

To: Members of the Western Illinois University Board of Trustees
Polly Radosh, Chair Erik Dolieslager
Greg Aguilar Kisha Lang
Justin Brown Doug Shaw

From: Joe Rives, Senior Vice President, Strategic Planning and Initiatives

Date: August 19, 2019

Re: August 2019 Strategic Plan Update

The Fiscal Year 2019 Annual Report for the President’s Executive Institute (PEI) was tabled at the June 14, 2019, Board of Trustees meeting due to meeting length. As indicated at the meeting, this month’s *Strategic Plan Update* provides you with the information that was to be presented at the Board meeting. Please also visit www.wiu.edu/PEI/accomplishmentsplans.php to view the FY19 Power Point, as well as previous PEI *Annual Updates* and *Quarterly Reports*.

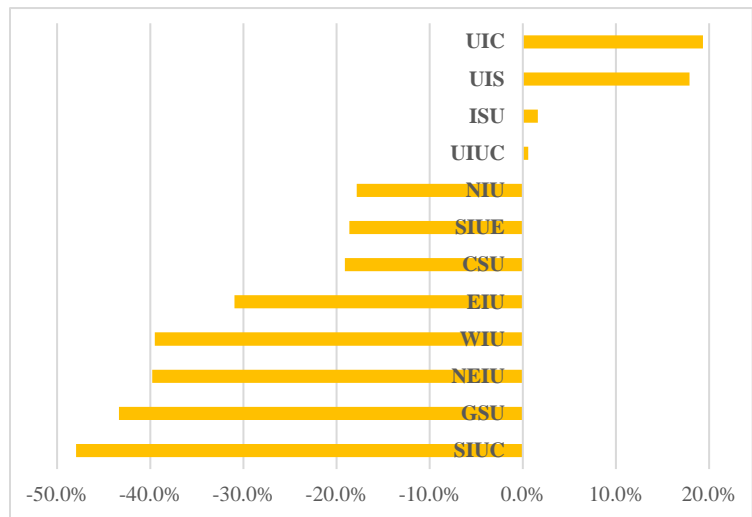
Background

The PEI was established at the end of Fiscal Year 2016. Members work with business, industry, education, governmental agencies, municipalities, non-profit agencies, and other individuals from the public and private sectors to make Western Illinois University the partner of choice in advancing educational, organizational, cultural, environmental, community and economic development in our region and beyond.

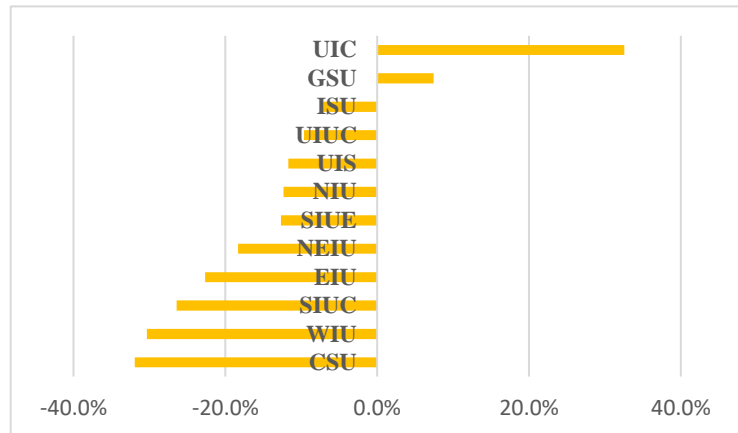
The PEI matches workforce and community needs with the skills, talents, and resources of the University to advance shared goals and priorities of helping to stabilize enrollment, supporting community and economic development, and engaging external organizations.

Goal 1: Help stabilize enrollment

Fewer new students enrolled in Illinois public higher education during the last three years. New freshmen enrollment is down at the 12 Illinois public universities 9.5% (2,400 students) from 25,318 in Fall 2015 to 22,918 in Fall 2018. The University’s market share enrollment (percent of new freshmen at Illinois public universities enrolling at Western Illinois University) decreased from 6.1% to 4.1% during this time. Only the University of Illinois (all three campuses) and Illinois State University had new freshmen enrollment increases between 2015-2018.



New transfer enrollment is also down at the Illinois public universities 10.0% (1,494 students) from 14,907 in Fall 2015 to 13,413 in Fall 2018. The University's market share enrollment of new transfer students at Illinois public universities decreased from 7.4% to 7.0% during this time. However, Western's market share enrollment increased from 5.6% to 7.0% in the last year. Only the University of Illinois-Chicago and Governors State University had new transfer enrollment increases between 2015-2018.



New student recruitment will become increasingly competitive. For example, the projected number of Illinois high school graduates is expected to decrease by 22,241 graduates (15.2%) between Academic Years 2017-2018 and 2031-2032. To support University recruitment efforts, the PEI focused on:

1.1: Hosting Educational Summits: Five summits held in Macomb, Moline, and Peoria and focused on recruiting students or discussing recruitment strategies. Forty-two individuals attended these sessions. The Peoria session, for example, discussed graduate educational opportunities available in the College of Education and Human Services.

1.2: Bringing New Students to Campus: Data prepared by the Admissions Office shows that 1:4 students who apply, enroll at the University. This rate increases to 1:2 if a student visits WIU before or after applying to the University. To that end, PEI members participated in high-profile campus events, including Supply Chain Management Day, Experience Western-Quad Cities, the School of Music's hosting the Illinois Music Association District 4 Music Festival, the Department of English's annual Writing Festival, and the School of Law Enforcement and Justice Administration civics workshops for students from 20 local school districts and Career Fair that attracted 400 students and 95 agencies.

1.3: Promoting High School Dual Enrollment: High School Dual Enrollment has grown from 16 students enrolled in Spring 2016 to 79 students enrolled in Spring 2019, a 63 student (394%) increase. Program enrollment is expected to increase, with a new admissions policy that expands program eligibility from high school seniors to second semester high school sophomores with a 3.0 grade point average. New program partners for Fall 2019 are Macomb, Quincy, and Greenview High Schools.

1.4: Increasing Community College Partnerships: The School of Global Education and Outreach signed new Bachelors of General Studies Articulation Agreements with Highland Community College (Freeport) and Lincoln Land Community College (Springfield). The Centennial Honors College signed an Articulation Agreement with Southeastern Community College (West Burlington and Keokuk, Iowa).

1.5: Expanding Military Outreach: The University completed the Department of Defense Self-Study to ensure institutional compliance with military expectations of collegiate partnerships. This is in addition to signing agreements with: (1) The Community College of the Air Force (CCAF) to allow members of the Air Force (current and retired) to complete General Education requirements through WIU; (2) Air-University to allow CCAF graduates to complete the

Bachelor of General Studies Degree; and (3) the Rock Island Arsenal to allow the University to host courses on base.

1.6: Introducing new institutional partnerships: Saint Ambrose University (Davenport, Iowa) signed an Integrated Degree Program Agreement with the University in May. Ambrose students will take two Western courses during the senior year, graduate with a baccalaureate degree from SAU in four years and a Master's degree in Museum Studies from WIU in a fifth year. Augustana College (Rock Island) is exploring similar agreements with the University in College Student Personnel, Master of Business Administration, and Museum Studies. Knox College (Galesburg) is currently identifying interest areas.

WIU also served as a Teach Out Receiving Partner for graduate programs offered by Argosy University in Chicago and online. The School of Global Education and Outreach signed new partnership agreements with institutions from China, Malaysia, Pakistan, and South Korea.

Goal 2: Support Community and Economic Development

Valuing social responsibility, WIU serves as a resource for and stimulus to educational, cultural, environmental, community and economic development in our region and well beyond for the public good. To this end, PEI efforts focused on:

2.1: Hosting Community and Economic Development (CED) Summits. The PEI hosted CED Summits in Moline and Galesburg in Fall 2018. A special workshop was held in Moline during Summer 2019 to address the workforce needs of Human Resource Professionals. These three summits yielded 91 participants. Additionally, the Illinois Institute for Rural Affairs hosted its annual Midwest Community Development Institute for 91 participants and the Campus Compact Conference for 50 representatives from Illinois, Iowa, and Missouri at Western Illinois University-Quad Cities.

2.2: Promoting Illinois Institute for Rural Affairs (IIRA) Programs. IIRA provided its community strategic planning (MAPPING) program in for six communities/counties (Adams County Child Care Convening, Erie, Morrison, Pittsfield, Sullivan, and Whiteside County Airport). Program facilitators help community leaders identify community and economic development goals, strategies, projects, and implementation strategies.

For example, the Adams County Childcare Convening was sponsored by the Community Foundation Serving West Central Illinois and Northeast Missouri. The planning program was a collaborative effort between the Illinois Institute for Rural Affairs (IIRA) and the College of Education and Human Services (COEHS). COEHS surveyed clients and providers. IIRA facilitated the three-session strategic visioning and planning program.

MAPPING is a best practice in community and economic development. IIRA was named as one of 10 winners in the 2019 Google Impact Challenge that had a pool of 170 proposals. IIRA's winning project focused on helping small towns open grocery stores. The Winchester, Illinois, store is IIRA's community-owned store prototype that has one full-time employee and four part-time employees. IIRA received \$75,000 and training from Google.

The grand champion of the Google Impact Challenge was Mattoon In Motion (MIM). This program resulted from the Mattoon's participation in the MAPPING program. MIM focuses on community workforce training and development, economic development, tourism, youth development, parks and recreation, and housing.

IIRA continued to provide Rural Reverse Funding Fairs (RRFF). These events bring representatives from local, state and federal agencies and foundations to a centralized location for organizations to present their projects to potential funders. Fairs were held in Pittsfield, Oglesby, Mount Vernon, and Moline. Attendance ranged between 40 to 65 participants at the FY19 events. Serving its statewide mission, IIRA staff members completed 113 presentations, provided 62 training programs, and served 12,371 conference participants during FY19.

2.3: Advocating for increased appropriated funding. Former President Thomas deployed teams to conduct meetings in Springfield over 13 days, in addition to budget testimonies given to the House and Senate, and the University's annual Legislative Reception. WIU begins FY20 with a 5% increase in operational funding and triple the appropriations for permanent improvements. The University also received, but not released, appropriations for the Center for Performing Arts, Science Complex, and Western Illinois University-Quad Cities.

2.4: Supporting Small Business Development Centers (SBDCs) and an International Trade Center (ITC). These Centers provide free, confidential advising and training to help entrepreneurs and businesses start, grow, prepare to export, and sustain their businesses. In calendar year 2018, SBDC's in Macomb and Moline helped to create/retain 112 jobs and provide access to \$2.2 million in debt and equity loans. The ITC in Moline advised 82 clients, helped to create/retain 14 jobs, and assisted in \$20 million in export sales during 2017.

2.5: Offering Procurement and Technical Assistance Centers (PTACs). The Centers provide counseling, technical information, marketing assistance, and training to existing businesses interested in selling goods and services to local, state, and/or federal government agencies. During FY18, WIU's PTACs located in Moline near the Rock Island Arsenal of the United States Army and Waterloo, Illinois, located near Scott Air Force Base assisted clients with contracts valued at \$141.5 million.

2.6: Applying for Recertification as a Carnegie Community Engaged Institution. In 2011, WIU joined 310 other institutions across the nation in earning the *2011 Carnegie Community Engagement Classification*. This 2011-2019 certification placed Western in the top 11% of the nation's 2,870 four-year institutions in the area of community engagement. The University has applied for Carnegie Re-Certification. A decision is anticipated at the end of calendar year 2019.

2.7: Joining the Illinois Innovation Network (IIN). WIU joined all other Illinois public universities and the Discovery Partners Institute in Chicago to form the IIN—a statewide network dedicated to collaboration and community and economic development in Illinois, across the nation, and around the world. Each IIN member has identified areas of strength where it will lead the Network.

Anchored by the Illinois Institute for Rural Affairs in Macomb, the Community Informatics Center (CIC) will use data analytics, visualization, and artificial intelligence at the community level across Illinois to improve economies, communities, and the overall quality of life in rural Illinois. 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. The CIC partners provide proven community and economic development solutions to all 102 Illinois counties.

Anchored by the School of Engineering, the Quad Cities Innovation Center (QCIC) will advance regional manufacturing needs in robotics, augmented and virtual reality, big data, and additive manufacturing. 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 QCIC will expand 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 the Rock Island Arsenal of the United States Army. These employers are joined by 30,000 additional businesses in a growing economy.

Goal 3: Engage External Organizations

The PEI helps to align institutional and external needs by:

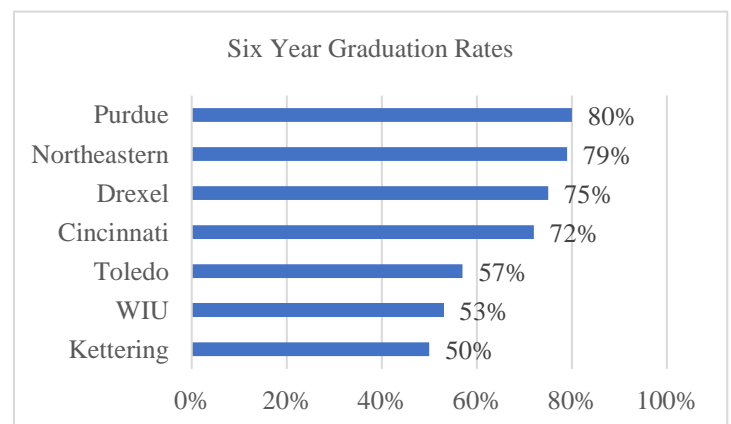
3.1: Matching community and university needs. During FY19, PEI members engaged in 107 partnerships with external entities to advance shared goals and priorities (see Attachment 1).

Examples include the Illinois Law Enforcement Executive Training and Standards Board Executive Institute providing threat assessment training to K-12 schools with plans to work with every Illinois Regional Office of Education, WQPT fundraising to improve signal transmission and coverage area, IIRA's community and economic development priorities documented earlier in this *Update*, the Roy J. Carver Foundation supporting engineering needs at Western Illinois University-Quad Cities, and the Marguerite Casey Foundation supporting retention initiatives.

3.2: Supporting internships and student teaching. During FY19, 815 WIU undergraduates participated in 822 internships for academic credit. This represents 12.1% of the University's undergraduate population, up from a 10.8% participation rate in FY17. An additional 90 students participated in 165 student teaching placements.

Over the last three years, a total of 2,580 students (unduplicated headcount) have participated in internships and 316 students have engaged in student teaching assignments. As part of the student teaching assignments, the College of Education and Human Services Great River Teacher Corps raised funds to support five scholarships where recipients complete a student teaching assignment and teach in a rural community for at least three years after graduation.

3.3: Developing a cooperative education program. Cooperative education programs at the University of Cincinnati, Drexel, Kettering, Northeastern, Purdue, and Toledo were benchmarked. Results show that institutions with cooperative education programs have higher graduation rates than WIU. Engineering, Engineering Technology, Human Resource Management, and Supply Chain Management are investigating degree plans that support cooperative education. A draft cooperative education agreement form modeled after Purdue University was sent to University Legal Counsel for review.



The University also purchased Handshake software during FY19 to expand students and employers access to experiential education opportunities. Handshake is used by 860 colleges and universities, 400,000 employers, and seventeen million students and young alumni across the nation.

3.4: Engaging external advisory boards. WIU has 20 external advisory boards for academic programs. The University also has 10 advisory boards, two of which are exclusively student-based, for administrative and service units.

3.5: Promoting use of tuition waiver programs. During FY19, 182 WIU employees (duplicate headcount) utilized their tuition waiver benefit to advance educational objectives. These tuition waivers were valued at \$493,826. The University also received direct pay (tuition waivers) totaling \$81,904 for 39 external employees to take courses at the University.

Between FY17-19 (estimated), 520 Western employees utilized tuition waivers valued at over \$1.4 million. In addition, the University received direct pay (tuition waivers) totaling \$203,042 for 135 external employees to take courses at the University during this time.

3.6: Offering sponsored credit. During FY19, WIU offered 11 sponsored credit sections to four cohorts of practicing professionals from the following School Districts: Mundelein High School, Moline-Coal Valley, Monmouth-Rushville, and Sterling High School. WIU has provided 34 sponsored credit sections to 10 cohorts of practicing professionals between FY17-19.

3.7: Increasing external funding. PEI partnerships generated over \$3.5 million in external funds for the University during FY19. This is in addition to income received through dual enrollment (an initiative started after an Educational Summit in Galesburg) and sponsored credit. FY19 PEI revenue is up \$1.7 million (94%) from FY18. The PEI has generated \$6.4 million for Western Illinois University between FYs 17-19.

Membership and Request for University Feedback and Participation

The PEI is successful because members of the Steering Team (see Attachment 2) work collaboratively with members of the University community to advance shared goals and priorities. Please contact me if you are interested in joining the Steering Team. We meet six times per year to coordinate efforts.

As the data in this Update show, the PEI is a successful component of Western Illinois University's mission-driven public service that is highlighted in the University's Self Study for Accreditation and in the University's Strategic Plan. Please contact me if you have any questions or concerns on the materials presented in this *Update*, and/or if you have feedback for the continued successful implementation of *Higher Values in Higher Education*.

cc:	Acting President Abraham	CSEC President Whan	SGA President Cox
	Acting Provost Clow	COAP President Roselieb	Associate Provost Mossman
	Vice President Polley	Faculty Council Ch. Porter	Associate Provost Morgan
	Sr. Executive Director Baker	Faculty Senate Chair Pynes	Planning, Budget, and IR Staff
		SGA President Markey	President's Office

Attachment 1
Fiscal Year 2019 PEI Partners

Business and Industry Partners

- Archer Daniels Midland
- Cobham Mission Systems
- Deere and Company
- Dot Foods
- Ecogistics
- Elliott Aviation
- Erie Foods
- Genesis Systems
- Group O
- Harmony/Wellcare
- IH-Mississippi Valley Credit Union
- IMEG
- JTM Concepts
- Modern Woodmen of America
- NTN Bower
- Pella Windows & Doors
- Quad City Bank & Trust
- RIA Federal Credit Union
- Sedona Technologies
- Shive Hattery
- Terracon Consultants
- The Mills
- UNCOMN

Community Partners

Mapping Communities

- Adams County Childcare Convening
- Erie
- Morrison
- Pittsfield
- Sullivan
- Whiteside County Airport

Reverse Funding Fair Communities

- Oglesby
- Moline
- Mount Vernon
- Pittsfield

Summit Communities

- Galesburg
- Macomb
- Moline
- Peoria

Attachment 1
Fiscal Year 2019 PEI Partners

Direct Pay for Employee Tuition

- Ashton-Franklin CUSD # 275
- Bartonville Grade School
- Galesburg CUSD # 205
- Henry-Stark Counties Special Education District
- Illini West High School
- Summit School Inc - 3 students
- UPS
- VIT CUSD # 2

Education Partners

K-12 Dual Enrollment Schools

- Cambridge High School
- Greenview High School
- Macomb High School
- Quincy High School
- Rivermont Collegiate Academy
- Quincy

K-12 Outreach (Potential students invited to campus)

- Wilco Technical Institute

Post Secondary Institutions

- Augustana College
- Carl Sandburg College
- Highland Community College
- Iowa Wesleyan University
- Knox College
- Lincoln Land Community College
- Prairie State College
- Quincy University
- Saint Ambrose University
- University of Illinois

Foundation Partners

- 3M Foundation
- Doris & Victor Day Foundation
- Global Communities
- Marguerite Casey Foundation
- Moline Foundation
- Quad Cities Jewish Federation
- Regional Development Authority
- Roy J. Carver Foundation
- Scott County Regional Authority
- Steans Family Foundation
- US Bank Foundation

Attachment 1
Fiscal Year 2019 PEI Partners

Government Partners

- Illinois Board of Higher Education
- Illinois Department of Commerce and Economic Opportunity
- Illinois Department of Corrections
- Illinois Department of Human Rights
- Illinois Department of Public Health
- Illinois Department of Veterans Affairs
- Midwest Government Contracting Symposium
- United States Army, Rock Island Arsenal
- United States Department of Veterans Affairs

Individual Partners

- Mr. Jim Leahy
- Mr. Bob Nardelli
- Mr. Bob Ontiverios
- Mr. Tye Taylor

Not for Profit Partners

- APICS - QC Chapter - Supply Chain Management Organization
- Association of the United States Army
- Center for American Women in Politics & Ready to Run
- Council of Supply Chain Management Professionals
- Greater Quad Cities Hispanic Chamber of Commerce
- Higher Education Consortium
- Illinois Innovation Network
- Quad Cities Chamber of Commerce
- St. Louis Regional Chamber of Commerce

Speaking Engagements

- Galesburg Economic Forecast
- Installation Innovation Forum 2019
- Knox County Partnership for Economic Development
- L.E.A.D. Institute
- National Association of Branch Campus Administrators
- Rock Island Rotary
- Rock Island County Principals and Superintendents
- Total Management Internship Workshop

Sponsored Credit Agreements

- Moline-Coal Valley Unit School District
- Monmouth-Roseville School District
- Mundelein High School District
- Sterling High School

Attachment 2
Fiscal Year 2019 PEI Membership

Dr. Joe Rives	Senior Vice President, Strategic Planning and Initiatives, Co-Chair
Ms. Becky Paulsen	Director of Development, Business Engagement and Outreach, Co-Chair
Dr. Julia Albarracin	Professor, Political Science
Ms. Linda Blaine	Community and Economic Development Outreach Specialist
Dr. Amy Carr	Professor, Liberal Arts and Sciences
Dr. Sean Cordes	Professor, Libraries
Ms. Kasie Daly	Associate Director, Admissions
Ms. Ann Friederichs	Small Business Development Center Business Advisor
Ms. Nicky Friedrichsen	Administrative Aide, Western Illinois University-Quad Cities
Ms. Gisele Hamm	Mapping the Future of Your Community Program Manager
Dr. Jeff Hancks	Executive Director, Distance Learning, International Studies & Outreach
Dr. Rick Hardy	Dean, Centennial Honors College
Dr. Buzz Hoon	Interim Dean, College of Fine Arts and Communication
Ms. Debbie Kepple-Mamros	Director, Quad Cities Operations and Planning
Ms. Sheila Kuck	Building Services Worker, Facilities Management
Ms. Jeanette Malafa	Assistant to the President, Government Relations
Dr. Chris Merrett	Director, Illinois Institute for Rural Affairs
Dr. Greg Montalvo	Assistant Dean, College of Education and Human Services
Dr. Mark Mossman	Associate Provost
Dr. Jill Myers	Director, School of Law Enforcement and Justice Administration
Dr. Leslie O’Ryan	Professor, Counselor Education
Ms. Susie Nichols	Faculty Assistant, Illinois Law Enforcement Executive Institute
Dr. Holly Nikels	Chairperson, Counselor Education
Dr. Jim Patterson	Associate Professor, Management and Marketing
Ms. Mary Pruess	Director, Capital Projects, WQPT
Dr. Jim Rabchuk	Assistant Dean, College of Arts and Sciences
Ms. Shannon Reed	Director, Purchasing
Ms. Yvonne Savala	IMEG
Dr. Paul Schlag	Director, Centennial Honors College
Ms. Amy Spelman	Director, Alumni Programs
Mr. Chad Sperry	Director, Geographical Information Systems Center
Dr. Susan Stewart	Professor, Management and Marketing
Dr. Erin Taylor	Professor, Political Science
Ms. Roslyn Taylor	St. Louis Recruitment Coordinator
Ms. Melissa Telles	Associate Director, Admissions
Dr. Bill Thompson	Professor, Libraries
Dr. Sandra Watkins	Professor Emeritus, Educational Leadership