

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 19-20, 2012

July 19, 2012 – Campus Tour and Dinner/Retreat at Alumni House

Attendees:

Trustee Cathy Early  
Trustee Carolyn Ehlert Fuller  
Trustee William Epperly  
Trustee Donald W. “Bill” Griffin  
Trustee Phil Hare  
Trustee J. Michael Houston  
Trustee Jonathan McGee

Absent: Trustee Lyneir Cole

Also Present for the Board Retreat:

President Jack Thomas  
Retreat Facilitator Jane Pierson  
Interim Director of Physical Plant Scott Coker  
Administrative Assistant II to the Board of Trustees Kerry Lemaster

Also Present for the Campus Tour Only:

Provost and Academic Vice President Kenneth Hawkinson  
Vice President for Student Services Gary Biller  
Vice President for Administrative Services Julie DeWees

Trustees and Guests toured campus – 4-5:30 p.m.

Dinner and Retreat Began at 5:30 p.m.

Opening Remarks from Chair Epperly

Opening Remarks from President Thomas

Opening Remarks and Review of Retreat Agenda from Retreat Facilitator Jane Pierson

President Thomas and Interim Director of Physical Plant Scott Coker presented an update on the Master Plan during dinner. Board discussed aspects of the Master Plan, including:

- How to pay for the Plan
- Different aspects of branding in relation to the plan
- The history of the Master Plan at WIU
- Further discussion on branding – both marketing and architecturally
- Ideas on alternative funding sources
- Discussion of outward appearance of campus in general
- Landscaping and maintenance of the current campus

The Board reviewed and updated its internal governing documents:

Mutual Expectations

Roles and Responsibilities

Committee Responsibilities

Report Cards

July 20, 2012 – Board Room, Multicultural Center

The Retreat convened at 8:00 a.m.

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Trustee Carolyn Ehlert Fuller  
Trustee William Epperly  
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Trustee Phil Hare  
Trustee J. Michael Houston  
Trustee Jonathan McGee

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Also Present for the Board Retreat:

President Jack Thomas  
Retreat Facilitator Jane Pierson  
Provost and Academic Vice President Kenneth Hawkinson  
Vice President for Advancement and Public Services Brad Bainter  
Vice President for Administrative Services Julie DeWees  
Vice President for Quad Cities and Planning Joseph Rives  
Director of Admissions Andrew Borst  
Administrative Assistant II to the Board of Trustees Kerry Lemaster

Jane Pierson reviewed the schedule for the day

Board broke into small groups to discuss accomplishments and challenges for 2011-2012.

Accomplishments:

- COPS Money
- Opening Quad Cities Campus – Phase II \$\$
- Residence Hall Improvements
- Elimination of Coal Burning Facility
- Hiring of a new President
- President has assembled a strong Leadership Team
- Undergraduate Research Projects increased
- Strengthening of the Honors Program
- Rhodes Scholar Finalist
- 5<sup>th</sup> Upper Mississippi River Conference in Quad Cities

Challenges:

- 6.14% reduction in State funding
- Where is the future heading?
- Is this the breakout year
- Move away from reliance on State funding
- Federal funding reductions
- Cash Flow – difficult to plan (month-to-month)
- Recruitment and Retention
- Number of Retirements
- People questioning the value of 4-year

- Decline in number of student available to attend college
- Increased competition from other universities (including new competition)

President's Report to the Board – Leading the Way to Greatness 2012-2013

President Thomas reviewed the goals and accomplishments of the past year. He also reported on current and future goals.

The President discussed his goals for 2012-2013, which will be posted to the web after the he meets with governance groups to receive input.

Presented what he believes Western Illinois University will look like in the future and answered Trustee questions.

The President presented the Quad Cities Growth Plan. The Board discussed the future of the 60<sup>th</sup> Street location as the Riverfront Campus grows and is completed. The Board and President reviewed ways in which we could eventually move to the Quad Cities standing independently.

Enrollment numbers of the Quad Cities will lead the direction in terms of the growth plan.

The Board and the President talked about the current Quad Cities Campus budget and how we will move forward in the future as the campus grows. The group reviewed the history of the campus and how we got to where we are now.

Trustee Houston asked about the staffing of the proposed Welcome Center in Macomb. Trustee McGee asked if we could work with the City of Macomb on that to have some shared resources for University and City.

Break

The Vice Presidents joined the Retreat to give their reports to the Board.

Presentations from the Vice Presidents

Director of Admissions Andrew Borst for Vice President Biller

- Reviewed demographics of high school seniors
  - Total population
  - Ethnicity
  - Location
- Noel Levitz Recommendations – Three ways to increase new enrollment
- Projections
- How the changes are impacting our colleagues in the State
- Reviewed scenarios for recruitment and retention
- Discussed priorities for recruitment and retention
- Retention Myths and Truths
- Need to tie together initiatives for recruitment and retention to meet our goals
- Trustee Houston asked about the cost versus impact
- Trustee Ehlert Fuller asked whether Noel Levitz focused any time on the Quad Cities campus. VP Rives added that both admissions staffs (Macomb and QCs) go out and talk about both campuses on visits.
- Trustee Ehlert Fuller asked about Transfer Student Agreements with other schools.

- Trustee Epperly asked about Northeast Missouri and Southeast Iowa and the costs for those students to attend.
- Trustee Ehlert Fuller asked about how we recruit to rural schools. Director Borst explained how visits and contacts are conducted.
- Trustee Hare questioned the small number of students from Southern Illinois.
- Trustee Early clarified that we can indeed contact students solely based on ACT scores and Director Borst confirmed. Director Borst answered further questions from Trustee Houston regarding the recruitment of students based on ACT scores.
- Trustee Ehlert Fuller asked whether we will continue working with Noel Levitz in the future. Our current contract has ended but the firm is available for contracts in the future as needed.

#### Provost and Academic Vice President Kenneth Hawkinson

- Overview of Provost's Office
  - Members of the Provost's Office and their responsibilities
  - What the Office does
  - Structure of Academic Affairs
  - Number of degrees and certificates Western offers
- Accomplishments
  - Implemented 27 external academic program reviews
  - Expanding Study Abroad and Multicultural Initiatives
  - Continue to support scholarly and professional activities
  - Honors program
  - Recruitment and Retention activities
- Goals
  - Enhanced Culture for Teaching and Learning
  - Fiscal Responsibility and Accountability
  - Focus on Statewide Public Agenda and Performance Funding Initiatives
  - Facilities Enhancement and Deferred Maintenance
  - Technology Enhancement
- Trustee Epperly asked how we are doing in terms of technology. Given tough times, can we stay at the forefront of technology? The Provost indicated our transition to Desire 2 Learn is very positive. Distance learning is exploding in growth. We have 220 online courses now. We are doing very well there. We are having difficulties in the trenches with computer replacement, computer labs, and infrastructure (technology deferred maintenance). Facilitator Jane Pierson asked about doing things in the cloud. VP Rives indicated we did cost benefit analysis on this and it is a wash at this time.

#### Vice President for Advancement and Public Services Brad Bainter

- Accomplishments
  - Would like to commend his area for their hard work and efforts. Makes going to work very enjoyable.
  - Darcie Shinberger promoted to Assistant Vice President.
  - Listed area accomplishments
  - An area challenge is that our University offers lower salaries than others for some of the positions in his division
  - Will be looking at hiring a Director of Marketing
- Goals
  - Complete Campaign
  - Implement successful faculty and staff campaign
    - Need Trustees, VPs, Deans, etc., support

- Continue “Think Purple” Campaign
- Contract with a media buying and marketing consulting firm in Chicago to assist with our marketing efforts
- Challenges – Budget. Budget. Budget.
  - Budget for Alumni Programs, which has direct impact on the Foundation and fundraising
  - Lowered budgets in all these areas. More alumni to target for giving but less funding, personnel and resources to do so
- Where do we see ourselves in the future?
  - 1 Year – Complete Campaign
  - 3 Years – Feasibility study for next campaign
  - 5 Years – Start quiet phase of next campaign
- Trustee McGee offered to work with VP Bainter on a student initiative to raise money
- Trustee Epperly asked about email addresses and ability to segment based on demographics.
- Trustee Epperly asked about prospecting for top donors. VP Bainter indicated use of consulting firms, a research coordinator. There is a special program for those individuals. We have development officers in each college, Athletics, the Library, etc.
- Trustee Ehlert Fuller asked about the development officers. VP Bainter discussed training, mentoring, moves management, and gift closure. Is working fine.
- Trustee Hare asked for a reiteration of budget. What would you need – to do what you need to do? VP Bainter talked about salaries (to replace open positions). Concerns about the Annual Fund. Would like more like \$500,000 in budget but needs to do more research.

#### Vice President for Quad Cities and Planning Joseph Rives

- Accomplishments and Goals in Particular Areas of Concentration
  - Support Enrollment Growth
  - Support Campus Construction
  - Increase Community Engagement
  - Coordinate University Planning
- 20 academics programs in 2008, 36 currently
- First cohort of Honors Students this fall
  - Pleased as started recruiting for this program late
- Accomplishments: Opened the QC Riverfront Campus – a lot of people in many areas
  - Received the keys and moved the campus within 3 weeks
- Accomplishments: Pleased with Community Engagement Efforts
  - Elected Chairperson for Renew Moline Board of Directors – quite and honor
  - Appointed to the Governor’s Commission Volunteerism
  - Health Initiative Board member
- Accomplishments: University Planning
  - New accreditation process
  - Service to Higher Learning Commission (HLC)
  - Update of *Higher Values in Higher Education: 2012-2022*
- Goals
  - Implement adaptation of the Mentoring Program
  - Host Phase II Groundbreaking on September 5, 2012
  - Pre-programming for Phase III
  - New partnerships in the community, including community boards
  - Complete update of *Macomb Master Plan*
  - Implement new Commission accreditation requirements
- Challenges and Opportunities
  - Meeting the needs of a changing market – what students want

- Graduate enrollment – reviewing program demand and availability
- Staffing and Budget Needs
- Marketing Budget
- Strategic Plan Updates – has a new Assistant VP for Quad Cities and Planning so she can coordinate more on this as the VP works more on Quad Cities and within the community
- Future
  - Increased engagement
  - Campus construction
  - Support enrollment growth
- Trustee Ehlert Fuller mentioned an AGB Article about the Power of Strategic Thinking. Future of management of university in three boxes – running the university, looking at processes and offerings that we maybe don't need to do anymore, innovating and looking outside our surroundings and seeing where the business is heading. Trustee Ehlert Fuller asked VP Rives if our strategic plan leads us in the right direction or is there more that we need to flush it out. VP Rives says this is a long answer. Revised last strategic plan to match our core action. The biggest disappointment of the NCA review was that outside team did not give full feedback in certain areas in which we asked for input and suggestions – e.g. measuring and demonstrating our values. Would be interesting to take the trends and see if the strategic plan aligns with the trends. President Thomas agrees it might be good to get a group of people to look at this closely. Trustee Ehlert Fuller referenced the changes that have taken place in WIU and in education. We are at a place where we need to see the future differently and are we doing today what we need to do to position the University for that future. VP Rives proposed having two teams to look at these things – one more short term and one more long term.
- Trustee Houston commented that as we look at the Quad Cities, enrollment becomes the issue. VP Rives agreed with this being how we need to grow the campus.
- The President asked about the future of the 60<sup>th</sup> Street Building. VP Rives agreed that decisions will need to be made.

#### Vice President for Administrative Services Julie DeWees

- Discussion of University fiscal conditions – State owes us \$12.8M for FY12 (better than was last year at this time)
- VP DeWees provided 11 years of data on the University's General Revenue Fund, Income Fund and Total Appropriated Funds – both in basic charts and in tables with numbers
- University purchased a portable chiller this last year due to reallocation. We have two portable chillers on campus – Brophy and Currens. Will not have to pay rental fees in the future for portable chillers. Thrilled to be able to do that.
- Trustee Houston noticed personnel services since FY2002 is \$24M higher in a period of declining support and revenue and that this is paid for by students
- Reviewed the areas in Administrative Services and positioning employees in areas in which they excel or have more interest
- Workflow analysis for Business and Financial Services and Document and Publication Services (DPS)
- VP DeWees shared the results of the State Universities Civil Services System Biennial Audit (Trustee Cole is currently the Board Representative to the Merit Board)
- Update on Police Training Institute – remaining at University of Illinois
- Search for the Director of the Physical Plant is ongoing
- Search for the Director of Public Safety is ongoing
- Initiatives
  - Campus beautification
  - Customer service training

- University policies update (process includes reviewing feasibility, State laws, etc.)
- Health insurance
- Parking and transportation study
- Risk management – being proactive
- Financial Records Systems (FRS) – current FRS system is 20 years old.
- Challenges and Opportunities
  - New employees
  - Funding
  - Cash Flow
  - Deferred Maintenance
- Trustee Ehlert Fuller expressed that she likes the workflow analysis.
- Trustee Epperly asked about the parking and transportation study. VP DeWees replied that it looks at where we could better utilize parking, traffic flow, bicycles, and busses.

The Vice Presidents left the Retreat at the conclusion of their presentations.

Break for Lunch

#### Building a Performance Dashboard

- Reviewed Performance Dashboard Indicators, as approved by the Board in 2008, as prepared by VP Rives
- Trustee Epperly discussed his interest in Dashboards and his attendance at a workshop on this at the recent AGB Conference as well as his discussions about it with attendees
- Trustee Epperly asked how many indicators we should have, what is readily available and transparent. We can use this to compare to our peers. This needs to be up to date at all times.
- Trustee Epperly shared the number of views and unique views of our currently posted dashboard during the past year
- Jane Pierson indicated would need to decide the audience, then what is most important for inclusion.
- Trustee Houston indicated on the proposed Dashboard to list out the years (not “was” or “is”) and to use fewer colors. Dashboards as he sees are not yearly but monthly. He discussed how Dashboards are used in his other committees and as Mayor for comparisons of use.
- Challenge is to narrow down the metrics to what are most important
- Looked at what we have online, such as via Admissions webpage, College Portrait, etc.
- Submit items to Kerry Lemaster for inclusion beyond the items indicated in the performance indicators sheet provided. Kerry will compile and work with the Board so they are provided the information they desire twice yearly. Can discuss further at the Retreat.

#### Board Communication Policy – Working with Administration and School

- Reviewed *Bylaws*, Section VII, 3.
- Communication on Campus and Board Behaviors
- Legislative Representation
  - President will work with new Legislative Liaison
- No cell phone, texts, PDFs use in meetings – will be announced at beginning of meetings (unless emergencies)

#### Board of Trustees Goals for the Upcoming Year

What does the Board want to focus on for the upcoming year?

- More involved in fundraising and giving to WIU
  - Give to the Annual Fund and Others

- Outreach to Donors
- Wetzel Park
- Legislative support strategy and involvement
- Create list of items for review – benchmarks/dashboard – to be reported to the Board each semester
- Appear on behalf of Board at University activities
- Each Trustee donate a tree to campus as a group activity of the Board
- Spend a day on campus as a Board Member
- Gage student interest and communicate
- Respond to E-Mail and Phone Calls

2012/2013 Guidelines for Evaluating the President – Trustees Ehlert Fuller and Hare

- Trustee Ehlert Fuller reviewed the process that has been followed in the past
- Developed a list of Presidential Goals

Next Steps and Closing Comments

- Closing Comments from Jane Pierson
- Closing Comments from Chair Epperly
  - Thank you to Jane Pierson
  - Compliments to the President and his team
- Closing Comments from President Thomas
  - Thank you to Jane Pierson
  - Thank you to Chair Epperly
  - Look forward to continued work with the Board
  - Deal with challenging things but like that we are a team – appreciates that
  - Very good Board
  - Look forward to future accomplishments
  - Have lots of goals and a vision
  - We will get to the next level
  - We are going to do what's best for Western
  - Believe in openness, transparency and shared governance
  - It is all about improvement
  - Look forward to a challenging but successful year

**NEXT MEETING**

Our next meeting will be September 21, 2012, at the University Union Capitol Rooms in Macomb.

The Board Retreat adjourned at 3:38 p.m.

William L. Epperly, Chair  
Kerry L. Lemaster, Administrative Assistant to the Board