

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Meeting  
May 18, 2018

The meeting of the Board of Trustees of Western Illinois University convened at 8:00 a.m. at the University Union Capitol Rooms – WIU Macomb. Chair Cathy Early presided. Trustee Ehlert Fuller moved to convene to open session. Trustee Gradle seconded the motion.

Roll Call

Trustee Clawson	Absent
Trustee Cole	Present (via teleconference)
Trustee Early	Present
Trustee Ehlert Fuller	Present
Trustee Gradle	Present
Trustee Lester	Present
Trustee Nelson	Present
Trustee Savala	Present

Motion carried.

The following Trustees were present:

Trustee Cole (via teleconference)  
Trustee Early  
Trustee Ehlert Fuller  
Trustee Gradle  
Trustee Lester  
Trustee Nelson  
Trustee Savala

Also present for the Open Meeting of the Board of Trustees:

President Jack Thomas  
Legal Counsel Bruce Biagini  
Board Treasurer and Vice President of Administrative Services Matt Bierman  
Interim Provost and Academic Vice President Kathy Neumann  
Vice President for Student Services Ron Williams  
Vice President for Advancement and Public Services Brad Bainter  
Vice President for Quad Cities and Planning Joe Rives

**REMOTE ATTENDANCE**

Next, motion was moved to permit remote attendance. Trustee Ehlert Fuller moved to permit remote attendance. Trustee Savala seconded the motion.

Roll Call

Trustee Early	Yes
Trustee Ehlert	Yes
Trustee Gradle	Yes
Trustee Lester	Yes
Trustee Nelson	Yes
Trustee Savala	Yes

Motion carried.

Trustee Clawson arrived at 8:05 a.m.

### **PUBLIC COMMENTS**

Tom Alton spoke. He believed he had been blackmailed into retirement by the administration. He said the full consequences of retirement were not disclosed to him and had they been disclosed he would not have signed the retirement papers. He discussed all of his achievements as a scientist and the fact that he taught an honors course for a long time, but once he left the college the course was not offered any longer. He asked that he be reinstated. He also made the point that student evaluations kill the university.

Jim La Prad, Professor of Educational Studies, addressed the Board next. La Prad discussed the fourth publishing and reading of sit-rep, Veteran's Voices. Highlighted one of the graduation speakers discussing how poverty can disrupt education. Also talked about how they put on a "Dealing with Differences" Institute the previous week. They brought back a graduate who is a first generation college student out of Chillicothe. He gave a presentation on proletizing innocence and how white people contribute to racial hostility on campus. La Prad wanted to highlight what the faculty are doing, emphasizing "We are the curriculum and we are the institution."

### **CHAIRPERSON'S REMARKS**

Chair Cathy Early spoke about last weekend's events, exclaiming it was one of the best weekends of the year. She said that the whole point is to graduate the students and liked that Jim discussed a first generation college student during his comments. She said that they are there to give all students opportunities to have education and helping someone that is the first in their family to go to college is a pretty remarkable thing. She thanked everyone in the room because they have all done something to help students.

### **PRESIDENT'S REMARKS**

The President's Remarks were as follows:

Thank you Chair Early, and good morning to all. Thank you so much for being here this morning. I too want to thank those individuals for all that you did on the graduation weekend and it was a very long weekend. We had some distinguished alums as well as three honorary doctorates that we awarded and we are pleased that we had some outstanding individuals that have been very generous to the institution. We appreciate the support that we get from our alums and friends of the university.

As Jim La Prad and Chair Early stated, we have some great things going on at Western Illinois University and I think those things need to be highlighted. We had a successful graduation. We had about 324 participants in the honors convocation, 292 on the Macomb campus and 32 on the Quad Cities campus. 347 participants in the graduate ceremony. This semester we had 9 doctoral recipients, 338 Master's degrees, and 1,256 undergraduate participants. That was 1,109 from the Macomb campus and 147 in the Quad Cities. We were very busy, and by the time I stopped on Sunday I had made 7 speeches and shook a number of hands. We appreciate you Cathy going up there and shaking hands. We appreciate what you do and it is important that we shake every student's hand. It's important to the student and we want to make sure we have a very dignified ceremony. When things don't go right we want to make sure we let our students know that there is a certain decorum that is supposed to be followed as you come across the stage to get a Western Illinois University degree. Those are things we emphasize.

Also, I am very glad and pleased that the administration and UPI leaders are coming to an agreement on the contract. We appreciate what you are doing and how you stand very diligent being committed to this. We appreciate that.

Also, we continued to advocate in Springfield. We have asked for a full budget and we're waiting to hear from Springfield. Some may say we may get a partial budget, some say we may get a full budget based on this being an election year, but we will continue to advocate as we have always done. I want you to know as a University community, we have always been advocating for this university. Some things we have gotten, some things we have not gotten. As you know, we continue to advocate for a full budget, MAP funding, as well as a Center for the Performing Arts. We have not forgotten that. I have donors who have invested in that. They have visited me and written a letter and sent it to Springfield as well. We have also talked with our local legislatures also. We know that there is still work to be done in terms of expenditures and you will hear some about the budget today as well as the enrollment challenges we continue to have.

On another note, when we talk about different things here, we have to be careful with what we say about Western Illinois University. We want positive things going out and that takes all of us. People talk about morale, morale starts with you, each individual, it starts with us. We all play a part and we can affect it positively or we can affect it negatively. We want to put out positive information about our institution. As you saw those students crossing the stage, as Chair Early mentioned, many of them are first generation college students. Many come from low socioeconomic backgrounds so we need to make sure we continue to work on completion, making sure that our students graduate in a timely manner. I saw a couple that have been here for a while but we want to make sure that we work with our students and get them out in a timely manner. That helps us with our retention and graduation rates. On that note, we just want to make sure we're putting positive things out there and if you somebody who is not, pull them aside kindly and say, "Hey, this is Western Illinois University. We should be proud of our institution as other institutions are." It is what we say and what we do that is going to affect our enrollment, confidence in our institution, and confidence in all of us. Not just the administration, but also faculty, staff, students, and the University community. Even with the community, they play a part as well. Let us not point a finger at one another, let us all work together to get this done and to promote our institution.

I just want to thank all of you for another successful year. I want to thank all of you for all you have done. You have stayed the course and you have worked with our students. That includes our faculty, staff, students and those in the community as well. We appreciate all that you do and all that you have done and the commitment to this university. We love this institution and we will do all that we can do to keep it moving forward in the right direction.

With that being said, in terms of personnel, we know that our director of athletics has taken a position elsewhere and I want to introduce our new interim director, Danielle Surprenant, will you please stand to be recognized?

There are a couple of other searches that are going on, we are finalizing those while we speak. There are some other positions that we have made in other areas that are made in terms of interim appointments being made as well. With that being said, I would be happy to take any questions that you all may have.

### **Report No. 18.5/1: Status Update: Projected enrollment for fall 2018**

Vice President Williams thanked everyone in the university community for all they've done to help with recruitment so far.

President Jack Thomas interjected and wanted to acknowledge the new interim Vice President for administrative Services Dr. Bill Polley.

Admissions Director Seth Miner began his presentation on incoming projections for freshman transfer as well as total enrollment projection for fall 2018. The first item he discussed was the new initiatives that were ruled out for this recruitment cycle. In 2017, we partnered with Stewart U 360 for perspective student communication. We purchased targeted ranges in ACT and SAT. This communication plan consisted of publications, 2 series of emails, social media, digital marketing, and phone calls for non-responding students as well. All with a call to action of visiting campus, requesting information, and applying. Once they did one of those things we then flipped into our inquiry communication plan, involving a series of 12 emails, sending postcards, and text messages.

For Freshman and transfer visits we did high school visits, college fairs, on site admissions programs where students fill out an application, submit supporting documents, and could be accepted on the spot.

Alumni covered out of state college fairs. John Sanders covered a National College Fair for Western Illinois University in Kansas City. They also worked with the alumni office to identify high school teachers and counselors and send them reports of the great things the students were doing at Western Illinois University and highlighting all of the positive things that they did.

Another initiative was the \$30 application fee being waived for all incoming seniors that visited campus and filled out an application while on campus. We did processing efficiency so students could be accepted that had completed their file and be able to turn that acceptance timeframe around.

The changes made to the acceptance communication plan involved a different approach than previously. In the past, there were three phases that began in February, March, and April. With financial aid prior prior moving from January 1<sup>st</sup> to October 1<sup>st</sup>, we didn't move it forward and keep the three phases. We added two phases instead. They are repeats of the other phases that were in there. The reason for that is because in the fall, students apply and get accepted, but they want to go back through the pool and make sure those students are taking the proper steps, that they do know how affordable the institution is, and also capture new accepted students.

Financial aid, for the second year in a row, was able to have award letters sent out in the first week of November. This is huge because the next closest Illinois Public University was the end of December. We were able to express how affordable Western Illinois University is much sooner in the recruitment cycle. Now, we are continuing to work with financial aid on scholarship and leveraging.

Welcome receptions had historically only taken place in the spring for accepted students which made sense when financial aid began in January. We made adjustments because of prior prior and began holding welcome receptions in the fall. This fall we had 66 accepted students and families attend the welcome receptions and total we had 169 between this year's fall and spring. If you compare that to last year's welcome reception, we only had 102 so we had an increase in the number of accepted students and families that came to these events.

Another highlight is historically the show rate, students that sign up for these welcome receptions that actually attend them, has been between 50-55%. This year 72% that signed up for it showed up.

Next, was the Iowa Marketing Campaign. We targeted Iowa families to let them know that we have no out of state tuition and we have solid academic programs. We did a Facebook campaign that targeted parents, letting them know about this. There were TV commercials in all of Eastern Iowa highlighting both campuses and the cost guarantee. We sent postcards out to seniors. Miner then thanked Brad Bainter in University Relations and Marketing for partnering with us because we are seeing movement.

We rolled out Admissions 101, something that will be done every semester to update faculty and staff and the campus community. We will be explaining the recruitment process so there's an understanding of what our office does with community colleges and high school visits. Also, the challenges that we face within recruitment. We also provided an incoming breakdown of the demographic information of our incoming class so the campus knew where our students were coming from, what they're majoring in. At the end of Admissions 101 events we will be providing opportunities for faculty and staff to get involved with admissions outreach opportunities. This is a huge assistance to our office to utilize faculty and staff that are invested in recruitment and enrollment for those events.

With our local outreach, we greeted Lincoln Elementary School students in Macomb here as they got off the bus. We worked with athletics and university relations and we had WIU student athletes greeting the elementary students as they got off the bus. It was a very positive event and the kids loved seeing Rocky there.

We also did the Rocky Surprise Squad this year and our local admissions counselor was very strategic when she planned these. May 1<sup>st</sup> is college decision date when high school students feel they need to make up their mind on where they're going, and she coordinated these Rocky Surprise Squad visits around May 1<sup>st</sup>. We went into the classrooms, we had Rocky, we surprised the students in the classroom, pulled them out, and took a photo celebrating them choosing Western in the fall.

All of these local outreach opportunities were new this year. We will be incorporating them into both campuses as we move forward into the next recruitment cycle. Other local outreach opportunities included the Fulton County Track Meet. We had faculty and staff members that assisted with the field events. We also had the holiday basketball tournament where Madison Lynn assisted and covered the table that we have there. We worked with the marching band classic, the Quincy dogwood parade. Our local admissions counselor volunteered at local basketball concession stands wearing Western attire to get that visibility needed. All of our admissions staff throughout the state work with high schools on the college application awareness and completion, working with students to make sure they are filling out applications in a timely manner. A lot has been done in the local territory and one misconception is that we are losing our market share when we're in the local territory. The director of marketing did some research and of the seniors bi-county in the local territory, we have been increasing our market share. So of the seniors in that territory, a higher percentage of them have been choosing Western Illinois University with the exception of one county.

On the Quad Cities campus, we had trio visit days, welcome Wednesdays, and the Experience Quad Cities bus trips where we would bus students to campus. A lot of things rolled out on the Macomb campus will be rolled out on the Quad Cities campus.

With the challenges, cost of attendance is something we are always struggling with when looking at neighboring states so there is an increased sense of competition. There are out-of-state public institutions offering in-state tuition to the high-achieving graduates and luring them out of state. The challenge is with state funding.

Next, is the fall freshman projection. There is a trend, a common arch and what we are trying to do is get that arch to start at a higher level through application generation and some of the initiatives that we rolled out this year like waiving the application fee. With our freshman acceptances, there are very similar arches as well. We anticipate that the arch is going to continue on. 1206 freshman were brought in last year. With applications and acceptances we are about 6% down which equates to 1100 freshman incoming. When looking at our soar reservation we are down almost 28%. The projection there would be 869. With housing contracts, about 30% down, and the projection would be 851. Enrollment deposits is 24% down, and would equate to 904.

When looking at everything we have been challenged with this year, Seth Miner says his projection is 815 new freshman, which is down about 32%.

Transfer projection looks very similar. There is a dip right around Christmas break which was very concerning, but was actually due to students not sending their transcripts until the end of the semester so they wouldn't have to send them twice. The admissions office increased communications with these students and they sprung back up and were very similar to where they were at last year. The preregistration numbers dropped off the last three years due to transfer students indicating that they are signed up for a registration appointment and once they are registered they come out of that bucket and go into the registered bucket and it drops drastically. We did not drop as far as we had last year. That is a result of transfer students registering and having more transfer students signing up for registration appointments than previously.

When looking at transfer projections, 823 new transfers were brought in last year. The preregistration projection is actually up 83% because we had more transfer students signing up for registration. That projection is much higher than the 823 but that is conservative in that breakdown projection. When looking at transfer students, the acceptance projection has been historically more accurate. Transfer students are not required to live on campus if they have so many credit hours and when looking at where the transfer class will come in, the number is 725 which is down about 12%. Last year the transfer class was projected at 750 coming into the fall and we ended at 823. The state budget was passed in July and it couldn't help the freshman class but it did impact the transfer students and brought in a class of 823.

Next was enrollment projection for the total enrollment. Miner showed a model for a three year average. There should be roughly 6,032 current students return for fall of 2018. The three year average for new freshman is 1,421, transfer is 941, and graduate is 590. That would be 2,952 new students to the institution which would produce a total enrollment of 8,984. Looking at our goals, 1300 freshman, 1100 transfers, 600 graduate students, which would be 3000 new students for fall '18. It would equate to 9032 total enrollment. The projection is 815 freshman, 725 transfer, and 516 graduates. That would be 2,056 new students to the institution, which is a projected enrollment of 8,088 students which would be roughly 14% down.

Questions on Seth Miner's presentation:

Chair Early commented that Katie Gorsuch has ramped up productivity and communication. Many events that Katie has attended she has been active with recruiting. Commended faculty for bringing high school students to campus and Admissions for reacting quickly to their presence. Requested increased communication between Admissions and Faculty so they can work together to touch students and ask them about attending WIU. Miner noted an increase in the number of high school students on campus.

Trustee Nelson commented that enrollment between both campuses will be down roughly 1,000 students at \$20,000/head the estimate would be \$20M. Miner noted freshman acceptances are up 20% and that there is no way to know until Fall due to no housing contract as a projector. Rives said that preregistration is slightly up and is a positive indicator. Trustee Lester asked how we stop enrollment decline and commended Admissions for all they have done to curb it. Most noteworthy is the value proposition. A campus community collaboration is necessary for everyone to be on the same page to be out in the community, building confidence in the institution. Trustee Savala said to keep the perception positive and that Dual Enrollment is one of the most positive tools and that it will be a pleasant surprise. President Thomas said it is another means of recruiting. Trustee Cole emphasized the importance of recruiting in the Chicago area and not to overlook any opportunity to recruit any student and the need to figure out how to help students more financially. Trustee Clawson asked for clarification on how many students are going out of state and Miner responded that 45% of students are going out of IL. If we remove IL there is actually a 3.2% increase prior to the budget passing last year. State of the state budget in the summer will dictate and influence

enrollment. President Thomas stated that budget timing will affect enrollment because when the last budget was signed (July) many students had already made their decisions. Thanked Seth for his leadership and for the positive changes he has made, responsiveness to the challenges with innovation and creativeness. The university will miss your leadership as you leave the institution. Dr. Williams announced that Dr. Jason Woods will be the interim director of admissions. Chair Early commended Miner for being the messenger with an unpopular message and for his extra efforts and innovations the admissions office has demonstrated. Miner publicly thanked his staff for their commitment and think tank mentality during his tenure.

### **Report 18.5/2 Budget Snapshot--Letisha Trepac, Budget Director**

Budget Director Letisha Trepac resented a slide show of the Institutional Budget Entities. In summary, we have become more tuition dependent rather than on the state. The trend in state appropriations is down 28% from FY02 to FY18, down 10% from FY05 to FY18, received \$14.9M in FY16, received stop-gap funding in FY17. Some may look at the numbers and think the FY17 made up for FY16 but we had to use \$30M of our own funds to get through, eating up reserves. This is a 27% drop in reality from FY16 to FY17.

Enrollment Trends slide show: 2018, 2019, 2021 enrollment estimates. Assuming a 30% drop in level graduates whereas previous projections only included new freshmen, new transfers and undergraduates. Difference between her projection and Seth's are because Seth included all graduates. Overall decrease of 13.6% as compared to 2017-2018 numbers. Whenever we see a decrease in enrollment we can equate that to a decrease in revenue. Enrollment assumption data presented.

Income Fund Revenue slide show: Similar to enrollment projection.

Expense History slide show: Operating expense Personnel Expense \$101.8M (FY15), \$99M (FY16), \$89.7 (FY17), \$89.1(FY18). This takes into consideration the current tentative agreement on file with UPI and administration, building in the 3% build back for FY19 on negotiated faculty and ASP salaries and the 2% reduction in FY20.

The snapshot of revenue and expenses side by side were presented. FY18 projection is July 1, 2017 through June 30 2018. Looking at a deficit spending of \$7.6M for FY19. Numbers do not include any reinvestment areas, remaining 25% budget load for operating, cost shifts coming, etc... Projections presented at current levels.

Income fund reserve projections: \$22.7M FY13, FY15 \$23.6M, dropped below \$7M in 2017, will start beginning of FY19 with between \$5-6M.

Cash flow projection in history: adjust future months by about 3.2% each.

Income Fund State Appropriation Cash Flow: if we deficit spend at the current rate we will not have a reserve next year. Saying "cash flow has been good" does not mean we have enough cash, only that cash flow has been predictable due to timely receipt of funds from the state.

Noted Personnel Expenses are the largest expenses and showed that negotiated groups show the greatest increases and non-negotiated groups and furloughs.

VP Bainter commended Letisha Trepac and Angela Bonifas for their long hours to put the reports together.

### **Resolution No. 18.5/1: Approved Signatories—Interim Vice President Bill Polley**

Trustee Early announced the resolution as presented.

A motion was made by Trustee Cole to approve. Trustee Gradle seconded the motion.

Roll Call

Trustee Roger Clawson	Yes
Trustee Lyneir Cole	Yes
Trustee Cathy Early	Yes
Trustee William Gradle	Yes
Trustee Todd Lester	Abstain
Trustee Steven Nelson	Yes
Trustee Yvonne Savala	Yes

**OLD BUSINESS**

No Old Business was discussed.

**NEW BUSINESS**

No New Business was discussed.

**CLOSED SESSION**

Chair Early asked the Board to convene to closed session for the purpose of considering matters provided for in 5 ILCS 120/2c, such as personnel, collective bargaining, litigation, and real estate.

Trustee Lester moved to convene to closed session at 9:20 a.m. Trustee Savala seconded the motion.

Roll Call

Trustee Roger Clawson	Yes
Trustee Lyneir Cole	Yes (via teleconference)
Trustee Cathy Early	Yes
Trustee Carolyn Ehlert Fuller	Yes
Trustee William Gradle	Yes
Trustee Todd Lester	Yes
Trustee Steven Nelson	Yes
Trustee Yvonne Savala	Yes

Motion carried.

**RE-CONVENE IN OPEN SESSION**

Trustee Ehlert Fuller moved to re-convene in open session at 9:35 a.m. Trustee Savala seconded the motion.

Roll Call

Trustee Roger Clawson	Yes
Trustee Lyneir Cole	Yes (via teleconference)
Trustee Cathy Early	Yes
Trustee Carolyn Ehlert Fuller	Yes
Trustee William Gradle	Yes
Trustee Todd Lester	Yes
Trustee Steven Nelson	Yes
Trustee Yvonne Savala	Yes

Motion carried.

**ADJOURN ACTION**

Chair Early called for a motion to adjourn the meeting of the Board at 12:06 p.m. A motion was made by Trustee Lester and seconded by Trustee Savala. All were in favor and none opposed.

Cathy Early, Chair  
Kerry McBrice, Business Administrative Associate to the Board

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