and Business (APCMB), Fukuoka, Japan.</em></td>
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<td>• Online Panel Survey Fraud</td>
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<tr>
<td>• Students’ Perceptions of Learning in a Multi-Round Business Simulation Game</td>
<td><em>Academic Research Symposium and EDGE conference of Council of Supply Chain Management Professionals</em></td>
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<tr>
<td>• Application of Theory of Constraints to Warehousing</td>
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<tr>
<td>• Sweating the Assets: Asset Leanness and Financial Performance in the Motor Carrier Industry</td>
<td><em>Decision Sciences Institute</em></td>
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</tbody>
</table>

| **Mr. Michael Carton**  |
| • Using Scratch Coding to Enhance Literacy Instruction  | *Rock Island-Milan Schools Teaching and Learning Conference* |

| **Dr. Chris Carpenter**  |
| • Cognitive dissonance, ego-involvement, and motivated reasoning.  |
| • Extending the hyperpersonal model to observing others: The hyperperception model.  |
| • The hyperperception model: When you do not know your significant other’s friends offline.  |
| • Facebook jealousy: A hyperperception perspective  | *National Communication Association Annual Conference* |

| **Dr. Tracy Davis**  |
| • Dialogues on Whiteness, Masculinities and Justice  |
| • Toward Liberation: A Social Justice Education Approach  |
| • Engaging White Students on Pre-College Environments in Racial Justice Education  |
| • Panel on Intersections of Masculinities and Racial Justice & Decolonization. ACPA: College Educators International Conference, Houston, TX  | *ACPA: College Educators International Conference, Houston, TX.* |

| **Dr. Victoria Eudy**  |
| • Visitor-Centered Exhibitions  | *National Art Education Association* |

<p>| <strong>Dr. Eric Faierson</strong>  |
| • Dynamic Mechanical Response of AMTi64: Effect of post-processing treatments  | <em>TMS (Minerals, Metals, and Materials Society) 2018 Conference, Phoenix, AZ</em> |
| • Characterization of Titanium Interpenetrating Phase Composites Formed through Additive Manufacturing and Spark Plasma Sintering  |
| • Synthesis, Characterization, and Bonding of Ti$_3$SiC$_2$  | <em>International Conference on Advanced Ceramics and Composites 2018, Daytona Beach, FL.</em> |</p>
<table>
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<tr>
<th>Dr. Kathy Felt</th>
<th>Enhancing Student Engagement Through Problems, Tasks, and Activities</th>
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<tr>
<td>Dr. Andrea Hyde</td>
<td>Stories of School Yoga: Teaching, Learning and Doing Narrative Inquiry as Editor-Mentor-Advocates</td>
<td>The Qualitative Report</td>
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<td>Dr. Ranbir Kang</td>
<td>Effects of moss treatments on the top soil moisture of stream banks</td>
<td>Annual Conference of American Association of Geographers</td>
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<td>Dreams of stream views- 3d riverscapes using terrestrial LiDAR</td>
<td>Annual Conference of Geological Society of America</td>
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<td>Riverscapes of low order headwater streams using terrestrial LiDAR</td>
<td>Applied Geography Conference</td>
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<td>Full length 3d surveys of riverscapes using terrestrial LiDAR</td>
<td>Annual Conference of American Association of Geographers</td>
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<td>Debbie Kepple-Mamros</td>
<td>Persistence At Western</td>
<td>Higher Learning Commission, Persistence and Completion Academy</td>
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<td>Dr. Dan Malachuk</td>
<td>Settler Colonial Studies and O Pioneers!</td>
<td>Willa Cather Society, American Literature Association</td>
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<tr>
<td>Dr. Rob Porter</td>
<td>Attention Restoration Theory Urban Green Space</td>
<td>Southeastern Recreation Research Symposium</td>
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<td>Drs. Ravikumar Prathivadi, Blair McDonald, Bill Pratt, Il-Seop Shin, and Khaled Zbeeb</td>
<td>Comprehensive Assessment of Capstone Senior Design Course Comprised of Students from Different Engineering Program Majors</td>
<td>Canadian Engineering Education Association</td>
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<td>Managing Engineering Projects of Students in Different Engineering Majors in a Capstone Senior Design Course</td>
<td>Industry, Engineering, &amp; Management Systems Conference</td>
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<td>Dr. Joe Rives</td>
<td>NABCA Installation Innovation Forum</td>
<td>Campus Security Military-Community-Institutional Partnerships</td>
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<tr>
<td>Dr. Susan Stewart</td>
<td>Society for Industrial and Organizational Psychology, Washington, DC.</td>
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<td>I Don’t Want to Work, I Want to Bang on the Drum All Day: Insufficient effort responding on the CRT for Achievement Motivation.</td>
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<td>Stewart, S. M. (2019, April). Important discussions regarding sexual harassment of teenage workers</td>
<td>Midwest Academy of Management</td>
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<td>Dr. Zbeeb, Khaled; McDonald, Blair; Shin, Il-Seop; Ravikumar, Prathivadi</td>
<td>2018 American Society for Engineering Education IL-IN Section Conference</td>
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<td>Introducing CFD Numerical Analysis in Fluid Dynamics to Junior Engineering Students</td>
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<td>Curtis Williams</td>
<td>National Association of Branch Campus Administrators</td>
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<td>Threat Assessment Process</td>
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<td>Dr. Brendan Young</td>
<td>Central States Communication Association Convention</td>
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<td>Scholars Hours: Three Lessons Learned About Life in Academia.</td>
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<td>It’s Not All in My Head: Dialoguing About Student Mental Health Issues on Our Campuses</td>
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<td>Drawing Attention to Dialogue: The Impact of Multitasking on Listening and Talking, top overall Great Ideas for Teaching (G.I.F.T.) Activity</td>
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<td>Relationship Wreckage and Recovery in an Alcoholic Family</td>
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<td>Faculty and Staff Authors</td>
<td>Fiscal Year 2019</td>
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<tr>
<td><strong>Lora Adams</strong></td>
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<td>• <em>Out and About</em> and <em>The Cities with Jim Mertens</em> series for WQPT-Quad Cities Public Television.</td>
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<td><strong>Lora Adams, Scott Brouette, and Michael Carton</strong></td>
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<td>• <em>Let's Explore with Mr. Scott</em> WQPT interstitials.</td>
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<td><strong>Dr. Vitale Brazhkin</strong></td>
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<td>• An Analysis of Key Warehouse Resources,” <em>Journal of Contemporary Business Issues</em>, 23(1), <a href="http://www.wiu.edu/cbt/icbi/">http://www.wiu.edu/cbt/icbi/</a>.</td>
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<td>• Teaching Warehousing with Excel.” <em>Decision Sciences Institute Annual Meeting</em>, Annual Conference Proceedings</td>
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<td>• A big data approach to assessing the impact of social norms: Reporting one’s exercise to a social media audience. <em>Communication Research</em>, 46, 236–249. doi: 10.1177/0093650216657776</td>
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<td>• Measuring the construct of warranting value and testing warranting theory. <em>Communication Research</em>, 45, 1193–1215. doi: 10.1177/0093650216644022</td>
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<td><strong>Michael Carton</strong></td>
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<tr>
<td>• A Goldendoodle Joins the Family. <em>QC Family Focus</em>, April, Page 6</td>
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<tr>
<td>• Lessons Learned from Peg + Cat. <em>QC Family Focus</em>, May, Page 6</td>
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<td>• Explore Your World with Mr. Scott. <em>QC Family Focus</em>, June, Page 8</td>
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<td>• Valuable Life Lessons from the Neighborhood. <em>QC Family Focus</em>, July, Page 8</td>
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<td>• A Child’s Courage. <em>QC Family Focus</em>, August, Page 7</td>
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<td>• Enhanced learning with PBS. <em>QC Family Focus</em>, September, Page 6</td>
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<td>• Some “Gourd” Halloween Ideas. <em>QC Family Focus</em>, October, Page 7</td>
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<td>• Never Too Young to Read. <em>QC Family Focus</em>, December, Page 8</td>
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<td>• Every Child has Unique Needs. <em>QC Family Focus</em>, January, Page 8</td>
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<td>• A Day to Remember. <em>QC Family Focus</em>, February, Page 11</td>
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<td>• Teething Time. <em>QC Family Focus</em>, March, Page 9</td>
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<td><strong>Dr. Tracy Davis</strong></td>
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</table>
Dr. Eric Faierson


Dr. Everett Hamner


Dr. Ranbir Kang

- The stability of moss populations on stream banks along two first order, temperate-forest, headwater streams, *The Bryologist* 121 (2).

Dr. Blair McDonald


Dr. Rebecca McLean

### Dr. Jim Patterson

### Dr. Brian Peer

### Drs. Ravikumar Prathivadi; Blair McDonald, Il-Seop Shin. And Khaled Zbeeb
- Enhancing Learning of Kinematics and Fatigue Failure Theories Using CAD Modeler, Journal Springer

### Dr. Susan Stewart

### Dr. Brendan Young
- Servicemen’s perceptions of male sexual assault and barriers to reporting during active component and reserve/National Guard military service. *Journal of Interpersonal Violence*, 0(0). doi: 10.1177/0886260518780407
<table>
<thead>
<tr>
<th>Leader</th>
<th>Title</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Audrey Adamson</td>
<td>Directorate Chair</td>
<td>Commission for Commuter Students and Adult Learners as part of ACPA</td>
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<tr>
<td>Dr. Chris Carpenter</td>
<td>Research Committee Chair</td>
<td>National Communication Association</td>
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<tr>
<td>Michael Carton</td>
<td>Board Member</td>
<td>National Defense Industrial Association</td>
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<tr>
<td>Kassie Daly</td>
<td>Transfer Advisory Committee</td>
<td>Illinois Association for College Admissions Counseling</td>
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<td>Professional Development Connections</td>
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<td>Western District Seminar Planning Committee</td>
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<td>Dr. Tracy Davis</td>
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<td><em>Journal of College Student Development</em> Editorial Board</td>
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<td><em>International Journal of Qualitative Studies in Education</em></td>
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<td>Dr. Eric Faierson</td>
<td>Co-Chair, Member</td>
<td>American Ceramics Society, Manufacturing Division Programming Committee</td>
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<td>Quad City Manufacturing Innovation Hub</td>
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<td>Quad Cities Manufacturing Laboratory</td>
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<tr>
<td>Ann Friederichs</td>
<td>Board of Directors</td>
<td>Vera French Mental Health Center</td>
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<tr>
<td>Dr. Andrea Hyde</td>
<td>Editorial Board Member</td>
<td>The Qualitative Report</td>
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<td>Board Member</td>
<td>Coalition of Schools Educating Mindfully</td>
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<td>Debbie Kepple-Mamros</td>
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<td>Ready to Run</td>
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<td>Dr. Dan Malachuk</td>
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<td>President, Ralph Waldo Emerson Society</td>
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<td>Dr. Blair McDonald</td>
<td>Treasurer, President</td>
<td>American Society of Civil Engineers Quad Cities Section September 2017-2018</td>
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<tr>
<td>Dr. Rebecca McLean</td>
<td>Invited Editorial Board Member</td>
<td>The Journal of Counselor Preparation and Supervision</td>
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<td>Editorial Board Member</td>
<td>Counseling Outcome Research and Evaluation</td>
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<tr>
<td>Name</td>
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<td>Dr. Jim Patterson</td>
<td>President, Co-Editor, Advisory Board Member</td>
<td>Quad-City Foreign Trade Zone #133 Journal of Contemporary Business Issues Center of Excellence for Additive and Advanced Manufacturing Center, U. S. Army Joint Manufacturing and Technology Center – Rock Island Arsenal McKinsey Quarterly Quad Cities Chamber of Commerce Eastern Iowa Community Colleges Western Illinois Small Business Development Center and International Trade Center Eastern Iowa Community Colleges TedxDavenport Journal of Supply Chain Management Modern Journal of Supply Chain Management</td>
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<td>Dr. Brain Peer</td>
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<td>Dr. Bill Pratt</td>
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<td>Technology Education Board, Eastern Iowa Community College Quad City Manufacturing Lab Quad City Manufacturing Innovation Hub</td>
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<tr>
<td>Dr. Joe Rives</td>
<td>Board Member, Institutional Actions Committee, Peer Reviewer/Team Chair, Student Success Academy Mentor President Steering Team</td>
<td>Rivermont Collegiate Academy Higher Learning Commission National Association of Branch Campus Administrators Illinois Innovation Network</td>
</tr>
<tr>
<td>Dr. Brendan Young</td>
<td>Secretary</td>
<td>Undergraduate Education and Administration Section of the Central States Communication Association.</td>
</tr>
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