

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Meeting
January 25, 2016

The meeting of the Board of Trustees of Western Illinois University convened at 10:11 A.M. in the Grand Ballroom of the University Union, WIU – Macomb Campus. Chair Roger Clawson presided.

Chair Roger Clawson stated, Good Morning, if we can call the meeting to order.

The following trustees were present and available to answer roll call:

Trustee Roger D. Clawson
Trustee Lyneir R. Cole
Trustee Cathy E. Early
Trustee Carolyn J. Ehlert Fuller
Trustee Phil G. Hare
Trustee Todd Lester
Trustee Michael W. Quigley
Trustee Yvonne S. Savala

Also present for the open meeting of the Board of Trustees:

President Jack Thomas
Legal Counsel Representative Rica Calhoun
Administrative Assistant to the Board Kerry McBride
Interim Provost and Academic Vice President Kathy Neumann
Vice President for Advancement and Public Services Brad Bainter
Interim Vice President for Administrative Services Matt Bierman
Vice President for Quad Cities and Planning Joseph Rives
Interim Vice President for Student Services Ronald Williams

CHAIRPERSON’S REMARKS

Individuals requested of the Board Chair permission to speak to the Board prior to bringing the resolution to the floor. There have been 20 minutes set aside for comments. Each individual must limit their comments to 4 minutes. Speakers were asked to refrain from making personal attacks and were asked not to be redundant. Each speaker should use the microphone at the podium and give their name.

Individuals Approved to Address the Board of Trustees

Professor Bill Thompson the President of University Professionals of Illinois (UPI) which is a bargaining unit for faculty spoke first.

Professor Thompson began by mentioning he was told 5 minutes would be allotted so his testimony to the Board may have to be cut off. Trustees Yvonne Savala and Chair Clawson responded to indicate that 5 minutes would be alright.

Professor Thompson stated that he was there to address the Board as a result of a “series of failures.” He added that President Thomas and Western Illinois University administration failed to follow the contract (UPI contract). They violated several articles of the collective bargaining agreement. Professor Thompson stated that they (the President and Western’s Administration) “did not care” that they were violating the

law and the contract. He added that there was a failure of the Administration to be transparent and went further to state that they acted in “secret.”

Professor Thompson said that the President and the Administration did not inform the public and the campus community of what factors would guide the formation of the layoff list. He said that the public would have been able to have an informed discussion on the “wisdom of this decision and its impact on the faculty, students, and staff.” Professor Thompson said that they did not have that discussion so as a result he was present, and the campus community was present giving testimony to show that they are living through the consequences of not having the discussion due to a failure.

He stated that he was speaking and the faculty was waiting to be laid off because the President of the University and the Administration led them to into a situation where enrollment decline was not stemmed or reversed. Professor Thompson said that the President and his Administration did not retain the students who had enrolled. He said the problems were not addressed a year ago or in any recent years.

The enrollment and retention problems are not new. The appropriation problem is not new. Professor Thompson stated that “we are here because the Legislature and the Governor for years have failed to adequately fund higher education and to adequately fund our pensions.” He stated that they failed to vote them out of office for their failures. He stated that the Governor hates higher education for the poor and middle class, but especially for the poor. Professor Thompson stated that President Thomas and other university Presidents are afraid to confront him (the Governor of the State of Illinois) about higher ed. funding. He added that they say they are caught in the middle and further added, “then walk out of the middle and stand up for the poor, for the middle class, for an educated citizenry, for creative, for new knowledge, and for old knowledge. It is the getting of wisdom as the getting of greenbacks.”

Walking out of the middle requires leaders not managers. He stated management, not leadership, brought WIU to this point (layoffs). He stated that the layoff resolution that is being voted on was illegitimate, nontransparent, and contractually insupportable. He stated that the resolution will harm the University and make it more homogenous, less challenging and more boring and could not be good for the students. Professor Thompson stated that the resolution would further erode faculty morale. Eight percent of WIU faculty stated that they would restart their careers at WIU. Nationally, 51% of faculty stated they would restart their careers at their current institutions.

Professor Thompson stated that tenure has been replaced with freedom of the market place. Getting new faculty is going to be difficult. He added that this cannot be good for the students. He said you can vote yes on the resolution or you may think otherwise and vote no. Professor Thompson said if you vote yes the Administration’s violation of the law and of the contract become your violation. Its failures become your failures. Its secrecy and arrogance become yours. If you vote no you are saying that another University is possible a-more transparent one, and more imaginative one and so on—“a University that has less, less and more, more.”

Sherry Lindquist was the second faculty member to speak. Professor Lindquist is on the layoff list. She began with talking about a segment of the body of work she curated at the Fige Art Museum in Davenport, Iowa and lectured on at the University Library. This has been expanded upon and will open in New York City at the Pierpont Morgan Library and Museum and recognized in two University wide competitions on campus. Professor Lindquist mentioned that this exhibit would have drawn national attention to Western Illinois University in the New Yorker, New York Times, and other renowned media publications that feature critically reviewed work featured at Pierpont Morgan. She went on further to state that this was one example representative of hundreds of examples that demonstrate that the Administration was willing to terminate a talented and dedicated group of individuals without cause.

Professor Lindquist stated that she asked but received no adequate answers to her questions to the administration about how the decisions to layoff were made. She asked which peer institutions and guidelines were consulted. She added that she is the only qualified person teaching specific art courses (art that was not made in America, art not made in Europe, and art made before 1850).

Professor Lindquist said that the cuts targeted faculty that teach about other than U.S. cultures. Women and minorities were disproportionately represented among the faculty being laid off. She stated that this needs to be investigated, and sends a message to women and people of color that Western is a university that does not care about providing students with models and mentors. She stated that she asked for the intellectual rationale behind layoff decisions. Professor Lindquist said she was told that an intellectual rationale was not a factor in determining who was laid off.

Professor Lindquist stated that at any institution worth its name experts must offer and debate an intellectual rationale for the curriculum. To ensure academic excellence is a value the UPI contract requires a faculty committee to weigh in on which departments should be dissolved if need be. Notices were given to faculty in entire fields. She stated that her layoff notification was an example. Professor Lindquist stated that dismissing faculty without justification and cause is an attack on tenure and academic freedom. She stated that several accrediting organization may follow suit in censuring and protesting Western Illinois University. She added that the layoffs equate to shouting that academic quality is not important at WIU. Surveys show that many faculty members are already trying to find employment elsewhere. Students will be justifiably wary of a university receiving such bad press. Neighboring states will be happy to take advantage of WIU students enrolling at their institutions instead. Professor Lindquist suggested that the University should have considered less drastic and more responsible measures.

UPI has presented numbers that show that much of the shortfall may be made up by incentivizing retirement. Professor Lindquist stated that the decision to layoff is a shortsighted bottom line way of thinking and is the opposite of how leaders should respond to hard times. She was reminded of going over her time and stated that she had just a few more sentences to read. She stated that layoff faculty at Western figuratively poisons the well at WIU as did the cost saving measures that occurred in Flint, Michigan and tarnishes the reputation of the University. This devalues the degrees of students and alumni, and will negatively impact the economy of the community and region. Professor Lindquist pleaded with the Board to please vote against the resolution to layoff faculty so that a data driven solution may be negotiated.

Robert Hironimus-Wendt was the third speaker. He mentioned that the Governor of the State mentioned that Western's paycheck would be reduced by \$15M. He added that this figure represents 31% of appropriated funding received from the State of Illinois. Professor Hironimus-Wendt stated that this pay cut is devastating and everyone is hurting as a result and this leaves the campus and community terrified. The faculty have been told since May of 2015 that there is not enough money to "go around" next year we will have less income, and we will need to drastically change our spending patterns to conserve University resources. Western Illinois University has already been subjected to a \$10M pay cut over the last decade. Serious cuts have already been made across the University.

Professor Hironimus-Wendt said that he would personally be upset if he had to give up 10% of his pay each month. Having five children expends his earned income. The cost of living and paying a mortgage uses his household income. He added that we are all right to be upset, angry, and hurt. The leadership at Western Illinois University has explained that they will not have \$10M next year. They cannot spend funding they do not have. As a community we must cut back. Western is not an organization that may be bought up, carved up, and sold off. He added that although Governor Rauner has made his fortune doing such, Western does not have to become one of his victims.

Professor Hironimus-Wendt stated that the University community must make changes and try a different approach in order to survive the budget crisis that is going on in Illinois. He added that this is just a moment in history that will end and stated that he has faith that the economic crisis will not persist. He stated that he believes that there will be a Jubilee. Professor Hironimus-Wendt stated that McDonough county and the surrounding areas will have \$10M less next year even less when Rauner runs for re-election.

Western Illinois University is a community, and we must do everything necessary to ease and share the burden that has been force upon us by the State of Illinois for the collective. Professor Hironimus-Wendt stated that it is time to reason together. He added on a day that we should be celebrating the birth of Dr. Martin Luther King, we have not done so. His words were about love not hate. He spoke of sacrifice not advantage. The University is being violated by forces beyond our control and a state government who does not even know who we are. Economic violence has befallen our shared community—this includes McDonough County and the neighboring counties. “If 50% of my brothers and sisters will agree to join me, and if our union will allow us to vote, I am willing to return 10% of my paycheck each month for the next three years in order to assist my brother and sisters in this community we share.”

Professor Hironimus-Wendt mentioned 10% because he said that not many of his junior colleagues can afford to do so, and they should not be asked to do so. Those in that circumstance are on the edge of poverty already and should not be asked to suffer more. \$5K is deposited in his bank account each month. In order to give up \$500 per month he is willing to make sacrifices along with his family. He would have to conserve heat, dining out, a new vehicle, and have the children ride the school bus. He stated that he is not being asked to give up 10% of his pay; he is offering. He stated if this is necessary so that junior colleagues may feed their families he would do so. He added that if this will help others make their mortgages he would do so. It is not the administration’s fault that they are asking faculty to share, and not the union’s fault that they want to protect the middle class.

It is not the fault of the Board of Trustees that they are compelled to authorize layoffs. All of the fallout is beyond the control of that victim of it. The budget woes are a collective burden. Professor Hironimus-Wendt stated that the University must not allow this burden to divide those involved further. He suggested that the other members of the union join him in sharing the burden so that they may become 50% plus one.

The final faculty speaker was Ute Chamberlin. Professor Chamberlin mentioned that she is one of the tenured faculty listed on the layoff list, and one of four in from the History Department about to be let go. The resolution before the Board attacks and undermines the principle of tenure which is crucial to the functioning of institutions of higher education such as Western. Tenure is indispensable to the success of an institution in fulfilling its obligations to its students and to society. Tenure is earned by doing everything expected in terms of teaching, scholarship, and service. The resolution to layoff faculty will remove faculty who have proven track records.

The resolution is a disservice to the students attending Western Illinois University. Professor Chamberlin mentioned that she is proud of the history students that have written members of the Board. Many of the students are angry and dismayed. They value the history faculty as teachers and mentors and do not understand how teachers who have played such an important role in their academic process can be so easily dismissed. The implementation of the resolution will have a negative effect on student morale. The proposed layoffs disproportionately affect the liberal arts and the arts. The liberal arts are key in valuing the whole person.

This resolution undermines the ability of the College of Arts and Sciences to instill intellectual habits necessary for living life fully in a changing world. Western Illinois University is not a business or a

technical college. It is a university, and a university has to protect and preserve the liberal arts. The students, faculty, and staff should represent the diversity of a global society. This resolution will result in the loss of a faculty member who is the only specialist on campus in Latin American History, the only specialist in Asian History, the only specialist in Nazi and Holocaust History, and the only specialist in American History in a global context. This does not make sense. There are long-term consequences if the History Department is diminished in terms of eliminating the diverse group of professionals who are on the layoff list. This will turn enrollment decline into a self-fulfilling prophecy. Academic freedom only flourishes in an atmosphere of mutual good will and trust among the faculty, the students, the administrative staff, and the governing board.

The resolution is a manner in which to destroy the balance of good will and trust. “Once tenure has been assaulted once, when is it going to happen again?” Professor Chamberlin said what scholar teacher is going to consider employment at Western Illinois University when there is not guarantee that the University will honor tenure. What message does this give to prospective students? Will parents want to send their children to an institution willing to get rid of experienced teachers?

By voting for this resolution, the Board may be fixing an immediate budget crisis, but the long-term consequences will be dire. Just because the measures of the resolution can be done, it does not mean they are the right thing to do.

PRESIDENT’S REMARKS

President Jack Thomas said Higher Education in the State of Illinois has changed dramatically over the last decade. We are now in the 7th month of not receiving state appropriations for Illinois Public Higher Education. Compared to Fiscal Year 2015, the State of Illinois has reduced appropriations by 8.2% since Fiscal Year 2011 and by \$295M or 19.7% since Fiscal Year 2002.

In January 2016, the Illinois Student Assistance Commission reported to the “Kankakee Daily Journal” that Illinois colleges and universities provided \$168M of institutional funds to support the Illinois Monetary Assistance Program (MAP) which provides financial aid to students and was previously funded by the state.

A January 2016 article in the Champaign News Gazette demonstrates how this is not a sustainable practice for many institutions. CBS Money Watch reported that in May 2015 that national college enrollment in the spring semester fell nearly 2% from a year ago, to 18.6 million, according to data provided by the National Student Clearinghouse Research Center.

Enrollment at Illinois public universities is down 10,653 students or 5.2%, from 203,649 students in fall 2011 to 192,996 students in fall 2015. Competition for Students will continue to intensify. CBS Money Watch provided data from the U.S. Census Bureau to show that the number of 18-to-24 year-olds in the nation has ceased growing, and the Census Bureau projects it will stay relatively flat for the next 10 years or so.

A July 2014 Study of Interstate Migration of College Freshmen between 1986 to 2012 by Postsecondary Education Opportunity shows that Illinois is a leading exporter of high school graduates. Like fellow state institutions, Western Illinois University continues to experience cost increases and unfunded state mandates, coupled with declines and delays in state appropriated funding and lower student enrollment, resulting in significant fiscal challenges. The current and the unprecedented state budget impasse further compounds this difficult situation, requiring the University to make difficult decisions to address the serious challenges facing our great institution.

President Thomas said that he would like to take this opportunity to provide context to assist you in understanding the gravity of this situation.

Benchmarking data paints a serious picture that, unfortunately, we are all too familiar with. Since 2002, state appropriated funding has decreased by 20%. Adjusted for inflation, this percentage increases to a staggering 39%. Since 2006, full time equivalent student enrollment has declined by 25%. In response, my Leadership Team and I have implemented measures over the last five years to build a monetary reserve and strategically reduce expenditures in as many areas as possible to mitigate the impact to students, to faculty, and to staff.

Since 2011, we have combined academic and administrative departments to achieve streamlined operations and efficiencies, decreased facilities and maintenance services, and realized attrition savings. Some of the most recent cost containment strategies have included the closure of the Learning to Lead Program, discontinuing our lease with the Macomb Area Economic Development Corporation (MAEDCO), and eliminating the Men's Tennis program. Over this 5-year period, these measures have reduced budgetary costs by over \$16 million dollars, while protecting the academic core and mission of Western Illinois University.

I believe very strongly that one should lead by example. As such, I have asked the University Leadership Team and some Academic Affairs leadership to consider taking a salary reduction equivalent to a 10 or 20-day furlough, depending on their salary, or to provide the equivalent amount in donations to the foundation. Many, including myself, have accepted this challenge. We expect to realize over \$65,000 in savings between FY2016 and FY2017 and realize over \$27,000 in new foundation revenue.

The retirement incentive implemented in late 2015 resulted in 59 employees retiring. This program required an initial cash expenditure of \$1.7 million dollars. However, we expect to realize approximately \$1.5 million dollars in salary savings annually if some of these positions are not filled. Despite the reductions, we have continued to increase recruitment efforts through new academic programs and formats, expanded high demand distance learning opportunities, created the Western Commitment Scholarship program, and enhanced marketing initiatives. These efforts are designed to increase enrollment and University Income Fund revenue, and have slowed the enrollment decline to 3% last fall, which could have been much more had we not put in measures to aggressively recruit students. Four Illinois public universities had double digit declines in new freshmen enrollment when comparing fall 2015 enrollment to fall 2014 enrollment. Western Illinois University did not have the double digit decline. Yet, at current enrollment levels and with the current lack of state funding and impending future declines in state appropriations, a spending gap still exists.

Growing enrollment and exercising conservative, mission-driven fiscal management and cost containment alone are not enough. Without further action to reduce expenditures, we will be required to deplete our monetary reserve to bridge the revenue gap. Quite simply, once the reserve is gone, it is gone. Clearly, we cannot make the lack of state funding become a tuition burden on our students. True to our mission, we want to remain an affordable institution. Over 75% of Western Illinois University students receive financial assistance, and the recently completed student price sensitivity study demonstrated that Western Illinois University, similar to other public institutions throughout the state and across the country, is at risk of pricing itself out of the market. In response, we have recently reduced tuition by 3% for incoming undergraduate students and set in-state tuition for all domestic undergraduate and graduate students.

Western has provided more than \$11 million dollars to our students this year alone to cover the funds they should have received from the Illinois Monetary Award Program (MAP). If we had not covered the MAP funding for students, we had the potential of losing 3,000 students who were eligible for MAP funding. However, 2,700 students received MAP funding and continue their studies at Western Illinois University.

There are Illinois public universities who did not provide MAP funding. Consequently, their enrollment declined. The state's failure to fund MAP grants would have irreversible and debilitating effects on already declining university enrollment, which, in turn, severely impacts revenue.

This circumstance is another example of the close relationship between declining enrollment and institutional income. Likewise, we cannot afford to maintain the hope that we will realize a substantial increase in future revenue from the state or from enrollment increases. We must realize immediate savings to ensure that cash flow is maintained.

President Thomas added that the University has significantly reduced operating expenditures and Western Illinois University is a very efficient university, operating well below state averages on instructional and administrative costs per credit hour. Operating funds only represent one-fifth of the University's appropriated budget.

President Thomas went further on to explain that 80% of our appropriated expenditures are allocated to personnel, or put another way, \$105.5 million dollars of a total \$132.5-million-dollar budget. We have reduced full time equivalent personnel by 7.5% over the last five years. A student enrollment decline of 11.6% over that same period underscores the imbalance of personnel to our student population. We have shrinking enrollment, a staffing imbalance, and our fiscal contractual obligations, negotiated years before the current state of affairs would have been foreseeable, continue to rise. Meanwhile, institutional revenue continues to decline.

In FY2016, the University paid \$1.4 million dollars in salary increases (2%) to employees in negotiated groups. An additional, \$1 million dollars were expended on salary minima and Professional Achievement Awards. Normally, the University administers across the board salary increases to all employees. However, we did not have a state budget and did not award salary increases to all employees. Non-negotiated employees did not receive the scheduled 2% raise, which saved the University approximately \$700,000. We are budgeting for a 1% increase (\$700,000) for negotiated groups and another \$1.0 million for salary minima and Professional Achievement Awards in FY2017. This is simply our reality. Therefore, we must realign our staffing to address this disparity for short-term operations and the long-term sustainability of Western Illinois University.

As you are aware, my Leadership Team and I have engaged all members of the University community to offer feedback regarding our fiscal challenges, and we have made decisions with that feedback in mind. The decision to lay off members of our university community is not easy. Dr. Neumann worked tirelessly with academic leadership to identify a consistent methodology according to Article 24 and 40 of the Collective Bargaining Agreement between the University and the University Professionals of Illinois (also known as UPI), which identified low enrollment while taking into account required factors to ensure that students would still be served. The other Vice Presidents too have worked through existing structures and processes where reductions in force were required.

In December 2015, I asked that the Board of Trustees postpone their vote on the implementation of Article 24 and 40 of the Agreement. My negotiation team and I have had numerous meetings with the UPI negotiating team based on our intent to discuss these Articles and implementation in depth. Both parties agreed to extend the notification deadline from January 15th to February 1st for PY3 and PY4 status employees. We agreed that we would try to remove as many individuals off the layoff list as possible. In the spirit of negotiation, the University offered to remove tenured faculty from layoff consideration in return for UPI agreeing to cancel the scheduled 1% raise UPI members will receive in FY2017. In negotiations, there is give and take.

We offered to make concessions to gain savings, while still focusing on overstaffing matters. We appreciate the input and hard work of the UPI team. However, we were unable to reach mutual agreement that would yield long-term cost savings and achieve necessary staff reductions. My Leadership Team and I are still willing to remove tenured faculty as of today, January 25, 2016, from consideration for layoffs at this time. UPI did offer to postpone the 1% increase in salary for FY2017. However, the concessions they offered did not address long term fiscal or staffing needs. As you are aware, there is no FY2018 budget, and we are not in the position to make another promise that is based on the hope that we have additional revenue from the State. However, we are still very much interested in looking at salary reductions and furloughs across the board.

We did not violate the contract in any way or form. I will not do personal attacks. This fight is not at Western Illinois University. I refuse, and my Leadership Team refuses, to fight anybody here at the institution. Let's advocate in Springfield, where we advocate with the Governor as well as the legislators. We as administrators have to keep the doors of this university open. We are still educating our students and we still want students to graduate from this great university. We have been very open and transparent. I will not mince words: Like other universities in Illinois, we face very serious circumstances.

We will continue to welcome feedback from every member of the University community. We will continue to work with all negotiated and non-negotiated groups, recognizing that we must work together to ensure that Western Illinois University emerges from this stronger, more efficient, and competitive. We understand the emotional impact of these difficult decisions. Nonetheless, these decisions, including layoffs, must be made to protect the future of Western Illinois University. And there may be more decisions to be made if the impasse continues, and/or if appropriations are significantly reduced. We are Western Illinois University. We are a family, with a rich history of working together to achieve our goals in challenging fiscal times. We will continue this proud tradition of working together.

Western Illinois University is a treasure that belongs to all of us. We are responsible for protecting this treasure. Despite the current budget impasse in Springfield, and individuals pointing the finger at one another, we cannot allow this to happen at Western Illinois University. We must work together to successfully get through this difficult time and the years to come. Let us not forget throughout these challenging fiscal times, we continue to provide a quality and well-rounded education for our students. In the midst of all this, however, rest assured, Western Illinois University will survive this tough time, and thrive, for many years to come.

President Thomas explained the concessions and cost containment strategies put in place over the last few years in order to reduce the impact to students, faculty and staff.

Trustee Hare stated that he would like to ask a question about one of the comments mentioned by the faculty who spoke. From a dollar amount, as if the 10% was held back from faculty, what would that mean in terms of revenue to the University?

Vice President Bierman stated that this would raise \$4.5M to \$5M from the negotiated group and \$10M from the entire group receiving appropriated funding.

Resolution No. 16.1/1: Staff Reduction Authorization

Trustee Early moved that the resolution be adopted. Trustee Ehlert Fuller seconded the motion.

Trustee Savala moved to amend the resolution by adding June 30, 2017 to end the resolution which would provide more clarity as to the timeframe of the approval. Trustee Cole seconded the motion.

Western Illinois University approved the execution of staff reduction procedures through June 30, 2017.

Trustee Savala stated that we (the Board) is removing tenured professors off of the layoff list as of today and confirming that discussions can continue after today.

Legal Counsel Rica Calhoun stated that this is to authorize the use of articles 24 and 40. By mutual agreement, both UPI and the administration may continue to negotiate.

President Thomas stated that he believes that the confusion is that the Administration offered to remove the tenured faculty from the list. You would move forward with what is written in the resolution and the Administration would move forward with what was stated after the vote.

Trustee Cole stated that he was lost and asked for clarification if the vote went forth to reduce staff, so are we removing tenured faculty from the list as this is not in the original resolution? Is this something that we need to amend?

Trustee Early explained that we should finish discussion before we move on to the question?

Chair Clawson asked was there any further discussion on the amendment. There was none. The roll was called to add the amendment to the end of the resolution by adding June 30, 2017 to end the resolution.

Roll Call

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| Trustee Clawson | Yes |
| Trustee Cole | Yes |
| Trustee Early | Yes |
| Trustee Ehlert Fuller | Yes |
| Trustee Hare | Yes |
| Trustee Lester | (Abstain, due to newness to the Board) |
| Trustee Quigley | (State statute does not allow a student to vote) |
| Trustee Savala | Yes |

The motion carried.

Trustee Phil Hare stated that he planned on voting no. He does not believe the layoffs are in the best interest of the faculty. He stated that in his mind he has to believe that the best thing to do is in the best interest for the people involved is voting no. Trustee Hare added that these are just not people; they are families and a community. He said that he was not looking for finger pointing and hoping that there is some type of resolution to this that does not involve layoffs. He mentioned that his son received his Master's degree as well as his daughter in law. He added that he would hope that something could be done proactive to prevent layoffs. He stated that he is not certain as to what that is as he is not involved in the union. Trustee Hare said that if layoffs are implemented the faculty remaining is not conducive to recruit new students, and for those reasons, he would be voting no on the resolution.

Trustee Michael Quigley stated that he does not have a vote, but he does have a voice and that it would be advantageous for the Board to add language into the resolution that protects tenured faculty. He added that he cannot make that motion, but he would hope that another Board member would.

Ms. Calhoun stated that someone may amend the resolution, but that is not the language of article 24. A voting member could offer that amendment.

Trustee Savala stated that she believes we all want the same thing. We are not here to negotiate the contract. We are here all as one in good faith. President Thomas offered to take the tenure off of the table, but it also means we need some help.

Ms. Calhoun stated that this resolution is based on articles 24 and 40. Any agreements outside of that are to be determined during negotiations.

Trustee Lyneir Cole stated that in August of 2015 Eastern Illinois University instituted furloughs of up to 16 days. The faculty agreed to defer pay increase for a year to retain 29 workers. In March, Chicago State University will likely close. In March Governor's State University may get ready to close. Northeastern will get ready to close. In November of 2015 Eastern Illinois University has laid off 159 workers. There is a chance Eastern may become a part of U of I. Illinois State has laid off 76 individuals. This is one of the hardest decisions to make. Western's Administration brought the issue to negotiations to compromise prior to this meeting. Currently, a committee has been established to encourage further successful negotiations. Trustee Cole went on to state that he believes that the agreement between UPI and the Administration should include pay cuts and furloughs and he added that he did not hear the union president say that today. Trustee Cole said that he is not against UPI. He is for the University and what will allow it to continue to serve and support the students. In addressing the faculty he stated, "You have to give a little to get a little." He said the goal is to keep the University open and everyone has to play their part. Everyone is hurting in this. He thanked faculty members for their emails and stated that he read every email and responded with a call to some of the faculty members.

Trustee Cole asked the faculty members how many of them expressed to UPI what they wanted in terms of making necessary adjustments to create a cost savings to the University. When are you going to go to the union and tell them what you want that will allow you to keep your jobs? They just give you a recommendation, if you do not tell the union what you want then you are at fault.

Trustee Cathy Early stated that she would like to say what everyone else has said that this is a difficult issue. It is a very difficult time for the University. We are being held hostage by the State of Illinois. She went on to say that the faculty's pension system is being held hostage by the State of Illinois. Our students, our staff, our budget are all being held hostage in Springfield, and we have to react to that.

Trustee Early said that it is human nature that you go to the individuals closest to you to express your dissatisfaction, your anger, and your hurt, and we have all felt that from your emails and phone calls. All of the trustees and administration have received thoughtful and eloquent emails from the students, faculty and staff so the hurt, anger, and dissatisfaction are clear. The personal attacks on our (WIU's) Administration are "unwarranted and unacceptable. They are beneath the quality of people that we have here. We are better than that."

Chair Clawson interjected, "The question is now on the adoption of the resolution as amended."

Trustee Hare stated that he had a point of information. He referred to Trustee Cole's suggestion that the faculty speak to their UPI leaders to ensure their best interests are represented. Trustee Early stated that she believed this was getting into negotiations and the Board could not entertain that. Trustee asked, "You mean we can't even ask whether the union has been consulted?" Trustee Early stated that there is when we cross the line. Trustee Hare responded well I guess we should have cut him off, and the Board agreed.

Chair Clawson repeated, "The question is now on the adoption of the resolution as amended." He read, "Therefore be it resolved that the Board of Trustees of Western Illinois University approves the execution of Staff Reduction Procedures." He also read the amended portion of the resolution.

Roll Call

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| Trustee Clawson | Yes |
| Trustee Cole | Yes |
| Trustee Early | Yes |
| Trustee Ehlert Fuller | Yes |
| Trustee Hare | No |
| Trustee Lester | (Abstain, due to newness to the Board) |
| Trustee Quigley | (State statute does not allow a student to vote) |
| Trustee Savala | Yes |

Chair Clawson stated that the Aye's have it, and the resolution is adopted as amended. The motion carried.

Chair Clawson stated that as members of the University Board of Trustees the Board has a statutory responsibility to operate, manage, and control the University. In keeping with that responsibility, the Board has charged the Administration with ensuring the long-term solvency of the University. The members of the Board support the Administration in carrying out its duty. The University's fiscal condition is not unlike all of the other Illinois' public institutions in fact one of the institutions has gone on record as not having the funds necessary to make its payroll, as referenced by Trustee Cole. A few months from now there will be other institutions that are heading toward closure. All of the institutions have had to cover MAP funding to students as this funding has not been released by the State of Illinois.

The budget stalemate is damaging public institutions of higher education "beyond repair." The administrative bodies at each institution have had no choice but to implement layoffs in order to keep the institutions solvent. Western Illinois University has practiced sound fiscal management and has not had to institute large scale furloughs or layoffs. The budget standoff has made it necessary for the University to make difficult cuts. Each member of the Board understands, and Chair Clawson mentioned the Board's "hearts are in this," that these decisions have been very difficult to make. The alternative to cuts is not having a University, and this is unthinkable.

Chair Clawson stated that the Board takes its role to maintain the longevity of the University seriously.

Trustee Carolyn Ehlert Fuller stated that she never believed the University would reach this point after having served on the Board for a very long time. Trustee Ehlert Fuller said that the State of Illinois has gotten itself into a bad spot, and we are sitting around the table now having to deal with the fallout that was created by the State of Illinois over several decades. Each professor in at the meeting has students for which they are responsible for launching the students' careers.

This situation has been very difficult. Trustee Ehlert Fuller added that we (The Board) do have faith in the Administration, and are hopeful that talks may continue in civility and good faith. She stated that the decisions that are reached are in the best interest of the students and the future of the University. Trustee Ehlert Fuller thanked everyone for their efforts in trying to resolve the cash flow issues.

Trustee Quigley stated that he wanted to add that the pain and hurt in the room is felt. He stated that the frustration with the cash flow issues should be taken to Springfield, IL to Governor Rauner who he added will not invest in his future, the future of Western Illinois University students, and this area (higher education) of the economy. Trustee Quigley said that we may fight among the University community, but the real fight should be against a governor that does not care about Western Illinois University.

Resolution:

WHEREAS Pursuant to Article 7 of the Agreement 2010-2015 (extended to 2017) between Western Illinois University's Board of Trustees and University Professionals of Illinois Local 4100, the Board retains the decisional authority regarding personnel matters (except as provided for by the Agreement); and,

WHEREAS Western Illinois University must adjust to a reduction in enrollment and program demand, making it necessary to lay off employees; and,

WHEREAS Western Illinois University seeks to implement staff reductions as outlined in Article 24, Article 40 and all additional articles referenced therein; and,

THEREFORE be it resolved that the Board of Trustees of Western Illinois University approves the execution of Staff Reduction Procedures.

Roll Call

| | |
|-----------------------|--|
| Trustee Clawson | Yes |
| Trustee Cole | Yes |
| Trustee Early | Yes |
| Trustee Ehlert Fuller | Yes |
| Trustee Hare | No |
| Trustee Lester | (Abstain) |
| Trustee Quigley | (State Statute does not allow a student to vote) |
| Trustee Savala | Yes |

The motion carried.

OLD BUSINESS

No old business reported.

NEW BUSINESS

As Jeanette Malafa began to speak, the microphone at the podium had been turned off. This is what she read to those in attendance.

When I spoke to you at the December Board meeting, I told you that there had been little legislation moving these past few months in the Illinois General Assembly and that we were still without a FY16 State Budget. It is not necessary to tell you that that statement remains true today.

However, January brings with it the start of the second year of the 99th legislative session. The State of the State will be delivered this Wednesday, January 27th, and then only 6 legislative session days later, on February 17th, the Budget Address will be given.

Currently, there is no report on new substantive legislation as deadlines for bill introduction are set for February. You will receive a briefing at the March Board meeting.

This spring, I would expect higher education legislation to focus on reform as recent memos from the Governor's Office to Members of the General Assembly seek support to reform the public universities by cutting waste, improving outcomes, and achieving savings of taxpayer's money. Attention was directed towards items such as employee salaries, private jets, administrative staff, costs of board meetings, tuition and fee waivers, and the State portion of employee pensions and health care costs. Due to these efforts, I

do not expect the appropriations process to be “business as usual” for the public universities and expect our funding to be tied to spending reduction efforts and cost-saving reforms. Hopefully, however, perhaps we can achieve some relief from current mandates that are burdensome to the University, such as procurement.

Please know that advocacy efforts continue. The public universities are still working together to rally various constituencies to help campaign for adequate public university funding. In addition, the Coalition to Support Higher Education, held its first press conference January 19th in the State House.

Finally, on a sad note, and as Trustee Cole already noted, Chicago State University is the first Illinois public university to announce it will not be able to make payroll in March (per a Tribune article). In a January 20th article (“Chicago’s South Side College May Go Broke Over State Budget War”) in Bloomberg, options that the university is considering include drawing up a financial exigency plan (which is basically declaring bankruptcy), taking out a bank loan (which would require legislation), or not making bond payments. In addition, Northeastern Illinois University’s President Sharon Haas has stated in a January 20th article in the Chicago Tribune that while her university will make it through the Spring semester, “there is potential for her university to shut down” without an “adequate appropriation” soon. And finally, as you know, Eastern Illinois University has already eliminated 160 positions in the first quarter of the fiscal year.

Thank you. I can take any questions you may have.

Trustee Cole asked Chair Clawson whether or not he may make a statement before the meeting adjourned. He stated that he promised not to go long. Chair Clawson gave approval for Trustee Cole to make the statement. He began with as I speak to the faculty the President has said that he is open to negotiations. Do what is necessary for you and the students and to keep the University operating. The responsibility is yours. The Board needs your support and help. The Board is going to do what is necessary, but the Board does need your support and your help as well. He thanked Chair Clawson.

The motion was made to adjourn. Trustee Hare motioned and Trustee Cole seconded the motion to adjourn at 11:23 a.m.

NEXT MEETING

The next meeting of Western Illinois University’s Board of Trustees will begin on March 11, 2016 in the University Union Capitol Rooms on the Macomb campus.

Roger D. Clawson, Chair
Kerry McBride, Administrative Assistant to the Board

mmf