

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 14-15, 2016

July 14, 2016

The Retreat of the Board of Trustees of Western Illinois University convened at 9:07 a.m. at the Citizens Bank Conference Room, Macomb, Illinois. Chair Cathy Early presided.

Attendees:

Trustee Roger Clawson  
Trustee Lyneir Cole – arrived at 12:37 p.m.  
Trustee Cathy Early  
Trustee Carolyn Ehlert Fuller  
Trustee Wil Gradle  
Trustee Todd Lester  
Trustee Steve Nelson  
Trustee Yvonne Savala

Also in attendance:

President Jack Thomas  
Retreat Facilitator Jane Pierson  
Legal Counsel Rica Calhoun  
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 Joe Rives  
Interim Vice President for Student Services Ron Williams  
Director of Athletics Matt Tanney  
Business Administrative Associate Kerry McBride

Chair Early thanked everyone for taking time out of their schedules for the Retreat. This is the time to sit down and try to hash out more of the issues that come before the Board. This is the time to look ahead. Continuing to position ourselves for where we want to be in the future. The addendum to the Strategic Plan reflects changing times. Be very firm in our resolve to take ourselves in the direction we have to go.

President Thomas also welcomed the group and for taking time out of schedules to commit to WIU. This has been an unusual year and the Board has worked diligently with the University. Have had to make a change in the Strategic Plan and decisions had to be made. He appreciates the advice provided by the Trustees during these challenging times. There have been very tough decisions made. Appreciate Board support more than ever. Our goal is to do what is best for Western Illinois University and our students. There were things we had to do that were unpopular. Want to do what is best for Western. Today and tomorrow will look at things seriously for the University in terms of short and long term goals. Must look at the future and now start planning for some of these things that may interfere with following the Strategic Plan (e.g. budget impasse). This past year, we (in Illinois) faced things this past year that no one had ever seen before. Cast a positive light on things? We need to plan for what we are going to do and what we may

look like in the future. Looks forward to the discussions today and tomorrow. Also, would like to thank Jane for her continued service at our Retreats.

Facilitator Pierson commented that she has never seen this situation in higher education. Western has done well, thanks to reserves and organization.

Trustee Ehlert Fuller commented on the crisis in Illinois superimposed on the new era in higher education. We recognize we need to evolve. Makes the Retreat even more interesting. Discussion commenced further on the changing landscape of higher education. Have to be adaptable. Boards have faced it before and are facing it now and will face it in the future.

Facilitator Pierson gave an overview of the agenda.

Accomplishments: continue to do well in the rankings, able to get an adjustment to the Strategic Plan in a timely fashion, celebrate our Leadership Team (e.g. step up and accept more than one role), maintained our values as an institution, high number of graduates, signature programs and exciting emerging academic programs, strong communications, even more involvement in Springfield, President was named to Illinois Board of Higher Education (IBHE), students being nominated and named to national scholarship programs, agility and time

Challenges: \$ - surviving with no help from the State, trying to support the emotional security of the community, students and staff, perceptions, built in fear of change (academic, etc...), model going forward (WIU and higher education in general), enrollment, neighboring states, competition from non-traditional sources, number of students dropping/population going down, funding signature programs, recruiting, fundraising, plan for future, agility and time

President Thomas provided a report on his accomplishments and initiatives.

Interim Vice President Bierman provided a comprehensive look at the University budget. This was provided in a powerpoint presentation and included information on the appropriation and balances and other related items that impact budgets (such as enrollment). Bierman included information on furloughs, layoffs, faculty contract changes, and delayed payments for FY16 and FY17 expense management. Discussion of planning and how it produces the numbers. The Board discussed budget in more detail.

Comments from the public in attendance:

Question regarding how some of the charts were to be interpreted – specifically payroll.

Interim Vice President Williams discussed enrollment. There is a recruitment cycle and a recruitment plan that is developed with each academic department. Over 1400 recruitment visits were made. 338 were in attendance at the April 2016 Discover Western program. All Summer Orientation Programs have been completed and the show rate was excellent. He gave enrollment numbers as of July 9 on Macomb and QC Campuses. He provided a look at enrollment trends. The Board discussed recruitment and enrollment in more detail.

The Board and Leadership Team took a brief break for lunch.

Vice President Bainter and Assistant Vice President Darcie Shinberger discussed University marketing initiatives. The recent history of marketing on campus was given, including the addition of digital marketing. Much of what is done is in-house. Cannot say enough about the efforts given by members of his division. He gave more in depth examples showing the different marketing campaigns. Marketing is not just for admissions, it is far-reaching and is for a wide variety of audiences. He also discussed licensing and logos. Three commercials were shown for the Board to see as examples. The Board discussed marketing in more detail, including the need to spend money to make money. Marketing challenges include costs, size of staff, expertise, market variations, 1 University – 2 Campuses. The Trustees also discussed the direction of marketing at WIU.

The Board of Trustees discussed fundraising with Vice President Bainter. He discussed what is happening in fundraising on campus and the organization and reorganization of the development area. He explained that planning is beginning for the next campaign. He also talked with the Trustees about how they can be more involved in fundraising and development.

Vice President for Quad Cities and Planning Rives gave a presentation on planning for the future, including a look at the updated Strategic Plan Supplement. VP Rives gave the background regarding planning and presentations thus far with the Board and what they can expect moving forward. There will be strategies to increase revenue, which include already established strategies and new strategies. He also reviewed strategies to decrease expenditures across the University. VP Rives talked about the Supplement to the Strategic Plan, including the priorities and looking at how those priorities may be accomplished (and how accomplishment is measured). He explained the expectations that the Higher Learning Commission has for the University and a review of the accreditation calendar. He also explained how the Higher Learning Commission handles financial issues on University campuses. The Higher Learning Commission has other triggers as well to cause them to review Universities. Keys to success in planning coordination, collaboration, and continuous improvement.

Director of Athletics Matt Tanney gave a report on Athletics. He talked about some of the accomplishments in Athletics this past year. They focus heavily on the academic side of student athletes. Student Athletes continue to perform very well in the classroom. Athletics is focusing on revenue generation and discussed some areas of success going on as well as actions moving forward. There is a continued push on facilities enhancement, with an emphasis on using foundation/donor funds for these expenditures. The Western Hall seating project is close to completion. This will positively impact the many events (athletics, academic and others) that take place in Western Hall. Discussion continued with the Board regarding Athletics.

The Open Session concluded and the Board moved into Closed Session at 4:38 p.m.

#### July 15, 2016

The Retreat of the Board of Trustees of Western Illinois University convened at 8:05 a.m. at the Citizens Bank Conference Room, Macomb, Illinois. Chair Cathy Early presided.

#### Attendees:

Trustee Roger Clawson  
Trustee Lyneir Cole  
Trustee Cathy Early  
Trustee Carolyn Ehlert Fuller  
Trustee Wil Gradle

Trustee Todd Lester  
Trustee Yvonne Savala  
ABSENT: Trustee Steve Nelson

Also in attendance:  
President Jack Thomas  
Retreat Facilitator Jane Pierson  
Legal Counsel Rica Calhoun  
Interim Provost and Academic Vice President Kathy Neumann  
Business Administrative Associate Kerry McBride

The Board discussed effective communication practices, both internally and externally. An Ad Hoc Committee on University Communication will be established. Chair Early will appoint the committee members.

Interim Provost Neumann was asked to join the meeting based on a request from the Board to address follow up questions from the Trustees. She reminded the Board that there will be a review of General Education, Teacher Education and comprehensive majors. It is also time to take a look at the Signature Programs. There will also be a review of certificate programs. Hybrid platforms have been successful. The MBA and CSP pilot programs in the Quad Cities were incredibly popular. There will be a discussion and review of what other courses may fit well into a hybrid model and more will be added as appropriate. Trustee Gradle asked about flipped classrooms, and Interim Provost Neumann talked about what has been done at Western and what adjustments could be made moving forward. There was further discussion about how the hybrid classes were scheduled. Interim Provost Neumann provided an overview of the Centennial Honors College.

The Board discussed its role in fundraising, including attending events. Maybe the Trustees could have something included from the Board in an email to the alumni. There may be some involvement in terms of thank yous to donors and alums. The Board will take a further look into how it may be more active in these areas.

Facilitator Pierson led the Trustees on a review of the Statement of Mutual Expectations and Board Roles and Responsibilities. The Trustees discussed the expectations that they have for each other. The Board also took a look at Board Operations, including preparation for Board Meetings. The Trustees talked about how issues or differences of opinion may be resolved. The Trustees discussed their self-report card.

There was a look at the Presidential Evaluation. Trustees Savala and Ehlert Fuller are on the Presidential Evaluation and Assessment Committee. There is a formal process in place but amendments to the process may be appropriate. The Board and President discussed their expectations of each other.

Each person named one thing they would do for Western this year and Chair Early thanked everyone for their service to Western Illinois University.

The Retreat concluded at 12:51 p.m.

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