

	<p>fixtures and mechanicals throughout campus buildings. Penny Wickert of the grounds team also provided a hands on learning opportunity for area girl scouts to explore the types of plant species present on the Quad Cities campus.</p> <p>During the COVID pandemic, faculty and staff indicated a decreased sense of connectedness on campus and with their departments. There is some expressed concern for related morale decline. As the Quad Cities campus and entire university adapt and return to campus, plans are in place to increase social engagement among faculty and staff on the Quad Cities campus through activities on campus and volunteerism in the community. Faculty and staff retention should also be examined within the context of the impact of the "great resignation".</p>
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<p>Action Item 1b</p>	<p>Create interdisciplinary educational opportunities for diversity, equity, inclusiveness, and social justice themed dialogue, presentations, and forums in collaboration with community partners.</p>
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- Complete
- Ongoing
- Initiated
- Not started
- Canceled

The Social Justice Summit was held virtually on June 16. The program included 200 participants, and eighteen speakers who led conversations surrounding diversity, equity, and inclusion (DEI) in higher education, elementary education, sport management, and

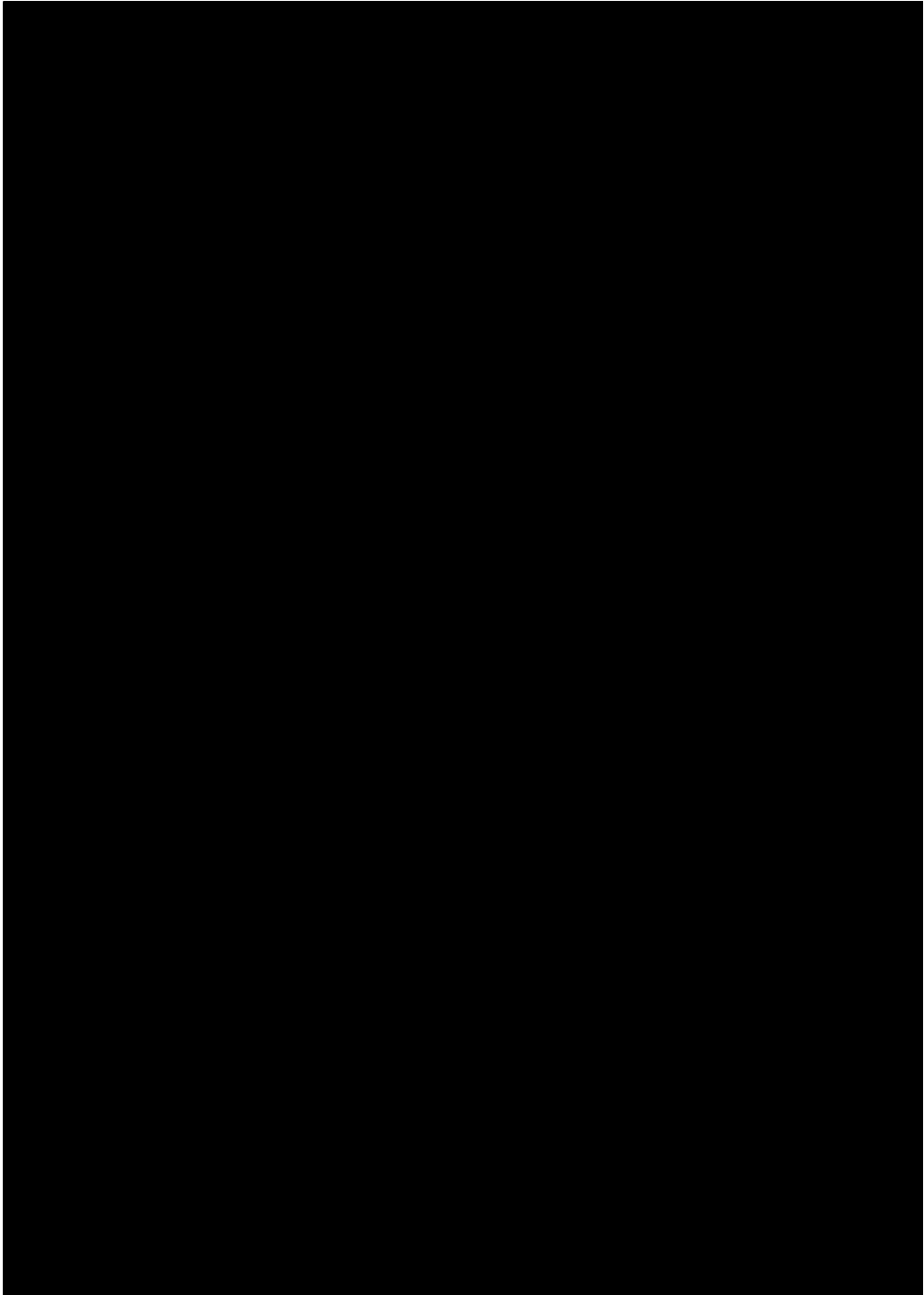
<input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>WQPT and Student Services partnered with Augustana College, St. Ambrose University to promote black churches in the community through on- and off-air programming and presentations.</p> <p>Representatives from WIU Quad Cities and WQPT participated in the United Way Diversity Equity and Inclusion Leadership Institute and the Women Lead Change Conference, as well as a Chamber of Commerce round table around the topic of Immigration and creating an inclusive and welcoming Quad Cities community.</p>
Action Item 2	Increase access and social mobility for traditionally underrepresented minority communities.

Complete

freshman retention improved from 65 to 90%. The LA model will expand this fall within Engineering, introducing student learning assistants into sophomore level courses including ENGR 251 and 211. Student learning assistants enroll in pedagogy courses to prepare for their experience. The courses are offered both fall and spring semesters on the Quad Cities campus as part of the program.

The U.S. Bank

- Complete
- Ongoing
- Initiated
- Not started
- Canceled



	<p>Center coordinates Career Fairs, and meets individually with students to review resumes, conduct mock interviews, and much more.</p> <p>Career Development increased virtual, just in time resources to access interview preparation, micro-internships, virtual skill building, and career videos.</p>
Action Item 5c	<p>Infuse career development, networking, and career readiness through collaborations with academic colleges, admissions, and academic advising.</p>

- Complete
- Ongoing
- Initiated
- Not started
- Canceled

Career Development and Workforce Preparation connected with Quad Cities area colleges and universities to host the 4th joint QC Colleges Career Fair, with over 90 employers and 146 students in attendance. The Career Development office is also connected to the community through the networking of Audrey Adamson, who serves on the United Way - QC Best Steering Committee and the Quad Cities Chamber of Commerce workforce development committees.

Career Development created career readiness materials for advisors to share with students, and created a career readiness workshop available for faculty and staff interested in learning more. The office also collaborates with academic disciplines to create career awareness opportunities, especially for those disciplines traditionally (and inaccurately) perceived as not having a direct career pathway.

The Department of English faculty-

	<p>Student Services enhanced the Quad Cities student employment experience connecting student employment experiences to students' career interests and goals and portfolio development. One example includes a fall semester student employee majoring in marketing who developed Student Services social media and promotional activities.</p>
<p>Action Item 5e</p> <p><input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled</p>	<p>Leverage networking resources and opportunities for student engagement through partnerships with Illinois Institute for Rural Affairs, Small Business Development Center, and external professional organizations.</p> <p>Under the direction of Dr. Chris Merrett, along with Assistant Director Ann Friedrichs, the Quad Cities office of the Illinois Small Business Development Center (SBDC) has:</p> <ul style="list-style-type: none"> • Retained 196 jobs in the Illinois Quad Cities • 6.6 million in debt and non-debt financing • 339 clients advised • 150 self-identified as minorities • 2,108 client hours advised

<input type="checkbox"/> Not started <input type="checkbox"/> Canceled	
Action Item 7	Engage in partnerships with community organizations that provide engaging on-campus and community-based services, activities, and social opportunities for students.
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>Multiple University areas actively engaged in key critical partnerships for collaboration, planning, student opportunities, and volunteerism – Renew Moline, Quad City Manufacturing Lab, Nahant Marsh, Quad Cities Conservation Alliance, Robert Young Center, Figge Art Museum, TBK Sports Complex, Rock Island Regional Office of Education, Scott County Area Education Agency, John Deere, St. Ambrose University, Quad Cities Chamber of Commerce, Quad Cities Hispanic Chamber of Commerce, Mercado on Fifth, Quad Cities Graduate Center, Tyson Foods, TaxSlayer Center, area high schools, colleges, and universities, and more.</p> <p>Student Services assisted with arrangements for Early Voting and General Election during fall and spring elections in partnership with the Rock Island County Clerk Office.</p> <p>Various food truck and catering vendors joined the WIU Quad Cities weekly food service rotation. Students, faculty, staff, and community members enjoy access to on campus food during the afternoon, and can take their meals to campus picnic tables, Ben Butterworth riverfront, or back to the office on or off campus. WIU QC is pleased to offer this both to our on campus and neighboring business and residents.</p>

	The coverage of this initiative serves as a catalyst to re-energize excitement about the impact of Western Illinois University in the community, and opens the gateway for ongoing interest with this and future developments that make a positive impact on students and the Quad Cities region.
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Strategic Initiative 2 - Position WIU- comprehensive university that serves the area as a hub of transdisciplinary innovation focused on academic excellence and social responsibility, including three strategic domains: Innovation and Science; Health, Education, and Public Service; and Enterprise and Commerce.

Action Item 1	Identify an appropriate portfolio of program offerings for the Quad Cities campus honoring our mission as a public regional comprehensive university while developing three strategic domains.
<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	This Quad Cities strategic initiatives plan, completed in September 2021, identified three Strategic Focus Areas including 1) Innovation and Science, 2) Health, Education, and Public Service, and 3) Enterprise and Commerce. Subsequent study will benefit understanding of those programs that will meet current workforce needs and align with student interests.
Action Item 1a	Integrate findings from the Illinois Board of Higher Education Quad Cities Higher Education Needs Assessment.
<input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input checked="" type="checkbox"/> Not started <input type="checkbox"/> Canceled	The IBHE Quad Cities higher education needs assessment has not started.
Action Item 1b	Cultivate existing and new programs to fulfill our mission as the Quad Cities' only public regional comprehensive university.
<input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	Graduate programs in Sport Management and Applied Statistics and Decision Analytics, and undergraduate programs in Business Analytics, Finance, and Emergency Management were added to the Quad Cities campus portfolio of on-campus or online offerings.
Action Item 1c	Add new academic programs and courses that uniquely align with the three strategic domains, while reviewing possibilities for existing programs and courses to build further connections to these domains.

<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>Programs listed above that were made available to Quad Cities area students during the past year all align within the strategic areas of focus and thus, workforce needs of the Quad Cities region.</p> <p>Sport Management and Graduate Admissions, in partnership with the Quad Cities Graduate Center, formed and maintain partnerships with Augustana College, TBK Sports Arena, Visit Quad Cities, and other entities to create opportunities for students in sport management, sport marketing, and assistant coaching. These partnerships and internship opportunities have generated renewed interest in WIU Sport Management, which will roll out as a new Quad-Cities based graduate program in the Fall 2022.</p>
<p>Action Item 1d</p> <input type="checkbox"/> Complete <input type="checkbox"/> Ongoing	<p>Determine the right mix of on-campus and online programs and courses by studying current and potential student demand.</p>

	<p>Dr. Greg Rasmussen presented on the conservation efforts to protect African Painted Dogs on April 27th. Sponsored by the SHA and by Niabi Zoo.</p> <p>The Quad Cities Manufacturing Lab (QCML) and WIU received \$2.25M for year 6 (2021-2022) of a ballistic protection research program with Army Research Lab. Dr. Eric J. Faierson is the Principal Investigator for QCML/WIU on the program. QCML/WIU partner with University of North Texas (Principal Investigator: Dr. Rajiv Mishra), University of Illinois, and Iowa State in this year of the program. Faculty from University of Illinois and Iowa State University will bring enhanced computational materials and computational structural modeling capabilities to the program. Funding included in this year of the program allowed QCML to acquire a larger capacity Spark Plasma Sintering system, which enhances the fabrication of larger armor ceramic panels and enables more extensive ballistic tests to be conducted on new materials developed in this program. The program also provides funding for new staff, as well as undergraduate and graduate students, who will be incorporated into the program to gain hands-on experience in advanced materials, manufacturing, and modeling for ballistic protection.</p> <p>Environmental Sciences doctoral students and graduate students in Biological Sciences presented their research work at the 2021 Upper Mississippi River Conference. Topics ranged from improvements in the management of agricultural tile drain water to the characterization of metals-laden sediment at a lake located in the Mississippi River floodplain.</p>
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Action Item 1g

Provide forums and knowledge resources for Quad Cities area communities facing increasingly frequent and costly flooding and other symptoms of an increasingly pressing climate emergency.

Action Item 2	Enable initiatives by which WIU emerges as a major contributor to scientific research, public health promotion, and community service initiatives.
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>As highlighted earlier, the Quad Cities Manufacturing Lab (QCML) and WIU received \$2.25M for year 6 (2021-2022) of a ballistic protection research program with Army Research Lab. Funding included in this year of the program allowed QCML to acquire a larger capacity Spark Plasma Sintering system, which enhances the fabrication of larger armor ceramic panels and enables more extensive ballistic tests to be conducted on new materials developed in this program.</p> <p>Environmental Science activities with remote water level and micro climate telemetry received a \$1,600 grant from the Mark Schwiebert Fund in support of river research, teaching, and outreach.</p>
Action Item 2a	Establish WIU Quad Cities as a regional hub of transdisciplinary innovation within the Illinois Innovation Network.
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>Dr. Chris Merrett serves as the WIU representative to the Illinois Innovation Network, and serves on the IIN Executive Committee, IIN Council, Research Working Committee, and the Education and Workforce Development Committee. Jennifer von Kaenel serves on the Corporate Engagement Working Committee, Sean Park serves on the Entrepreneurship Working Committee, and Jeanette Malafa serves on the Advocacy and Policy Working Committee. Dr. Merrett collaborates on development on the IIN hub concept and related funding.</p>

Action Item 2b

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<input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input checked="" type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>To be explored with Academic Affairs.</p>
<p>Action Item 3e</p> <input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>Utilize the expertise of the WIU Illinois Institute for Rural Affairs to participate in, demonstrate, and report program impact and contribution to economic development.</p> <p>Dr. Chris Merrett's leadership with the Illinois Institute for Rural Affairs and the Small Business Development Center led to the announcement of a \$400,000 grant to expand services to support small business and minority business outreach. Congresswoman Cheri Bustos held a press event on</p>

<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>The WIU Quad Cities Library is open to the public. The Jeff Liebowitz Special Collection is a signature resource, and provides educators with 1,000 books, videos, posters, photo aids, kits, and curriculum items available to educators and suitable for upper-elementary, middle, and high school age students.</p>
Action Item 4c	<p>Invest in university public lectures and special event planning that will attract K-12, preschool, and community college students and teachers.</p>
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	<p>Summer educational programming offered by WQPT's education outreach efforts will connect to Quad Cities area school children attending summer programs in 27 area libraries.</p> <p>WQPT's new Education Coordinator Melissa Gravert is partially funded through WIU so that she can also provide general information about WIU programs while engaging with area schools. Melissa is also a Western alum.</p>

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Strategic Initiative 3 - Emphasize educational opportunity by promoting high-demand and accessible undergraduate majors, graduate programs, and professional development opportunities.

Action Item 1	Develop an enrollment and recruitment plan inclusive of strategies to recruit students with both traditional and post-traditional academic pathways. Increase academics-focused recruitment and outreach initiatives.
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	Discover Western events were held in person on the Quad Cities campus by the admissions team, connecting students to interactive presentations about the University, academic programs, and the application process. High School targeted events were offered on several Fridays throughout the fall semester, inviting high school students on campus from Rock Island, United Township, Orion, Geneseo, Riverdale, Bettendorf, and Davenport Central. These events will continue as the team aims to utilize the Quad Cities location to recruit students to both University locations.
Action Item 2	Set enrollment targets for individual academic programs delivered on the Quad Cities campus. Examine historical enrollment data and resource

<input type="checkbox"/> Initiated <input checked="" type="checkbox"/> Not started <input type="checkbox"/> Canceled	
Action Item 3b	Establish accountability and progress reporting through annual departmental reports on Quad Cities-based programmatic accomplishments, community and transdisciplinary contributions and collaborations, future goals, and needs for investment.
<input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	The Quad Cities campus is integrated throughout the institutional strategic plan. Colleges and departments indicate Quad Cities-specific initiatives on their annual planning documents. The process will benefit from a comprehensive "big picture" review and prioritization of Quad Cities-based initiatives from Academic Affairs within the context of strategic planning and resource allocation.
Action Item 3c <input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input checked="" type="checkbox"/> Not started <input type="checkbox"/> Canceled	Investigate and recognize transdisciplinary and indirect contributions to enrollment targets. Exploration of transdisciplinary resource allocation and curriculum is within the purview of the College and departments.

Action Item 4a

conduct a market analysis related to programmatic and course format and their potential to increase student access and market reach.

<input type="checkbox"/> Canceled	
Action Item 8	Expand 4-year degree pathways that complement technical and specialized degrees.
<input type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	To be further explored by Academic Affairs and Enrollment Management.
Action Item 9	Demonstrate and promote the value and benefits of WIU academic programs, research, and student experiences via a coordinated media strategy, outreach, and alumni relations.

- Complete
- Ongoing
- Initiated
- Not started
- Canceled

<p><input type="checkbox"/> Canceled</p>	<p>are contingent on having a team in place to promote new programs and opportunities as they are developed and announced.</p> <p>The Quad Cities campus formed a new team to engage in cross-functional collaborations across the university that tie to the Quad Cities community. With the hire of a director of development and a marketing associate based in the Quad Cities, we formed the Quad Cities outreach team. This group of OC-based representatives in development, marketing, career development, admissions, and WQPT will share resources, contacts, and creatively conceptualize the intersections of their areas that create meaningful opportunities to connect with students, area employers, corporate and non-profit partners, and other individuals or organizations.</p> <p>Campus Branding and Wayfinding - new graphics across campus to promote WIU pride and sense of place on campus. Rocky's Corner was established as the new WIU shop for gear, book delivery, and supplies located in Riverfront Hall.</p> <p>WQPT completed a signal improvement capital campaign and updated broadcast equipment resulting in a reach of 85,000 additional households occupied by 200,000 viewers. In addition to WQPT educational, cultural, and entertainment programming, WQPT also promotes WIU via interstitial programming, and special programming such as a welcome spot highlighting new WIU faculty that ran on-air. WQPT also aired new promotional spots provided by WIU marketing.</p> <p>As we approach the 10th year on the Riverfront Campus, quality of space and safety remain a priority as the WIU Facilities team ensures continuous maintenance and repair of campus spaces, including replacement of the electronic sign on the campus north lawn. The sign serves as Western's very own digital messaging billboard on the high traffic River Drive, and messages and images connect to the WIU marketing plan.</p> <p>WIU Quad Cities faculty and staff volunteers participate in summer festivals and traditions, in addition to sponsorships that feature the WIU logo and emphasize Western's presence in the Quad Cities. The WQPT logo is also promoted at various events, with often joint presence at Mercado on Fifth, PrideFest, the John Deere Classic, and more. This year, the race course for the 4th of July Firecracker Run will pass through the Riverfront campus.</p>
<p>Action Item 9c</p>	<p>Prioritize creating awareness of educational opportunities for students traditionally underrepresented in higher education.</p>
<p><input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started</p>	<p>To increase awareness of WIU opportunities and to inspire thoughts about attending college close to home, University Marketing positioned the WIU brand within diverse communities and neighborhoods throughout the Quad Cities area.</p>

<input type="checkbox"/> Canceled	Western Illinois University participates in programming offered by the Quad Cities Minority Partnership that inspires young people to consider higher education opportunities and pathways to careers in STEM and other fields.
Action Item 10	Establish a coordinating body with Colleges, Schools, and Departments that offer programs to engage in ongoing dialogue and planning.
<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Initiated <input type="checkbox"/> Not started <input type="checkbox"/> Canceled	The Quad Cities-based Leadership Team was established with membership that includes academic and student affairs administrators who serve as the lead for their area on the Quad Cities campus. The team meets bi-weekly to discuss opportunities, create avenues of communication between Macomb and Quad Cities, and to collaborate on actions within the Quad Cities Strategic Initiatives planning document.