

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Retreat
July 12-13, 2018

July 12, 2018

The retreat of the Western Illinois University Board of Trustees convened at 8:31 a.m. on July 12, 2018, at Room 3420A/Building C, WIU-QC Campus, Moline, Illinois. Trustee Carolyn Ehlert Fuller, Chairperson, presided.

Roll Call.

The following Board members were present:

Trustee Justin Brown
Trustee Lyneir Cole
Trustee Cathy Early
Trustee Carolyn Ehlert Fuller
Trustee Todd Lester
Trustee Yvonne Savala

Trustee Roger Clawson arrived at 11:51 a.m.

Also present:

President Jack Thomas
Legal Counsel Liz Duvall
Chief of Staff Paul Schlag
Retreat Facilitator Jane Pierson
Interim Provost and Academic Vice President Kathy Neumann
Vice President for Quad Cities and Planning Joe Rives
Associate Vice President for Student Services Jason Woods
Vice President for Advancement and Public Services Brad Bainter
Interim Vice President for Administrative Services Bill Polley
Assistant Vice President for Advancement and Public Services Darcie Shinberger
Director of Budget Letisha Trepac
Director of Institutional Research and Planning Angela Bonifas
Director of Outreach and Engagement Becky Paulsen
Director of University Technology, Quad Cities Jeff Calhoun
Business Administrative Associate to the Board Kerry McBride

Chair Ehlert Fuller and President Thomas gave opening welcome remarks.

Retreat Facilitator Jane Pierson gave an overview of the agenda.

The Trustees and President Thomas each were asked to present a word about what they want to get out of their Retreat.

President's Report

President Thomas presented his President's Report, highlighting accomplishments. His accomplishments were grouped as follows: Goal 1: Strategic Planning, Goal 2: Academic Programs, Goal 3: Enrollment Management, Goal 4: Budget, Goal 5: Alumni and Development, Goal 6: Facilities and Technology, Goal 7: Government Relations, Goal 8: Campus Collaboration, Goal 9: Professional Development, Goal 10: Committees. The Board asked questions of the President and discussed his accomplishments.

Graduating More Students: Plans, Projections, Challenges, Leadership

Associate VP Woods began this discussion on enrollment management by providing his background and then talking about recruitment and retention. He discussed mission, community, faculty, staff, and students. He talked about the questions of market and mission, and how one leads to the other. He highlighted that Western has at least two communities. The community has a big impact on people. We have the opportunity to support two sets of students, and we are not in competition with one another. He also discussed how faculty, staff, and students are a part of the process. Woods also highlighted things that we can do as a University to collaborate and succeed in recruitment and retention.

Director Bonifas provided information regarding what we know currently about retention, including a history of retention rates at WIU and how the University compares to its peers.

Woods and Bonifas answered questions related to recruitment and retention from members of the Board.

Vice President Rives talked about military recruiting. He provided a timeline of recruitment to date and invitations from bases to visit in the future. He also provided an update of the status of Memorandum of Agreements with the military. The Board asked questions of Interim Provost Neumann regarding readiness of programs online, hybrid, and in person to the military.

Vice President Rives gave a quick discussion of metrics and outcomes of the President's Executive Institute (PEI).

Vice President Rives and Vice President Bainter discussed marketing strategies and staffing. Rives commented that Suzi Pritchard is the new Director of Marketing and Alison McGaughey works on marketing with her as related to the Quad Cities Campus. Rives provided some examples of marketing coming from the Quad Cities Campus. Bainter discussed marketing using a reputation campaign summary currently taking place, including a summary of media. He also showed activity regarding WIU on social media online. Pritchard is working on an Iowa Campaign and this has shown positive results with increased student applications. The digital media campaign is also continuing. The website was recently updated overall, but more updates will be made to internal pages in order to provide a better experience for the user.

Finances and Budget Projections

Budget Director Letisha Trepac provided a budget overview and projections. Her presentation included an end of year estimate of end of year FY18 reserve balances, and the history of the income fund reserve balances. She gave information on income and expenses, and other metrics of interest to the Board as to how they relate to finances and budget projections. She shared how all-funds budgets are reported in Macomb and Quad Cities, and areas of budget shortfalls and areas of budget growth.

Director Bonifas gave the Board information relative to how WIU compares to our peer groups in certain cost driver areas.

Academics

Opening comments for this section were made by Chair Ehlert Fuller. Interim Provost Neumann talked about online and hybrid courses coming this fall. Dual enrollment was discussed a little earlier in other presentations this morning.

Director of the School of Law Enforcement and Justice Administration Jil Myers spoke about the LEJA program. In Spring 2018, there were 2002 majors and minors, and 74 graduate students. She provided a handout about expanding partnerships, offering more service presentations and projects for recruitment, branding, and diversified expansion, expanding academic programs and offerings, establishing scholarships for winners, improving facilities, connecting with approximately 13,500 alumni, and resources needed. Her handout also included a list of service outreach events for 2017-2018. The Board asked, and she responded to questions about LEJA.

Interim Dean of College of Business and Technology Jack Elfrink spoke about the Supply Chain Management and Engineering programs. He provided handouts including the future direction for each program. He also discussed the Learn, Earn, and Success Initiative, which started last year. Elfrink discussed some options for consideration for student opportunities, and challenges the programs are facing. Also looking at ways that students may assist at the University in jobs that relate to their field of study (e.g. accounting, marketing). There may be some rebranding taking place in the College in the future. The Board asked, and he responded to questions about these areas.

Director of the Centennial Honors College Program Rick Hardy spoke about the program and provided handouts to the Board. He said the purpose of the College is to recruit, educate, promote and showcase. The Centennial Honors College has increased its enrollment exponentially, and will continue to grow. He discussed the strengths, accomplishments, and weaknesses of the program, and recommendations moving forward. He also talked about the Simpkins Hall renovation, which will hold the Centennial Honors College in the future. The Board asked, and he responded to questions about the Honors College. Hardy also announced that a WIU student just received the Boren Scholarship, and this is the first time a Western student has received that very respected scholarship. Director Becky Paulsen answered a question from the Board regarding how people may be enticed to donate to the renovations.

Director of the School of Nursing Lea Monahan spoke about the program. Monahan provided a handout to the Board about the Nursing program, physical space growth, faculty and staff, RN-BSN completion program, graduate nursing program proposal, the program website, Chi Sigma Chapter #520 of Sigma Theta Tau International, study abroad opportunities, clinical experiences, and clinical sites. WIU's program has a higher retention rate than the national average. Dean Martinelli-Fernandez added that the University is seeking donor support for the program. The Board asked, and both responded to questions about the Nursing program.

Interim Provost Neumann thanked those who came today to present about their program.

Facilities

Interim VP Bill Polley talked about University facilities and space. He said that Facilities Management will be happy to do whatever is asked of them. Considerations from the development aspect may impact what might be possible for a given program seeking facilities changes. There is more empty space on campus than a few years ago, and organizing that space will take time and consideration. WIU has around 2 million square feet. In FY13, the total cost of routine maintenance and projects in appropriated buildings was \$16.2M. This was a high year. The average in FY11-17, was \$9.5M. In FY18, roughly \$4M was spent on appropriated buildings. In residence halls, the peak year was FY13, at \$30M spent. The average during FY11-17 was \$12M. The estimate for FY18 was about \$4M. More information on space planning and utilization will be reported on as a part of the December Board Meeting Facilities Report. Polley answered questions from the Board regarding facilities.

Assessing WIU: Positioning the University for the Future

The Board is exploring methods to conduct a full assessment of the University. Director of Insurance, Risk Management, and Compliance Digger Oster and Director of Purchasing Shannon Reed joined the meeting to discuss procurement laws in Illinois. Reed explained how state processes procedures work. Reed discussed the rules regarding report of contacts with vendors. It was recommended that some workshops for the University community regarding procurement be held. These will take place this fall.

The Board went into closed session at 5:15 p.m. (Trustee Early moved, Trustee Cole seconded)

July 13, 2018

The retreat of the Western Illinois University Board of Trustees convened at 8:01 a.m. on July 13, 2018, at Room 3420A/Building C, WIU-QC Campus, Moline, Illinois. Trustee Carolyn Ehlert Fuller, Chairperson, presided.

Roll Call.

The following Board members were present:

Trustee Justin Brown

Trustee Roger Clawson

Trustee Cathy Early

Trustee Carolyn Ehlert Fuller

Trustee Todd Lester

Trustee Yvonne Savala

Trustee Lyneir Cole - absent

Also present:

President Jack Thomas

Legal Counsel Liz Duvall

Chief of Staff Paul Schlag

Retreat Facilitator Jane Pierson

Interim Provost and Academic Vice President Kathy Neumann

Vice President for Quad Cities and Planning Joe Rives

Associate Vice President for Student Services Jason Woods
Vice President for Advancement and Public Services Brad Bainter
Interim Vice President for Administrative Services Bill Polley
Assistant Vice President for Advancement and Public Services Darcie Shinberger
Assistant Vice President for Academic Affairs - Quad Cities Kristi Mindrup
Director of Budget Letisha Trepac
Director of Internal Auditing Mike Sartorius
Director of Outreach and Engagement Becky Paulsen
Interim Director of Athletics Danielle Surprenant
Business Administrative Associate to the Board Kerry McBride

Development Review

Vice President Bainter provided information about the foundation and development areas.

- The endowment value is \$56M
- Foundation assets are \$65M
- Planned giving inventory is over \$40M
- Gifts and pledges now total over \$13.7M

Bainter discussed some of the planned gifts and highlighted how Foundations funds have been used from FY16 to the present. The Board discussed the development positions and funding sources. Bainter and Associate VP Woods answered questions about scholarships.

Overview and Plans for Quad Cities 2018/2019

Vice President Rives, Associate Vice President Woods, and Assistant Vice President Mindrup gave this report. Rives provided the context of the report. In this region, there are 17 high schools and 7 colleges and universities. This requires good customer service, and being agile. The WIU-QC campus needs to show what sets themselves apart from the other colleges and universities. Woods began discussing enrollment with a question as to what exactly defines enrollment in the QC. Does it include distance? Woods is also looking at what kind of an experience we provide to potential students. The Board discussed the different student populations and how they may be served: Macomb Campus, QC Campus, Extension, Graduate, Freshmen, etc... Mindrup discussed how scheduling of classes takes place at the QC Campus and opportunities to consider at both campuses, including accelerated majors. Polley gave examples of alternative scheduling in the College of Business.

Mindrup talked about the progress of dual enrollment at WIU. The Board asked about 2+2 programs, and Rives discussed how we are getting more and more requests for these. Thomas said that this is why he sent Rives to all of the community colleges to discuss our partnerships and try to cultivate more yield from the program. Polley talked about the challenges of sending faculty to off-site locations to teach classes.

Quad Cities operations and staffing was discussed briefly, specifically regarding greeters to the building to welcome visitors. This is something that the Macomb Campus could benefit from as well.

Athletic Programs

Interim Athletics Director Danielle Surprenant began her presentation with the economics of Athletics at WIU. The majority of student athletes are non-scholarship students. 135 new student athletes will be coming

to WIU this fall, and 77% are partial scholarship or walk-on students. This is revenue to the University. Athletics will continue to look at budgets and will need to operate a bit differently. They are looking at various cost items to determine the most cost-effective options. Over 100 athletics events were hosted last year, and these bring a great amount of visitors to the University. There are also a number of campus and clinics during the year, and these bring potential students to the University. Athletics is also a source of positive media exposure. Athletics students are high performing students, with grade point averages that are higher than the general student populations. Athletes are very active within the community. Surprenant spoke about the benefits of being in the Summit League. She also explained to the Board how guarantee games work. Surprenant and the Board discussed funding opportunities for Athletics.

Looking for Efficiencies

Director of Internal Auditing Mike Sartorius discussed the role of Internal Auditing at Western Illinois University, efficiency, effectiveness, adaptability and flexibility, barriers to success, evaluating efficiency and identifying opportunities for improvement, examining efficiency through Audits and Consulting services, communicating results, and the goal (better, faster, easier). Sartorius answered questions from the Board about Internal Auditing.

Strengthen and Maintain Board Communication

The Board discussed communication between the Trustees and with the Leadership Team. Facilitator Jane Pierson gave advice as to best practices. Associate Vice President for Advancement and Public Services Darcie Shinberger and VP Rives provided details about the press conferences to take place on Monday, July 16. Legal Counsel Liz Duvall discussed the Open Meetings Act, including what constitutes a meeting.

Each attendee provided comments regarding the Retreat and our next steps moving forward.

Adjournment

Chair Ehlert Fuller called for a motion to adjourn the Board of Trustees Retreat at 2:10 p.m. Trustee Clawson moved and Trustee Savala seconded. All were in favor.

Carolyn Ehlert Fuller, Chair, Board of Trustees

Kerry McBride, Business Administrative Associate to the Board of Trustees