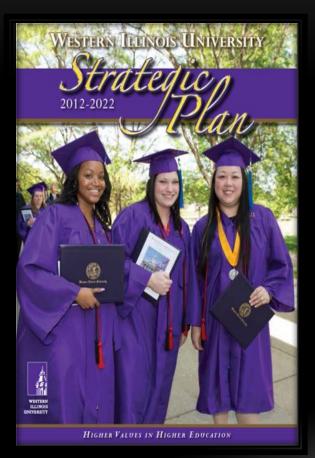
FY17 ACCOMPLISHMENTS AND FY18 GOALS JACK THOMAS, PH.D.

Western Illinois University Board of Trustees Retreat July 13, 2017

WE HAVE A STRONG VISION FOR A LEADING COMPREHENSIVE UNIVERSITY

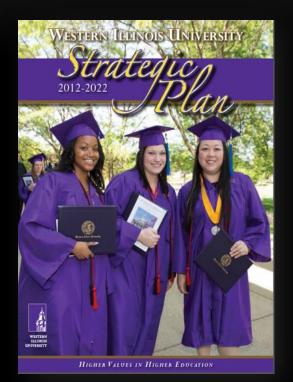


- Providing national leadership in quality, opportunity, and affordability
- Serving a diverse student population in the Midwest

WE ARE GUIDED BY OUR VISION

https://www.youtube.com/watch?v=O81Lu8Ple7w&t=2s

WE CONTINUE NATIONAL ADVANCEMENT DESPITE THE TWO YEAR BUDGET IMPASSE





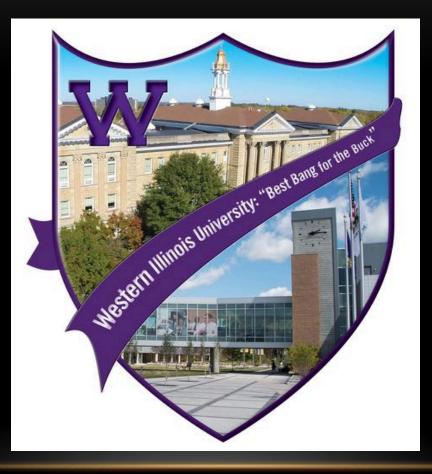


- 2016 Best Midwestern Regional University
- Named WIU a
 Named the School of Nursing as a 2016 Best Online RN to BSN **Degree Program**









 And achieving gold status this year



 Western ranked 13th (up from 15th in the 2016 rankings), and is the only Illinois public four-year university in the top 50



<u>2 CONSECUTIVE YEARS</u>

 Western Illinois University ranked second in the nation among institutions that offer a master's degree in physics as its highest degree.

AIP American Institute of Physics



 Top Midwestern University, ranking 9th in a 12-state radius for public universities



The student-produced television newscast, "Live at Four," was named the top newscast in the nation during the 77th annual Intercollegiate **Broadcasting System's** (IBS) awards Saturday, March 4 in New York, NY





WE WILL PLAN FOR INCREASED EXCELLENCE

- In academic year 2017-2018, we will update Higher Values in Higher Education
- This will present the new 10year vision for the University that will guide us through HLC accreditation that starts in academic year 2019-2020

ACCREDITED



WE WILL PLAN FOR INCREASED EXCELLENCE

 We will begin again with annual Strategic Plan Supplements in academic year 2018-2019

ACCREDITED



WIU'S VISION AND THE PRESIDENT'S GOALS

- Providing national leadership in quality, opportunity, and affordability, and
- Serving a diverse student population in the Midwest
 - 1. Academic Programs
 - 2. Enrollment Management
 - 3. Budget
 - 4. Alumni Relations and Development
 - 5. Facilities

WIU'S VISION AND THE PRESIDENT'S GOALS

- Providing national leadership in quality, opportunity, and affordability, and
- Serving a diverse student population in the Midwest
 - 6. Governmental Relations
 - 7. Campus Collaboration
 - 8. Professional Development
 - 9. Committees

FISCAL YEAR 2017 GOALS AND ACCOMPLISHMENTS

GOAL 1: ACADEMIC PROGRAMS

- A. Distinguish WIU from other universities
- **B.** Review General Education
- C. Strategic review of academic programs
- **D.** Review Teacher Education
- E. Increase student participation and outcomes in Centennial Honors College
- F. Investigate opportunities for new graduate programs
- G. Identify courses and programs for irregularly scheduled formats (weekend, online, hybrid)

- New Degree in Spring 2017
 - B.S. in Mechanical Engineering





New Degrees: Fall 2017

- B.S. in Cyber Security
- M.S. Ed. In Educational Studies
- Integrated Five Year Baccalaureate/Master's Degree in History



 New partnership with John Marshall Law School



 Maintained no tuition increases for the second consecutive year



- Piloted the President's Executive Institute
 - Worked with 70 companies in 5 Illinois communities and St. Louis
 - Raised over \$1.0 million
 - Recruited 53 students who received corporate tuition waivers
 - Enrolled 3 cohorts in 13 sections of sponsored credit courses



- Opened the Small Business Development and International Trade Center in the Quad Cities as part President's Executive Institute
 - Resulting from a \$300,000 Illinois Department of Commerce and Economic Opportunity grant



Received \$100,000
 from Bob and Belinda
 Ontiveros as part
 President's Executive
 Institute



WIU is selected as one of nine US and
 Canadian preferred
 higher education
 providers for
 undergraduate and
 graduate students from
 the Bahamas



Kim Hurtault-Osborne, executive secretary for Integral Development and Mikhail Bullard, second secretary, Embassy of the Commonwealth of The Bahamas in Washington D.C.

1B: REVIEW GENERAL EDUCATION

- General Education Review Committee and Council for General Education met bi-weekly since October 2016
- A new Committee Chair was elected in May 2017
- The Committee will complete its work in this academic year

1C: COMPLETE ACADEMIC PROGRAM REVIEWS

- 17 academic program reviews were completed during Academic Year 2017-2018
 - Art
 - Broadcasting
 - Chemistry
 - Fire Protection Services



1C: COMPLETE ACADEMIC PROGRAM REVIEWS

- 17 academic program reviews were completed during academic year 2017-2018
 - Forensic Chemistry
 - Journalism
 - Musical Theatre
 - Physics
 - Public Health



1C: COMPLETE ACADEMIC PROGRAM REVIEWS

- 17 academic program reviews were completed during academic year 2017-2018
 - Social Work
 - Supply Chain Management (PBC)
 - Theatre
 - Center for Applied Criminal Justice

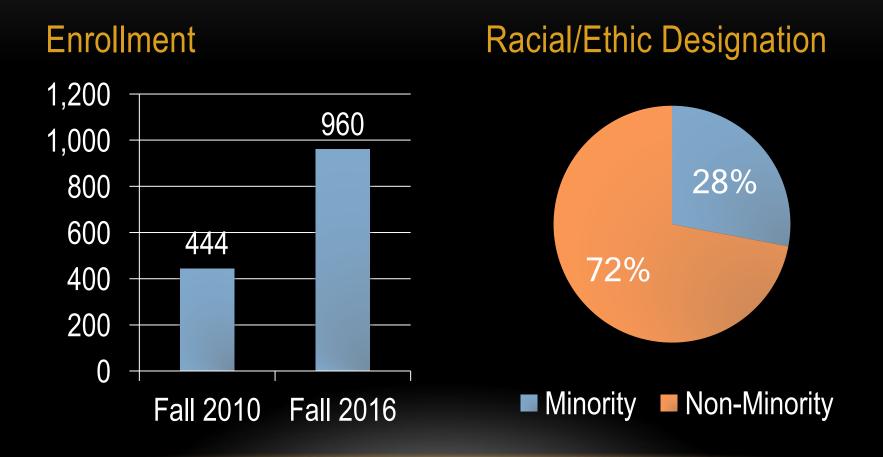


1D: REVIEW TEACHER EDUCATION

- Report due August 9 will address:
 - Institutional and state entry requirements
 - Marketing and recruitment
 - P-12 Partnerships
 - Teacher shortage and labor market data



1E: INCREASE HONORS COLLEGE PARTICIPATION



1F: INVESTIGATE NEW GRADUATE PROGRAMS

- Fall 2016
 - Applied Statistics and Decision Analytics (Macomb)
 - Community and Economic Development (Quad Cities/Hybrid)



1F: INVESTIGATE NEW GRADUATE PROGRAMS

- Fall 2017
 - Business Analytics (Quad Cities/PBC)
 - Applied Statistics and Decision Analytics (Quad Cities)
- Doctorate in Nursing Practice Feasibility Study under review



1G: IRREGULARLY SCHEDULED FORMATS

- Fall 2017
 - Online Anthropology
 baccalaureate degree
 - "First in Illinois...One the few in the nation"



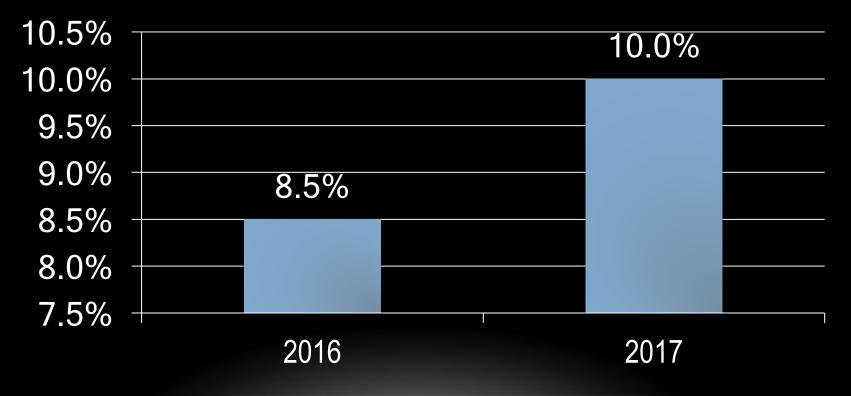
1G: IRREGULARLY SCHEDULED FORMATS

 Academic Affairs is working to expand the University's online course and program offerings



1G: IRREGULARLY SCHEDULED FORMATS

Percent of Online/Hybrid Course Offerings



GOAL 2: ENROLLMENT MANAGEMENT

- A. Continue to enhance marketing
- **B.** Expand regional recruitment efforts
- C. Engage the President in recruitment activities
- D. Increase dual enrollment partnerships
- E. Continue to build the President's Executive Institute

GOAL 2: ENROLLMENT MANAGEMENT

- F. Diversify the campuses
- G. Expand the number of international agreements
- H. Increase international student recruitment
- I. Continue strategic enrollment planning
- J. Improve first year retention rates

2A: ENHANCE MARKETING



- Increased contacts inquiries
- Expanded social media presence

- Engaged in digital marketing and geo-fencing
- Created New Success stories

2A: ENHANCE MARKETING

https://www.youtube.com/watch?v=oU1dgLIIW4Y

2A: ENHANCE MARKETING

https://www.youtube.com/watch?v=xa1gvlcxcgE

2B: EXPAND REGIONAL RECRUITMENT



- Engaged high school counselors at special events (Rivermen Hockey, Homecoming)
- Started a Come Back to Western campaign in the BGS program

2B: EXPAND REGIONAL RECRUITMENT



- Initiated plans to attract:
 - Out of State students
 - Employers

- Military students
- Online students

2C: ENGAGE THE PRESIDENT IN RECRUITMENT

- Standing Meetings
 - Enrollment Management Team and Provost
 - Vice President for Student Services and Admissions Director



2C: ENGAGE THE PRESIDENT IN RECRUITMENT

- Attended
 - <u>3</u> Discover Westerns
 - <u>3</u> Welcome Receptions
 - On campus visits and tours



2C: ENGAGE THE PRESIDENT IN RECRUITMENT

 Attended Educational Summits in 7 Illinois communities and St. Louis



<u>2C: ENGAGE THE PRESIDENT IN RECRUITMENT</u></u>

 Participated in impromptu recruitment sessions on campus



Corliss High School Students

<u>2C: ENGAGE THE PRESIDENT IN RECRUITMENT</u></u>

• Participated in the #Youarewelcomehere video

https://www.youtube.com/watch?v=SPVqkQcfooc

2D: INCREASE DUAL ENROLLMENT

- Continued to offer oncampus courses to high school seniors
- Prepared to pilot WIU courses at a High School (Cambridge)



2D: INCREASE DUAL ENROLLMENT

 Remained abreast of the status of <u>29</u> partnership meetings with community colleges



2E: BUILD THE PRESIDENT'S EXECUTIVE INSTITUTE

- Engaged
 - <u>118</u> participants in 9 Community and Economic Development Summits across 4 communities
 - <u>144</u> participants in 19 Education Summits across 8 communities



2E: BUILD THE PRESIDENT'S EXECUTIVE INSTITUTE

- Launched
 - Alumni Summits scheduled for <u>9</u> communities across Illinois during summer 2017
 - PEI Website (www.wiu.edu/PEI)



2F: DIVERSIFY THE CAMPUSES

 Andrea Mickle, president of Minority Access, presents Western Illinois University with a diversity award for Commitment to Diversity at the recent Minority Access National Role Models Conference.



Hosted

 American Association of State College and University representatives to build upon Western's international agreements



Visited in Washington D.C. with Embassy Dignitaries from $\underline{7}$ countries and $\underline{1}$ organization



Visited in Washington D.C. with Embassy Dignitaries from $\underline{7}$ countries and $\underline{1}$ organization

- Denmark
- Mexico
- Nigeria
- Philippines

- Panama
- Thailand
- Vietnam
- Organization of American States

Signed or renewed <u>6</u> international agreements:

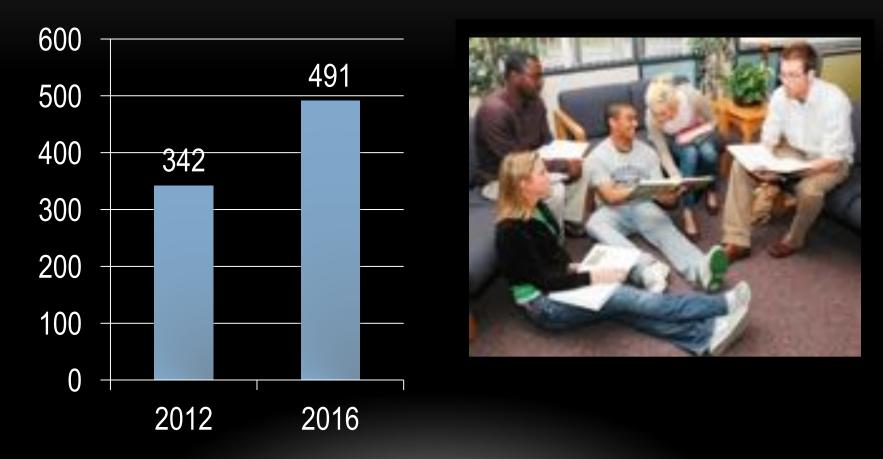
- Shanghai Donghai Vocational and Technical College (China)
- Konan Women's University (Japan)
- Organization of American States (Bahamas)

Signed or renewed <u>6</u> international agreements:

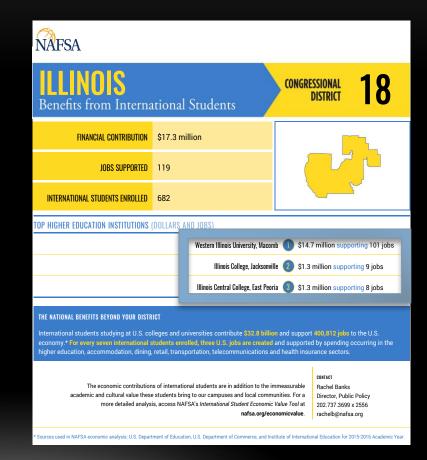
- Colegio de Espana and Universitat Jaume I (Spain)
- Earth University (Costa Rica)
- Massey University (New Zealand)

- Partnered with 37 Recruitment Agents
- Supported Faculty Ambassadors program
 - China, Korea, Myanmar, Turkey
- Supported staff participation in:
 - United Arab Emirates, South Korea, and China





- "For every seven international students enrolled, three US jobs are created"
- WIU international enrollment equates to \$14.7 million in student spending and 101 new jobs



 A <u>32%</u> increase in tuition and fee revenue collected on international student accounts between FY13 and FY17

(dollars in millions)

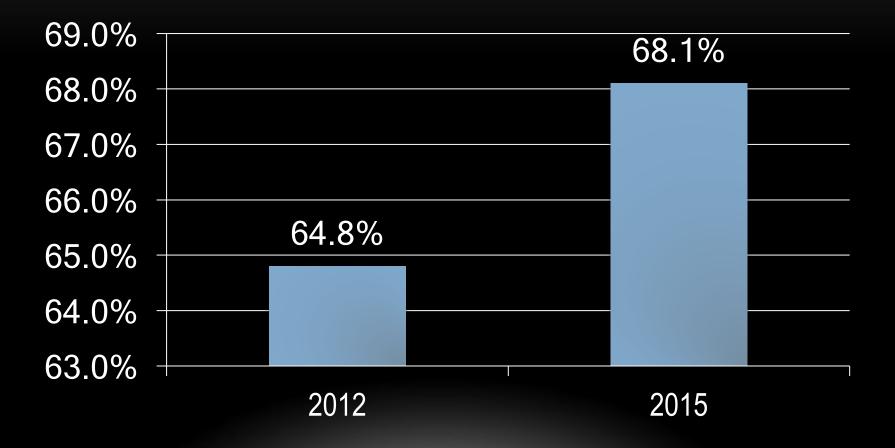


2I: STRATEGIC ENROLLMENT PLANNING

Changes for AY 2018-2019 Recruitment

- Streamline acceptance process
- Purchase ACT records for sophomores-seniors
- Engage in targeted outof-state recruitment





 Students learn about our expectations in recruitment materials and Discover Western



 Students also learn our expectations at New Student Convocation



• Actions based on Intercollegiate Athletics





- Actions based on Intercollegiate Athletics
 - Intrusive Advising and Support
 - Learning Communities
 - Peer Mentoring
 - Living Communities

TRADITIONOF TOUGH



- Leatherneck Success
 Centers located in
 - Bayliss-Henninger
 - Multicultural Center
 - Tanner





- Building Connections Mentoring Program
- Freshman Mentee
 Fabian Harris





2J: IMPROVE FIRST YEAR RETENTION RATES

- Three New Living
 Learning Communities
 - Bio Life
 - Community of Liberal Arts and Science Students
 - Women in Science





2J: IMPROVE FIRST YEAR RETENTION RATES

- Completed third year of participation in the Higher Learning Commission's Persistence and Completion Academy
 - Macomb (Student Success Model)
 - Quad Cities (Learning Assistance and Math Tutors)
 - Distance Learning (Respondus Lock Down Browser)





GOAL 3: BUDGET

• "After more than 700 days of the state's ongoing budget impasse, we appreciate that a bill was passed that provides funding for public higher education"

GOAL 3: BUDGET

Lead the University through continuing budget challenges

- Continued furlough program
- Provided necessary justification to IBHE to receive \$8.4 million in emergency funding
- Reinstated a 90-day pay program to venders
- Negotiated with P-Card providers to manage credit limits



GOAL 3: BUDGET

Lead the University through continuing budget challenges

- Managed cash flow needs and met payroll obligations
- Continued to advance in national rankings of quality, opportunity, and affordability <u>despite</u> being in the second year of the historic and unprecedented budget impasse
- Filling of all vacant positions requires presidential approval



GOAL 4: ALUMNI AND DEVELOPMENT

- A. Continue to restructure the Development area
- B. Increase external giving
- C. Increase scholarship funding
- D. Cultivate new and existing donors
- E. Host alumni events nationwide

4A: RESTRUCTURE THE DEVELOPMENT AREA

- All College Development Officers now report to the Vice President for Advancement and Public Service
- Becky Paulsen now works full-time with VP Bainter with a dotted line to the President on business relations and outreach



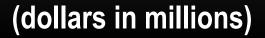
4B: INCREASE EXTERNAL GIVING

 A <u>30%</u> one year increase in annual fundraising



4C: INCREASE SCHOLARSHIP FUNDING

A <u>31%</u> increase in the last four years





4D: CULTIVATE NEW AND EXISTING DONORS

- 149 funding proposals submitted
 - 133 were funded
 - Representing a 89% acceptance rate
- Development made:
 - 800 donor contacts
 - 334 personal visits



4E: HOST ALUMNI EVENTS NATIONWIDE

- Alumni Programs hosted 78 programs with 3,000 individuals participating
- The President attended <u>31</u> of these events in 4 states and Washington D.C.



4E: HOST ALUMNI EVENTS NATIONWIDE



Washington, D.C.



Dallas, TX



Springfield, IL

Orlando, FL

GOAL 5: ACHIEVE MASTER PLAN GOALS AND PRIORITIES



Macomb Master Plan



Quad Cities Master Plan

ADVOCATED FOR THE RELEASE OF CAPITAL FUNDING



ADVOCATED FOR THE RELEASE OF CAPITAL FUNDING



SUBMITTED SCIENCE BUILDING AND RENOVATIONS AS A PRIORITY



OPENED PHASE III OF THE GREEN HOUSE



RECEIVED \$161,000 FROM THE ROY J. CARVER FOUNDATION



CREATED THE CARVER CAD CLASSROOM



RECEIVED STATE OF IOWA APPROVAL FOR HOSTING MUSEUM STUDIES IN IOWA





PROVIDED FACILITIES SUPPORTING WIU'S FIRST PH.D. PROGRAM (ENVIRONMENTAL SCIENCE)



UPDATED STIPES 331 E-CLASSROOM



REPLACED SEATING IN WESTERN HALL



REPLACED SEATING IN WESTERN HALL



INSTALLED HISTORICAL MARKERS



- Lake Ruth
- Sherman Hall
- Wetzel Plaza
- Former Grote Hall
- Alumni House
- Simpkins Hall

ADDED SIX ROCKY ON PARADE STATUES IN MACOMB





ADDED THE FIRST ROCKY ON PARADE IN THE QUAD CITIES



PREPARED AND NOW COMPLETED HIGGINS DECOMMISSIONING



GOAL 6: GOVERNMENTAL RELATIONS

- A. Place WIU at the forefront of the statewide agenda for public higher education
- **B.** Host annual Legislative Reception in Springfield
- C. Visit Legislators
- D. Provide testimony on budget and other issues affecting higher education



 Begins with strong partnerships in our host communities and regions



 Senator Pat McGuire, chair of the Senate Higher Education Committee, and Representative Norine Hammond join WIU at Founders Day: 9/23/17



• Western 101: January 30, 2017



• Speaking before the Illinois Coalition to Invest in Higher Education Rally in the Capitol Rotunda in Springfield: February 5, 2017





Macomb Legislative Day: April 5, 2017

 Only Illinois President on the Illinois Board of Higher Education



6B: HOST ANNUAL LEGISLATIVE RECEPTION IN SPRINGFIELD (4/5/17)





6C: ENGAGE WITH LEGISLATORS AND GOVERNMENTAL OFFICIALS

 Hosted Tom Cross, chair of the Illinois Board of Higher Education, and Lauren Burdette, managing director of post-Secondary policy for the Office of the **Illinois Secretary of** Education: 11/3/16



6C: ENGAGE WITH LEGISLATORS AND GOVERNMENTAL OFFICIALS



Representative Carol Ammons of Champaign

Meetings in Springfield:

- 12/2/16
- 1/30/17
- 2/8/17
- 2/24/17
- 4/5/17
- 4/25/17
- 5/28/17

6C: ENGAGE WITH LEGISLATORS AND GOVERNMENTAL OFFICIALS

 Hosted US Senator Tammy Duckworth in Macomb: 2/24/17







- 3/7/17
- 4/6/17
- 4/25/17
- 5/28/17
- 6/29/17





Joined Governor **Rauner and Lieutenant** Governor Sanguinetti at IIRA's 28th Annual **Rural Community Economic Development** Conference in Springfield



- Appointed to the NCAA
 Division I Presidential
 Forum
- Chair, NCAA
 Accelerating Academic
 Success Program
- Board of Trustees Member, AASCU

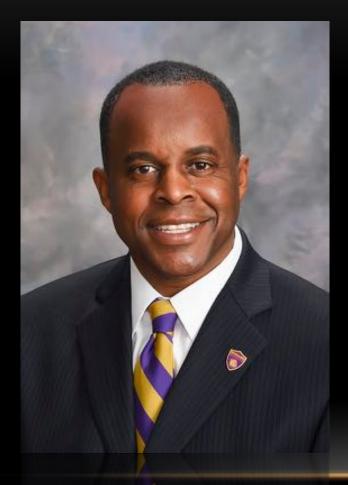
- Led "The President's Panel" with leaders from
 - North Carolina State University
 - South Carolina State University
 - Shaw University
 - Alamance Community
 College
 - Saint Augustine University



American Association of Blacks in Higher Education Conference

GOAL 7: CAMPUS COLLABORATION

- A. Continue to provide the University community with timely communications with regard to budget and other university priorities
- B. Use multiple formats for presidential communication and collaboration



- <u>204</u> speeches delivered during FY17
 - 57 to student/family groups
 - 32 to faculty/staff groups
 - 115 to external groups



• <u>76</u> Media Interviews



Interviews with <u>12</u> local media sources

- Courier
- KHQA
- KWQC
- McDonough Voice
- Moline Dispatch
- News 3

- Quad City Times
- WGEM
- WIU-M
- WQAD
- WQPT
- WVIK

Interviews with <u>7</u> state media sources

- Bloomington Pantagraph
- Champaign Public Radio
- Chicago Tribune
- Decatur Herald & Review
- Illinois Channel
- Peoria Public Radio
- Reboot Illinois

Interviews with $\underline{3}$ national media sources

- Associated Press
- Bloomberg News
- Chronicle of Higher Education

The President's Website includes:

- <u>13</u> letters
- <u>8</u> achieved lectures, speeches, and testimonies
- <u>5</u> video messages

The President's Blog

Western Illinois University: Where Great Things Happen

Hame President Jack Thomas Lectures and Addresses About WIU



Archives

December 2016

September 2015

August 2013

May 2015 April 2015

Mata

Neglitie

Login

A Commitment to Diversity

Like many higher education institutions in the early 20th century, Western had very few mixed y tables. However, three years after the first day of classes on the new Western lithoids State Normal School campus, six Filipino students anneed in 1905 and became the first international/mixed ray students to graduate in 1906. The first full-time African American college student at Western was issued Levis of Quiney, what annexed during the "prince win" 1917. The first African American graduate was Leala Burnets, also of Quiney, who received her diploma in 1923 at the age of 6.5. She later taught for 33 years in Instructions.

Ninety-three years after Ms. Burnett's graduation from Western Illinois State Normal School, the Western Illinois University of today has evolved into a progressive institution comprised of students, faculty and staff from a myriad of diverse backgrounds. We owe a debt of gratitude for those who paved the way to ensure that diversity would persist and thrive at Western.

Since 2006, Western has increased its total minority enrollment by 2003 percent. Western's current minority enrollment, which is 32.5 percent of the total student enrollment, is 3,309. Furthermore, the University continues to graduate a larger percentage of students from underecorresented. first-



Diversity is an integral part of Western's Strategic Plan, and providing



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President's Face Book Page



President's Twitter Account



- Press Conferences
 - Establishing Mechanical Engineering
 - \$100,000 gift from Bob and Belinda Ontiveros
 - 2017-2018 Strategic Plan Supplement President's Executive Institute
 - Streamed with over 2,500 views



- Meetings with the President:
 - Governance Groups
 - Residence Hall Complexes
 - Colleges and Libraries
 - Student, Faculty, and Staff Roundtables
 - President's Advisory Group
 - President's National Advisory Group



Meeting with Tanner Hall Residents: 10/12/16

https://www.youtube.com/watch?v=DExZzf9YUN4

GOAL 8: PROFESSIONAL DEVELOPMENT

- A. Continue to support Faculty Travel Awards
- B. Retention of faculty and staff
- C. Enhance technology for faculty and staff

8A: SUPPORT FACULTY TRAVEL AWARDS

• Suspended due to statewide budget impasse

8B: FACULTY AND STAFF RETENTION

- <u>65</u> probationary faculty portfolios reviewed
- <u>39</u> faculty promotions and/or tenure decisions
- <u>36</u> sabbaticals awarded

8C: ENHANCE TECHNOLOGY

- Google migration complete
 - Allowing for more extension collaboration between students, faculty, and staff
- Faculty can text students without sharing phone numbers
- 134 technology workshops were offered during FY17

GOAL 9: COMMITTEES

- A. Academic Task Force
- B. Student Cost Task Force
- C. Social Responsibility/Planning Task Force
- D. Military Task Force

9A: ACADEMIC TASK FORCE



- Met five times during academic year 2017-18 to discuss:
 - Strategic Reinvestments
 - Student Retention
 - Moving from Admit to Accepted
 - Efficiency
 - Transfer Student Issues

9B: STUDENT COST TASK FORCE



- Benchmarking freshman and transfer scholarship practices and values at competitor institutions
- Analyzing ways to lower student costs

9C: SOCIAL RESPONSIBILITY TASK FORCE



- Created the 2017-2018 Strategic Plan Supplement
 - Endorsed by all governance groups on both campuses
 - Unanimously approved by the Western Illinois University Board of Trustees

9D: MILITARY TASK FORCE



- Increased WIU's recruiting presence at military installations
- Preparing best practice recommendations on ways to increase the recruitment and retention of military personnel and their dependents

FISCAL YEAR 2018 GOALS

REPOSITION WIU FOR THE FUTURE

- 1. Strategic Planning
- 2. Academic Programs
- **3.** Enrollment Management
- 4. Budget
- **5.** Alumni Relations and Development

REPOSITION WIU FOR THE FUTURE

- 6. Facilities and Technology
- 7. Governmental Relations
- 8. Campus Collaboration
- 9. Professional Development
- 10. Committees

GOAL 1: STRATEGIC PLANNING

- A. Implement Priorities and Reinvestment Plan
- B. Continue support of the President's Executive Institute to stabilize enrollment, support community and economic development, and engage external organizations
- C. Create Higher Values in Higher Education 2017-2027

GOAL 2: ACADEMIC PROGRAMS

- A. Distinguish WIU from other universities
- **B.** Continue General Education review
- C. Continue Teacher Education Review
- **D.** Continue strategic review of academic programs
- E. Continue to enhance and elevate Centennial Honors College
- F. Reinvest in high demand and potential for growth areas
- G. Continue to increase online, hybrid, and alternative delivery formats

GOAL 3: ENROLLMENT MANAGEMENT

- A. Continue to enhance marketing, including increased advertising
- **B.** Expand student recruitment efforts
- C. Engage the President in recruitment activities
- D. Increase dual enrollment opportunities
- E. Diversify the campuses

GOAL 3: ENROLLMENT MANAGEMENT

- F. Expand the number of international agreements
- G. Increase international student recruitment
- H. Continue strategic enrollment planning
- I. Improve first-year retention rates

GOAL 4: BUDGET

A. Lead the University through continuing budget challenges

GOAL 5: ALUMNI RELATIONS AND DEVELOPMENT

- A. Continue to restructure the development area
- **B.** Increase external giving
- C. Increase scholarship funding
- D. Cultivate new and existing donors
- E. Host alumni events nationwide
- F. Prepare for a Capital Campaign

GOAL 5: FACILITIES AND TECHNOLOGY

- A. Achieve *Master Plan* goals and priorities
- B. Achieve IT Strategic Plan goals and priorities

GOAL 7: GOVERNMENTAL RELATIONS

- A. Place WIU at the forefront of the statewide agenda for higher education
- **B.** Host annual legislative reception in Springfield
- C. Engage individually with legislators and governmental officials in regards to the needs and priorities of Western Illinois University
- D. Provide testimony on budget and other issues affecting higher education
- E. Create and maintain relationships with embassies and foreign countries

GOAL 8: COLLABORATION

- A. Continue to provide the University with timely communications with regard to budget and other high priorities
- B. Use multiple formats for presidential communication and collaboration

GOAL 9: PROFESSIONAL DEVELOPMENT

- A. Continue to support Faculty Travel Awards if funds are available
- **B.** Retention of faculty and staff
- C. Enhance technology for faculty and staff

GOAL 10: COMMITTEES

- A. Academic Excellence Task Force
- **B.** Educational Opportunity/Student Cost Task Force
- C. Social Responsibility/Planning Task Force
- D. Military Task Force

https://www.facebook.com/wiu.edu/videos/10156360613288957/