

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 10-11, 2014

**July 10, 2014 – Multicultural Center Board Room, WIU-Macomb**

The Retreat of the Board of Trustees of Western Illinois University convened at 9:00 A.M. in the Board Room of the Multicultural Center, WIU-Macomb. Chair Cathy E. Early presided.

The following trustees were present to answer roll call:

Trustee Roger D. Clawson  
Trustee Lyneir R. Cole  
Trustee Cathy E. Early  
Trustee Carolyn J. Ehlert Fuller                   VIA TELECONFERENCE briefly in afternoon  
Trustee William L. Epperly  
Trustee Phil G. Hare  
Trustee Michael W. Quigley  
Trustee Yvonne S. Savala

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

President Jack Thomas  
Board Retreat Facilitator Jane Pierson  
Business Administrative Associate to the Board Kerry McBride  
Provost and Academic Vice President Ken Hawkinson  
Vice President for Advancement and Public Services Brad Bainter  
Vice President for Student Services Gary Biller  
Vice President for Administrative Services Julie DeWees  
Vice President for Quad Cities and Planning Joseph Rives  
Director of Budget Matthew Bierman  
Director of Facilities Maintenance Scott Coker

Chair Early and President Thomas welcomed the group.

Facilitator Pierson reviewed the schedule of topics and agenda.

Group Project – break in small group and look at the things the Board is proud of and challenges from the past year.

Proud of: infrastructure improvements, continued high rankings, rising GPAs, improvement of FYE, more recognition, the Honors College, release of CPA money, Quad Cities, increased retention, completion and attainment of Capital Campaign

Challenges: competition with neighboring states for students, demographics (high school numbers down), funding flat or declining, attrition and replacing tenured track with Unit B/Assoc contracts, balancing Units A and B, morale – how to provide benefits so that people will want to stay, money

The President provided his report to the Board. He gave a PowerPoint presentation and provided handouts of the accomplishments and initiatives. The President and Board discussed the presentation as it was given and afterwards.

The Vice Presidents and Budget Director joined the meeting.

Budget Director Matt Bierman presented for his area. He gave a PowerPoint presentation.

- Presented the Financial Outlook
- Overview: State of Illinois Impact on WIU, Reserves, Bond Ratings, Enrollment Trends, Impact of Tuition Growth, Historical Budget, Projection
- State Appropriation has dropped from \$64.3M in 2002 to \$52.7M currently, adjusted for inflation, those figures would be \$84.8M in 2002 to \$52.6M today
- FY2013 Unfunded Programs include: CMS Group Insurance, Illinois Veterans Grant, Illinois National Guard Grant, POW/MIA Scholarships, MAP Supplemental
- Showed State of Illinois Governor's Three-Year General Funds Budget Projection and the Illinois Projected General Funds Pension Contributions for FY14-19
- Cash Flow on Hand from July 2010 to April 2014 and University Carry Over Reserve from FY02 to FY14
- Showed the Bond Ratings from Moody and S&P for WIU and all other State Public 4-Year Institutions
- Fall Enrollment Trends from 1990 to 2013
- Overall Decline of Illinois Public and Private High School Graduates
- Undergraduate Tuition History from FY90 to FY14
- Faculty to Student Ratio at WIU, EIU, ISU, NIU, SIUE, SIUC, UNI and Truman
- Institutional Budget Entities: Appropriated Funds (Tuition and State), Auxiliary Facility System, Other (Grants/Locals/Some Fees)
- Appropriated Budget by Division\
- WIU Revenue and Expenses – Appropriated Funds
- Income and Expenses in Dollars and Adjusted for Inflation
- Impact of Reductions
- Projections
- The New Normal
- The Board discussed the items presented

Provost and Academic Vice President Ken Hawkinson presented for his area. He gave a PowerPoint presentation and provided handouts.

- Overview of Academic Affairs and 2014 Goals and Accomplishments
- Academic Colleges and University Libraries
- Overview of Directors' Areas
- Areas of Supervision and Consultation
- Facts and Figures About Academic Affairs
- Personnel in Academic Affairs
- Academic Affairs Goals, plus Subgoals. Also highlighted Major Accomplishments
  - Goal 1: Enhanced Culture for Teaching and Learning
    - Maintain rigor and high academic standards
    - Support for Quad Cities Riverfront Campus
    - Continue to expand scope of the Centennial Honors College

- Increase course-based civic learning, internships, and service learning opportunities
    - Support undergraduate and graduate research opportunities
    - Support special program(s) for Women in the Sciences and Government
    - Support scholarly/professional activity
  - Goal 2: Fiscal Responsibility and Accountability
    - Implement zero-based funding and identify further costs savings to meet challenges in the FY15 budget
    - Identify alternative funding sources
    - Develop college priorities
  - Goal 3: Enhance Academic Affairs Role in Enrollment Management and Student Success
    - Develop undergraduate, graduate, and international recruitment plans for each department/school
    - Continue to expand Distance Learning opportunities
    - Provide opportunities for non-degree seeking students
    - Increase participation in the Building Connections Mentoring Program
    - Implementation of revised FYE (shared program with Student Services)
    - Review campus-wide advising procedures
    - Enhance access, equity, and multicultural initiatives for entire campus community
  - Goal 4: Focus on International Recruiting and Education Opportunities
    - Increase the number of international students
    - Increase the number of study abroad participation and opportunities
    - Develop academic partnerships with international institutions of higher learning
    - Strengthen relationships with embassies and host countries
  - Goal 5: Facilities Enhancement and Technology Support
    - Support Center for Performing Arts
    - Renewed funding for classroom renovation
    - Support major capital budget initiatives
    - Support initiatives in Agriculture and Horn Field Campus
    - Obtain approval, and implement University Technology Strategic Plan
    - Continue computer replacement as funds are available
- The Board discussed the items presented

The group had a short lunch break.

Vice President for Students Services Gary Biller presented for his area. He gave a PowerPoint presentation and provided handouts.

- Enrollment Trends from 1990-2012
- Total Enrollment
- “Brain Drain” – States That Lose the Most College Students: Illinois is #3 on the list with net loss of 10,498, as 23,972 left and 13, 474 arrives (2012 Washington Post article)
- Adult Students – 25 and Older
- Resources for Adult Students
- Quad Cities Enrollment
- Room and Board Rates (basic meal plan and double room)
- Cuts in Student Services Area

- The Board discussed the items presented

Trustee Ehlert Fuller joined the meeting via telephone at 1:46 p.m.

Vice President for Administrative Services Julie DeWees presented for her area. She provided handouts.

- Showed a video about OPS
- Discussed issues related to hiring Civil Service Employees – low salaries, processes, etc...
- Personnel
- Afternoon tour of facilities
- DPS – consultant
- The rules, processes and protocol of hiring Civil Service employees were discussed
- Trustee Clawson asked about an audit
- The Board discussed the items presented

Vice President for Advancement and Public Services Brad Bainter presented for his area. He provided handouts.

- Completed Campaign in December
- Good news in terms of donations
- Fundraising, Foundation, VPC, UTV and University Relations, Special Events, other items related to foundation and fundraising
- Talked about marketing
- NCAA 6<sup>th</sup> Fan Competition Scholarships – helped students to register
- The Board discussed the items presented

Trustee Ehlert Fuller concluded her call in to the meeting at 2:24 p.m.

VP for Advancement and Public Services, continued...

- Continued discussion regarding different marketing campaigns
- “Think Purple” – Trustee Cole specifically noted the “Think Purple, Think Agriculture” sign he saw. Caught his attention.
- Local participation in “Think Purple” campaign
- Showed different examples of marketing being done
- Want people to see as much purple and WIU as they can when they are in Macomb
- Reviewed overall marketing expenditures
- Reviewed digital marketing (social media, search engines)
- Alumni Relations and programming
- Foundation – total assets close to \$60M – tremendous growth
- Personnel
- Group discussed Board participation and donor cultivation
- The Board discussed the items presented

Vice President for Quad Cities and Planning Joe Rives presented for his area. He provided handouts.

- Innovation and Entrepreneurism
- Gave area goals and examples of each
  - Goal 1: Support Expansion



Trustee Phil G. Hare  
Trustee Michael W. Quigley  
Trustee Yvonne S. Savala

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

President Jack Thomas  
Board Retreat Facilitator Jane Pierson  
Business Administrative Associate to the Board Kerry McBride  
Vice President for Administrative Services Julie DeWees

Chair Early thanked everyone for being here again today. Yesterday was a great day with a lot of good discussion. The information from the Vice Presidents gave a more comprehensive picture of what was going on. Looking forward to today and what we need to be doing as a Board. Appreciate everyone providing good input.

President Thomas added some information regarding his presentation yesterday.

Facilitator Jane Pierson outlined the agenda for the day. The group debriefed on the tour. Vice President DeWees was asked to join the meeting today about third party payers as it was not discussed yesterday.

#### Third Party Payers

- Two ways an employer would pay for tuition for an employee
- Generally employer does not pay until after student got a grade
- 1% charge each month during semester that bill is not paid
- Trustee Savala discussed her background and reason for interest in this issue
- VP DeWees gave a specific example of what is done now and indicated maybe something could be done on the WIU side to make things easier for employers/employees to work out taking classes at Western
- Group discussed the benefits of a link online for a third party payer

The group talked about the future of higher education, educational models and agility. They also discussed other items related to presentations made yesterday.

Vice President DeWees was excused from the meeting.

#### Board Roles and Responsibilities

- Facilitator Pierson reviewed the Board Roles and Responsibilities
- The Board discussed how committees function, responsibilities of the Committee Chairs, and how committees can function more effectively
- How the Board shares information with each other
- The Board discussed communication with each other, the University and the public
- Options for having more discussions during the year on topics of interest – mini-Retreat, training sessions, etc...
- Discussion regarding the different perspectives and expertise of the Board Members
- Discussion regarding conflicts and norms
- Committee assignments - the Board Chair will talk to everyone and then appoint as appropriate

#### Board Goals for the Coming Year – 2014-2015

- President Reviewed the Initiatives for Academic Year 2014-2015
- What is plan for Board to support the Initiatives?
  - President Thomas to do Presidential Blog, Commentaries, Speaking/Writing on National Topics
  - Presidential Goals – specific measureable goals – will draft and send to Board – useful for President’s Annual Review
  - International Students, Technology, Parking, Environmental, Alumni, etc...
- Wish to keep same overall goals as last year. Those include: participating in the Trustee-In-Residence Program, continuing to work to be a cohesive group, maintaining a Trustee presence at events, outreach, giving to the University, and attending Legislative Day.
- Trustee Epperly asked about a technology security audit and a report will be presented at the next Board Meeting.

Trustee Hare asked about graduation ceremony logistics. The Trustees discussed other items and recommendations with regards to graduation.

#### Next Steps and Closing Comments

- Trustees each had an opportunity to comment on the Retreat
- Chair Early gave closing comments. The extra time this year was vital. Really happy with the discussions had and the reports from the Vice Presidents. Very happy with the way the Retreat went. Have issues we can follow up on. Appreciate the open discourse.
- President Thomas thanked Jane Pierson for leading the Retreat. Feel that he has Board that is new and that is coming together. Allows the Board to hear the real issues and gives the institution a sense of direction. Invaluable information over the past few days. Look forward to a great year. There is a lot to be proud of. We are still ranked high and still able to get things done. Example given was revitalized Union. Listens to the Board and appreciates the Board listening to the President.

#### **NEXT MEETING**

The next meeting of the Board of Trustees will be October 3, 2014, at the University Union Capitol Rooms in Macomb.

The Board Retreat adjourned at 12:30 p.m.

Cathy Early, Chair  
Kerry McBride, Business Administrative Associate