

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 9-10, 2015

Board of Trustees Retreat – July 9, 2015

The meeting 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 Campus. Chair Roger Clawson presided.

Trustees in Attendance:

Roger Clawson

Lyneir Cole

Cathy Early

Carolyn Ehlert Fuller

William Epperly

Yvonne Savala

ABSENT: Phil Hare and Michael Quigley

Guests in Attendance:

President Jack Thomas

Retreat Facilitator Jane Pierson

Legal Counsel Rica Calhoun

Interim Provost and Academic Vice President Kathleen Neumann

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

Assistant Vice President for Public Relations Darcie Shinberger

Director of Admissions Andy Borst

Director of Facilities Maintenance Scott Coker (for the campus tour)

Business Administrative Associate Kerry McBride

Chair Clawson welcomed the group to the meeting. Looks forward to a productive Retreat.

President Thomas also welcomed everyone to the Retreat. These are crucial times for the University and for the Board. Appreciates the support of the Board. The university Presidents and Chancellors are now meeting weekly. Leadership Team and President are meeting daily to make sure they are on top of what is going on in the state. Positively, this is a time for the University to help shape Western into what it should be in the future. We look at this as an opportunity. Will come out with a clear sense of who we are. Looking forward to the comments and questions of the Board.

Facilitator Jane Pierson welcomed the group and reviewed the agenda. Also discussed protocols for the meeting.

Year in Review – Accomplishments and Challenges.

Accomplishments:

- Growth of the Honors College
- Increase in Retention
- Students Continue to do good things
- Campus beautification
- Faculty Continue to do good things
- Ag Mech Show
- Alumni Continue to do good things
- People remain committed to Western
- Accreditations

Challenges:

- Audit Compliance
- Center for the Performing Arts
- Recruiting – effectiveness and results
- Cost for Students
- Competition for other sources of education
- Marketing of the Quad Cities
- Relationship between the two campuses

Both Accomplishment and Challenge:

- Adjustments in Staffing
- Town/Gown

President's Report to the Board

President presented PowerPoint to the Board outlining accomplishments, initiatives and major challenges.

The Retreat took a short break.

Introductions of the people in the room.

Finances and Budget Projections

President Thomas outlined what is going on at the State and at WIU. Right now are basing numbers on a 6.5% reduction, but that may change. Financial outlook of the University, moving forward with reductions, and carving own niche will be part of discussions. Will be cuts and also will be reinvestment. Sending an email to the University today that employees will still be paid.

Matt Bierman presented a PowerPoint.

- FY15 Institutional Budget Entities
  - Appropriated
  - AFS
  - Other
- Income and Expense History
- Appropriated Spending Compared to Inflation
- 4 Year Projection – with 6.5% state reduction and no University cuts after FY16
- 4 Year Projection – with 15% state reduction and no University cuts after FY16
- 4 Year Projection – with 30% state reduction and no University cuts after FY16

- Challenges – enrollment, state appropriation, cost to the student, high % personnel
- Fall Enrollment Trends
- Income Fund vs GRF at 6.5% state reduction level
- State Appropriation
- Tuition Increases Compared to Inflation
- Undergrad Tuition History
- Direct Cost v. Maximum Aid
- Gross Tuition Less Waivers and Scholarships
- Appropriated Budget by Division
- FY15 Budget Expense by Type
- Academic Affairs FY15 Appropriated Budget
- Faculty to Student Ratio
- WIU Appropriated Budget – Plan
- Income and Expenses with a 6.5% reduction and University cuts
- University Reserve with a 6.5% state reduction
- University Reserve with a 15% state reduction
- Cash Flow – Monthly Cash on Hand
- Summary of FY16 Cuts - \$4.0M
- Further Reductions FY16 or FY17
- Reinvestment Needs
- Final Considerations

The Trustees asked questions about the presentation, including how a decrease in tuition might affect financial aid and the definition of EFC (expected family contribution).

Andy Borst presented a PowerPoint.

- Total Enrollment
- Current Projections
- Total Enrollment Changes 2010-2014
- On and Off Campus Enrollment
- Demographic Shifts (2010-2014)
- Hispanic Total Enrollment
- High School Graduates, State of Illinois (2008-2021)
- Changing Demographics, HS Students in IL
- Fall 2015 ACT Frequency
- New Freshmen Estimates
- Illinois Community College Enrollment
- New Transfer Enrollment
- New Transfer by Territory
- Graduate Enrollment (2010-2014)
- Quad Cities Enrollment
- WIU Undergrad Enrollment (RI and Scott Counties)
- WIU Grad Enrollment (RI and Scott Counties)
- International Enrollment
- FR-SO Retention
- Freshmen Retention

- Cost of Attendance
- Cost Comparison
- College Choice Research on Price
- Western Commitment Scholarship
- Differences in Income (Fall 2014)
- Parents' Income
- Financial Gap
- College Choice Research
- Take Away Messages

Discussion regarding the presentation commenced. A feasibility study will be done for the Quad Cities this coming year so we have more current data. We have more competition from other schools than before. The competition is tremendous. The key will be product and time...flexible schedules. Marketing campaign is also extremely important. In the QC especially, need programs that students and employers want. Hopefully a feasibility study will give us the information we need. Are we hitting the local region enough? Borst said he will know soon. We have been doing more with this and will see in the fall if it has an impact. Concerns about competing against Missouri. How do we keep up?

Question from the audience: a question of clarification regarding the slide on FY16 an FY17 and the cuts for this and the next year. Bierman confirmed that the potential cuts are for each year, \$4M and then \$10M, for a possible total of \$14M. He reminded the group that this is still a fluid number, but wanted to provide the numbers for context.

Question from the audience: Is there a maximum amount of reserves that we are allowed to keep? There is not a maximum. How many do we want to keep? 6 months would be ideal. The group discussed the timing and other issues of state funding related to this question.

Question from the audience regarding generating interest from tuition and how funding worked when we got all of our money up front.

\$6M of MAP Funding. Used to get in August. Now get in December and April if lucky.

Question from the audience: Elaborate on possible employee cuts. Bierman confirmed this is just a figure to show the magnitude and impact on the University.

Was confirmed that WIU has approximately 2,000 employees.

The group went to lunch.

The meeting reconvened at 1:28 p.m. for discussion.

VP Biller said is time of year where Admissions looks at territory we cover and look at historical data. Based on that and overall strategy, come up with an assignment plan for the period. Admissions counselors then come in for training, as do those who need to bring counselors up to speed as to what is going on in their areas. Have a big piece of the data but get the final information in September.

Andy Borst outlined the Admissions strategy for the year. Borst showed where counselors are located and the areas that they cover. 12 staff members doing 1500 visits each year. Have an associate director in

Macomb and in the Quad Cities. Will be doing new events this coming year. Will continue doing Chicago events, but also looking at Peoria, the St. Louis Area. In one year have doubled number of students in St. Louis region this past year and hope to double again. Biller said that typically it takes 3 years to get established in a market. We will continue to build on that market.

Borst said there will be discussions about OAS. Do we go back to an interview process? Do we go back to a letter? Trustee Epperly discussed his concerns regarding OAS. Trustee Cole talked about his experience working with OAS over the past ten years. He also talked about how other schools have programs such as this. Borst said there is a capacity of about 400 students. Trustee Epperly again expressed his concerns with OAS. VP Biller said that the usual OAS class is around 325. Generally try to get 20-25% of the class. Now use a grid. Students with higher GPAs often do not need OAS support. Trustee Epperly continued that he is concerned that it is a communication issue, not a program issue. VP Biller said that we have to convey the message to faculty and others. Trustee Savala asked about getting the message to counselors and to the high schools. VP Biller explained that getting counselors here on campus also help them get that message. President Thomas reiterated that we do targeted enrollment with a certain amount of students in various categories. Further discussion about how this would work with Quad Cities students and the support for these students. If you have an OAS model in the Quad Cities, need the infrastructure in place. VP Rives said that at the current staffing level, are not ready for an OAS program. VP Bainter explained the East St. Louis office and how it could help recruit students to Western. WIU used to get many students from that area. President Thomas confirmed that further review of having OAS at the Quad Cities campus will take place. This total topic will be addressed at the next Leadership Team Meeting.

Borst talked about the messaging to the community colleges and others and our competition.

In September Borst travels around the state in September and will see than what others are doing and then see what we need to do. VP Biller said is now starting to see price elasticity and finding the sweet spot that might bring more students while reducing costs. Trustee Ehlert Fuller asked about cutting costs for students during a time of overall budget reductions. Trustee Early asked how this might work for those who may be paying more than others. Maybe freezing tuition? WIU is in the middle of the pack in terms of costs. VP Biller said it is State law that guarantees tuition, but a Board Regulation that guarantees room and board and fees.

Chair Clawson asked about things coming up that might affect admissions. Borst talked about a financial aid regulations that may impact admissions and what they are doing to be prepared for this in advance.

### Quad Cities

VP Rives presented a PowerPoint:

Current funding and enrollment statistics

- Total WIU-QC Headcount Enrollment – Fall 2010-Fall 2014
- Percent Change in Total Enrollment – Fall 2010-Fall 2014
- Total WIU-QC FTE Enrollment – Fall 2010-Fall 2014
- Total Headcount and FTE Enrollment – Fall 2010-Fall 2014
- Semester Enrollment Reporting
- Total WIU-QC Headcount Enrollment – Fall 2010-Fall 2014
- Key Strategies and Implications
  - Off-campus enrollment

- On-campus enrollment

Trustee Ehlert Fuller commented that it is critical to get the right programs that have flexible time schedules. Possibly talented people not being utilized. Interaction between the two campuses, specifically on marketing. Trustee Savala talked about connecting with employers and companies, and possible working students. Need the right, seasoned person to reach out to companies. She gave examples of various relationships between schools and companies in the Quad Cities area. President Thomas said we need to look at what is feasible. The group had further discussion on this issue. Trustee Cole was glad to see the piece on having cutting edge programming. Trustee Early thanked VP Rives for bringing the information about enrollment.

#### Marketing for Macomb and the Quad Cities Campuses (similarities and differences)

President Thomas indicated he has approved a viewbook for the Quad Cities. More discussion of the viewbook and how University Relations works with the QC in Marketing. VP Bainter talked about the history of marketing WIU for the past few years and marketing at both campuses currently. The group discussed marketing in general and for the campuses.

#### Facilities

- Update on 60<sup>th</sup> Street Property
- Use of spaces on the Riverfront Campus
- Projects are on hold

Further discussion commenced about the relationship between the two campuses and perceptions about the campuses.

The group discussed the Quad Cities growth plan and timetables.

Maybe give some talking points for the Board. Need to get our brag points out.

A summary look at the day was held.

The group took a tour of campus, which was followed by dinner. Dinner concluded at 7:30 p.m.

#### Board of Trustees Retreat – July 10, 2015

Meeting Convened at 8:00 a.m. at the Board Room of the Multicultural Center, WIU-Macomb. Chair Roger Clawson presided.

#### Trustees in Attendance:

Roger Clawson

Cathy Early

Carolyn Ehlert Fuller

William Epperly

Yvonne Savala

ABSENT: Lyneir Cole, Phil Hare and Michael Quigley

#### Guests in Attendance:

President Jack Thomas

Retreat Facilitator Jane Pierson

Legal Counsel Rica Calhoun  
Business Administrative Associate Kerry McBride

Retreat Facilitator Pierson reviewed the agenda.

Review of the previous day: Trustee Ehlert Fuller expressed concerns regarding using a study that is ten years old to govern marketing in the Quad Cities. It is really important to do an updated feasibility study. Allow the talented individuals in the Quad Cities a little more autonomy. The group discussed marketing further. Trustee Epperly expressed concerns regarding the St. Louis Office. The President addressed his concerns. Trustee Epperly discussed communication of issues and items at WIU. Discussion included the need to communicate the good things going on in the St. Louis area. The President talked about community relations and the work that is going on in this area. The Board and President talked further about community relations. Maybe some sort of monthly update from the President? Trustee Early talked about having more Board communication. Maybe ways to have more discussions?

#### Improving Board Functioning and Responsibilities

Board Roles and Responsibilities – Trustee Savala recommended adding in the orientation a segment on Open Meetings Act and Board functioning, looking at the Augustana model for orientation. How to engage Trustees in orientation. Going through how a meeting works would also be a worthy addition.

Role of the Board in financial oversight and decisions – this is pretty clear. Discussion of Audits.

Improving Operations – Trustee Epperly asked about Trustee reimbursement for expenses. Can Trustees be for services so can pay themselves if able? Discussion of printing Trustee books. Will only print the books that are necessary and everyone else will need to print their own. Consider Closed Session on Thursday evening? Other ways of handling Closed Session were discussed. Dinner at 6:30 and Closed Session at 7 p.m. Start the next day's meeting at 8 a.m. No lunch needed at the conclusion of the Friday Meeting. This schedule will begin with the October 2015 Board Meeting. Discussion of verbatim minutes. Meeting minutes will be summarized in the future. Handling materials in the meeting – get all the handouts at once, before the beginning of the meeting. Voting and Abstentions – Trustee Savala asked about how these votes are handled and how things are counted.

#### Committee Operations and Plans

##### Committee Make Up:

- Academic and Student Services Committee: Cathy Early, Chair; Michael Quigley
- Presidential Assessment and Evaluation Committee: Yvonne Savala, Chair; Carolyn Ehlert Fuller
- Audit Committee: Roger Clawson, Lyneir Cole (Chair TBD)
- Finance Committee: William Epperly, Chair; Phil Hare

Discussion about a possible need for a committee on Athletics. Trustee Early and Epperly will review the suggestions presented and follow up with the Board at the next meeting. The Board talked about charges of action for the committees.

Communications – internal to the Board and with the Administration. Resolving conflicts.

Board Goals for 2015-16. The President brought up the “Walk a Day in the President’s Shoes” for the Trustees. Can be done individually or two trustees at a time. This could serve as Trustee-In-Residence. Fundraising efforts were also discussed.

Brief Report Card Review. Discussion of areas of strength and areas of challenge.

The President reviewed his plans, goals, and initiatives with the Board for 2015-2016. The Trustees discussed the plan as presented, including making suggestions. Based on the discussion, the President will revise the documents and provide to the Board. Any changes in Presidential Evaluation process? The process was outlined and the group reviewed what the options were for this process in the future.

The Retreat adjourned at 1:13 p.m.

Roger Clawson, Chair

Kerry McBride, Business Administrative Associate to the Board

klm