Western Illinois University
Board of Trustees
Academic and Student Services Committee

March 10, 2006

Committee Members Present: Trustee Donald W. "Bill" Griffin (Chair), Trustee Robert J. Cook, Trustee Carolyn J. Ehlert, Trustee Christopher M. Thomas, Vice President for Student Services W. Garry Johnson and Provost and Academic Vice President Joseph C. Rallo

Committee Member Absent: Trustee George J. Guzzardo

Also Present: Trustee William L. Epperly, President Alvin Goldfarb *(Ex-Officio)*, Trustee J. Michael Houston *(Ex-Officio)*, Trustee Steven L. Nelson, Legal Counsel Bruce J. Biagini and Administrative Assistant to the Board Kerry L. Yadgar

Guest Speakers: Earl Bracey (Assoc. Vice President for Student Services), Bill Bushaw (Financial Aid Director), Cathy Couza (Affirmative Action Director), Judi Dallinger (Asst. Provost for Undergraduate Education), Julie DeWees (Budget Director), Diane Hamilton-Hancock (Chair, Dept. of Community Health and Health Services Management), Al Harris (Assoc. Vice President for Student Services), Joe Rives (Asst. to President for Planning and Budget), Bonnie Smith-Skripps (Dean, College of Education and Human Services), Tim VanAlstine (Director of Athletics)

Trustee Bill Griffin, Committee Chair, called the meeting of the Academic and Student Services Committee to order at 9:55 A.M. in the Capitol Rooms of the University Union, WIU-Macomb. He welcomed everyone to the meeting.

Approval of November 4, 2005, Academic and Student Services Committee Meeting Minutes

The minutes of the November 4, 2005, Academic and Student Services Committee Meeting were approved as presented.

FY2007 Tuition Recommendation

Assistant to the President for Planning and Budget Joe Rives, Budget Director Julie DeWees, Vice President for Student Services Garry Johnson, and Associate Vice President for Student Services Al Harris presented information regarding the FY2007 tuition recommendation.

Dr. Rives stated that in September the Board asked us to think of all university "all costs." We will begin by reporting on all costs and then we will have comments on tuition and then later address fees. We are asking that you consider each requested increase separately today. It is important to note that students pay one combined cost. That influenced our thinking in terms of our recommendation rather than thinking of the parts independently.

We really went through some public policy considerations when thinking what an all costs could be. Also, note that the process used for setting tuition, fees, room and board is described in the pocket reference.

First, we will continue to recommend continued implementation of the Gilbert Cost Guarantee.

Second, we also tried to engage in conservative fiscal management. We looked at the balance of revenues to expenditures and considered how we can continue to support *Higher Values in Higher Education* with the highest priorities.

Third, and the one I consider to be most important, is that we need to look at the difference in price between the "sticker price" and the "net price." What do students actually pay? This morning you will be receiving an update on our financial aid programs. We will begin our all costs new pricing presentation.

Seventy percent of our undergraduate students receive financial aid. For fall 2005, 74 percent of our first-time freshmen received financial aid. The average aid received is about $6,200. When you do the all costs look at total cost of tuition, fees, and room and board, we were published last year at $13,410. That leads to a net price, or what students are actually paying annually, of $6,290. That is a 53.1 percent price differential between what is published and what those not receiving financial aid pay to what the average freshman who is receiving financial aid is paying.

Trustee Houston asked if we are taking into consideration the salaries that students earn while working and attending school. If so, could we back that figure out because in many cases those salaries are used by students for their additional living expenses.

Mr. Bushaw stated that in the full amount of financial aid students receive, wages are included for both work study students and regular salaries. Dr. Rives said we could back the salaries students earn out of the calculation. We can rework that and when I send the next monthly strategic plan update, I'll append that rework to you so you will have that. But, suffice it to say, there is a difference between the published sticker price and the net price, or what is coming out of the student and their families' pockets.

We also looked at access and affordability to remind you that as reported in the Performance Report to IBHE we have the 9th lowest student debt load for students who graduate. It is approximately $14,000, and that is the 9th lowest in the Midwest. We have the 19th lowest

percent in the Midwest (as referenced by the *U.S. News and Word Report)* of the percentage of students with loans.

As we look at the all cost recommendations, you will see that we are recommending to you a 6.5 percent total all cost increase for students on the Western Illinois University – Macomb campus and an 8.9 percent increase for students on the Western Illinois University – Quad Cities campus. It is important to note that it is not differential tuition. The price increases between Macomb and Quad Cities are only due to the fact that students at the Quad Cities do not have room and board. There are also some fees that students in the Quad Cities do not pay because they do not have those services. It is not differential tuition; it is not differential fees. What you pay in Macomb for what's appropriate at the Quad Cities, students pay the same rate.

Lastly, we looked at access and affordability in terms of out-of-state tuition. We are recommending to you this morning that undergraduate out-of-state tuition be one and one-half (1.5) times the assessed rate for in-state students; and for out-of-state graduate students, we will continue at two (2) times the assessed rate for in-state students.

There are a series of articles dating back over thirty years that talk about out-of-state/in-state rates. Public policy tends to range from 1.5 to 2 times. Living in the border area, it seems appropriate to be in the 1.5 percent range.

Trustee Cook asked about the number of border area students, Iowa and Missouri students, who come in and pay in-state tuition.

Dr. Rives noted that on the Quad Cities campus no matter where you are from you pay in-state tuition. Approximately 25 percent of our Quad Cities students are from Iowa or beyond. On the Macomb campus we have about 350 students from Iowa and Missouri combined.

Trustee Cook mentioned that the agreement goes county by county—or the river counties? Do they pay the in-state rate the entire four years?

Dr Rives said that is right, river counties, or you can think of it as contiguous counties. There is a footnote in the pocket reference that indicates the counties in both Missouri and Iowa. They pay the in-state rate for four years.

Trustee Houston added that when we take a look at students coming from out-of-state that we have a certain amount of fixed cost, and for every additional student that comes in, whether from Illinois or from outside Illinois, that is really additional revenue for us. The more we can encourage students to come here, the better off we are.

Trustee Cook replied that this is a great program. We fought long and hard to get this passed in the state legislature and it's a good program. There were relatively few people on the Macomb campus from out-of-state. This has increased and the money they spend at this institution and in this community is another plus.

FY2007 Tuition Recommendation (Continued)

Vice President Johnson said that a number of our contiguous states provide in-state tuition for Illinois residents. That is one of the reasons why Illinois is the second largest exporter of students in the country—after New Jersey. We are in competition with lots of those states—Missouri, Kentucky, Indiana, Wisconsin, Minnesota to name a few.

President Goldfarb said that one of the universities from Wisconsin is currently doing a very aggressive recruiting campaign in the Quad Cities—Platteville, I believe. By the way, Kerry Yadgar is someone who has benefited from this very policy. She is from Iowa and attended WIU.

Trustee Thomas said that it looks like you have to establish Illinois residency after your first year in order to maintain that in-state tuition. Is that right? So if you have a student commuting from Keokuk or Burlington to Macomb, then they have to pay out-of-state tuition after the first year?

Dr. Rives replied that if they are commuting from one of the border counties they do not have to pay the out-of-state rate. If they are commuting from Kansas City, for instance, then they would have to establish Illinois residency.

President Goldfarb noted that one of the reasons we went to an all costs model is that since we guarantee costs we wanted to take a look at what that means as you divide that over four years. What happens in terms of all costs? The 6.5 percent is divided over four years and that is a 1.4 percent increase per year. If you divide that over three years, depending on your philosophy, that is just over 2 percent increase per year. That is part of what we are trying to track because we are the only institution that guarantees all costs for all four years. No other institution does that. Every other institution just guarantees tuition. For us, there is an impact across the entire cost. We are also trying to figure out how it annualizes for our students.

Trustee Ehlert asked how the institution plans to use the all cost guarantee information. Is this a new promotional item for us? Are we ahead of the game on this?

Dr. Rives replied we are very ahead of the game on this. In terms of looking at institutional planning by all sorts of funds, we are one university moving ahead. The press will say, Western Illinois University increases tuition "x" percent by your actions today. They will say, you increased fees "x" amount by your actions today. They will say, you increased room and board "x" amount by your actions today. No disrespect to the press, but they will try to add up the percentages and report an amount. But it is a weighting between tuition, fees and room and board. The all cost is what the student and their families actually pay. We have been the state-wide, if not national, leader in terms of talking all costs. It also helps in our institutional planning. We can look at our things aligned at the all cost level as well as the aggregate level and that is why you have to break out tuition and fees to see if we have the revenue streams to support the priorities of the strategic plan.

I've been asked by the Society of Colleges and University Planning, a professional organization, to present this as a model of how we work with boards to do all cost reporting. It is very exciting.

FY2007 Tuition Recommendation (Continued)

Trustee Houston asked how we plan to promote this to the students. How are we using this to market ourselves and gain students? Everyone now has a tuition guarantee that is modeled after ours. Yet ours is different. The question becomes how we use this as a marketing tool.

Dr. Rives said that the Board will preview a new commercial spot that emphasizes the cost guarantee during the strategic planning update later in the meeting. Kristin Dunstan is our marketing person and we really need to work with her to think of strategies to all costs—not tuition only, but all costs. That promotion will become critical. We should also work with

Bridget from SGA and think through strategies to get the message out to students and their families.

President Goldfarb said that in his presentations he presents Western as having been first in the state, but still best in the state in terms of our guarantee. When we talk in Springfield we talk in terms of cost guarantees, but still best because we are the only one who guarantees all costs. We need to remember to remind the state that we were first and still the best. There is a difference.

Trustee Cook said it does need to be emphasized. Due to the success on this campus, the state legislature passed legislation mandating this guarantee for our brother and sister institutions as well. What some do not know is that this applies to room and board at Western and we are the only campus to guarantee room and board and fees.

Vice President Johnson replied that our admission counselors who work with high school counselors, community colleges, parents and others at our state-wide events, and also in our publications, we do talk a great deal about our unique cost guarantees. Western addresses issues of affordability like no one else is addressing them. The budgeting approach reinforces what we have been doing in promoting the university through admissions outreach. Now we need to address it in other ways so we can make the point greater with folks.

Dr. Rives noted he predicts in four years all Illinois public institutions will be talking all costs, and we can look back and say that we set the standard.

Today, in terms of tuition, we are asking the Board to approve a 9.5 percent increase for new students only and that would be guaranteed to students for four years under the parameters of the Gilbert Cost Guarantee. When annualizing the 9.5 percent, either over three years or four years depending on how you look at it, it is below the consumer price indices. It is below one inflationary measure. It is also below, and one that I think is more important, the Higher Education Price Index (HEPI), which is the price for goods and services and commodities within higher education. Even more importantly, when you annualize this rate it is below the Illinois per capita income increase expected over the next four years. As families have more discretionary income it will not be totally pulled by higher education costs. There will be increased earning power of our citizens and we are not putting a substantial majority on them.

We recommend to the Board as part of the all cost a 9.5 percent increase in tuition. Vice President Johnson and Associate Vice President Harris will present information about the fee increase.

FY2007 Tuition Recommendation (Continued)

In response to a question about last year's tuition increase, Dr. Rives responded that it was 9.5 percent last year as well.

President Goldfarb added that to remind everyone of what 9.5 percent generates against incoming students, it is about $900,000 in terms of new tuition revenue. We will have the continuing students now move into the higher tuition rates. Our total tuition increase will generate about $2.8 million. A 3.5 percent salary increase for our personnel which is one of our top priorities costs us $3.3 million when you include the addition for our faculty. So if you add what we think we will get in terms of new General Revenue funds and new tuition funds, it will basically cover our salary increases. That is what we have been trying to do in terms of budget.

Trustee Thomas asked what our tuition increase looks like in terms of what other institutions are doing this year.

President Goldfarb stated that we do not know what other institutions are doing. We have been asking around. I believe we are the first to go to the Board with our recommendation on a tuition increase. We figure others around the state will be close to this same place—some a little higher and some a little lower. In terms of our relative position, this year we were 7th in tuition. Everyone else in the state can also increase their senior students' tuition because they are still grandfathered in. There will be an increase against seniors at the other institutions. Our seniors are paying the lowest tuition in the state.

Trustee Cook added that a lot of people do not know that. President Goldfarb said that the Peoria *Journal Star* did mention it in their release. At their presentation to the Illinois Legislature this year, the University of Illinois rather than talk about percentages talked about dollar increases. It is very hard to get the public as well as internal constituencies to see where our relative position is in the state. It is hard to express. My quote to the press included the statement that our seniors are paying the least tuition in the state to at least drive home that we are different than the other institutions.

Trustee Nelson noted that it seems until we receive increased funding in higher education, the current increases are going to continue.

President Goldfarb added that in his presentation in Springfield he did state that we have backed into public policy without having a discussion of public policy. We basically operate under the public policy that there will be no state-wide increase in funding and we will instead do the increases through tuition and fees. I mentioned that at the hearing. Dr. Gilbert has been very emphatic about that with legislators when they come to campus.

Trustee Cook asked what percentage of the institution's funding comes from the state. Ms. DeWees said it is approaching 50 percent of the funding.

Dr. Rives said the Board would see that when we bring to you the preliminary All Funds budget in June. The concerns have been that we are moving from state supported to state assisted, and, in Virginia where the support is single digit; they say they are just state located.

FY2007 Tuition Recommendation (Continued)

Trustee Houston added that when we talk in terms of tuition and try to keep control of it, one thing to keep in mind is that when we take $13,000 a year as basic costs without the necessary cash for other living expenses, that is still $52,000 over a four-year period. There are many of us here who were first generation to go to college, and we remember how hard it was when we were in school dealing with the costs. Those costs were absolutely nothing when compared to what we are dealing with today. While we are trying to maintain ourselves as being affordable, it really is important to try to keep control of costs. When I stand on the stage at Commencement and see these students graduate, the one thing you recognize is that a lot of them are just like I was and this is the first opportunity in their family for someone to go through college. For a lot of people it is very, very difficult to come up with the money. When we start talking of $52,000 as the basic cost for someone to go to school, we need to realize that is a real strain for a lot of people. A public university is still the most inexpensive way to have the opportunity to have a good life.

Trustee Nelson said that to put it in perspective, he has a daughter that will be in college in 2010. My projections are $75,000 - $80,000 for four year's tuition at a public university.

President Goldfarb added that one of the private universities in the state is now charging $44,000 a year. We do have this conversation regularly and I want to assure the Board that as someone who has come out of a non-residential, commuter, public institution I am intensely worried about the costs. We have tried a couple of strategies. First, we continue to focus on the guarantee and find ways of extending it. Second, you have heard from Vice President Hendricks that another commitment is to increase our focus on raising scholarship funds. Last year we reallocated out of our own budget to scholarships. We are going to continue to have the conversation about how we control overall costs at a time when we are pressured.

Last year I was honest with the Board when we introduced the Facilities and Life Safety Enhancement Fee. I said that it would drive up where we are positioned in terms of fees in the state. But we need to address sprinklers and other projects that have been sitting on the docket for so long without state support. I was really pleased our students were willing to support that.

We do try to find strategies to control costs and will continue to try to find ways to do that. We have just put into place what will be 40 new trustees scholarships covering four-years of complete costs for 40 students. We actually received a letter from one of the first students who received that scholarship. It was very clear that it was a student who needed it financially.

We do a lot of internal comparison within the state, but I am also concerned about what is happening to us outside the state. As we just discussed, we are an institution that has clear connection and potential in both Iowa and Missouri. I am concerned about our relative costs to other states. We are beginning to analyze that as well. One glimmer of hope is that possibly this new state funding is an indication of a turn around in the state funding situation. If we can get the state funding, we could step back on cost increases.

Following the discussion, the members of the Academic and Student Services Committee agreed to support the FY2007 Tuition Recommendation as presented.

FY2007 Fees and Room and Board/Housing Rates

Vice President Garry Johnson reviewed for trustees the process that is used for setting the fees and room and board portion of the cost guarantees. Student Services staff work very closely with two student constituent groups. First, the fee portion is considered by the Student Government Association in terms of the recommendation and in talking about the needs. Second, we work with Interhall Council, the group that represents our residence hall students.

The fee portion is handled by Al Harris. Al works with all of the directors of the fee-funded areas and looks at their budgets in terms of where they are this year and what their needs are for next year based on things that we know. For example, we know that we are looking at a 3.5 percent salary increase for employees paid from these funds. We know that we have significant increases tied to utilities. We put the information together and our philosophy is that those who do not need increases do not get increases just because it is possible. We only take the recommendations based on actual needs. A group may only need 1 percent, but because of the nature of another area, they may need an 8 or 9 percent increase in allocation. We put it all together and take it to SGA and work with their fee committee to determine where we end up.

One of the things that we did this year, in looking at the Transit Fee we recognized that now that we have access to downstate transit money we could reduce the Transit Fee. We did not need to charge the same amount this year. We recommended we reduce the Transit Fee by $3.00 a semester. We only ask for what we need. We took a recommendation to SGA for a 3.95 percent increase in fees for the coming year. We then worked our way through the process with SGA.

After reviewing, SGA makes a recommendation to me, and Interhall Council does the same. I take those recommendations to the President and the Vice Presidents also review in our Staff Meetings. The final recommendation is then brought by the President to the Board of Trustees.

Student Government worked through the process and approved all of our fee increase recommendations with the exception of increases in the Athletic Fee and for the University Union operation. They agreed to propose the amount needed for the salary increases but not additional funding for those two areas.

SGA came back to us with a 2.87 percent increase and after reviewing that and talking to the two individuals involved, Dr. Tim VanAlstine and Mr. Al Harris, I accepted their recommendation at the lower rate. We recognize as a result of that we will have to make cuts in areas to stay within our budget. We will simply not be able to operate based on the dollars that they recommended. Those areas have been asked to come forward with proposals of how they are going to meet their needs.

The fee recommendation was sent to the President and his staff and they accepted the recommendation at the lower rate. That is what we are bringing to the Board at this time—a recommendation for a 2.87 percent increase.

The Quad Cities process is similar, although it works through the Provost's area. Associate Provost Jeanne Clerc works with SGA in the Quad Cities. Their fee structure is different because there are some services not provided on that campus and they do not pay for those things. They pay only for the activities they have available to them.

FY2007 Fees and Room and Board/Housing Rates (Continued)

Their recommendation came back for a 3.0 percent increase. The process is the same in working with students to set the fee increase. They talk about the needs and they approved the overall percentage that was requested with some minor changes in categories.

Our recommendation to the Board is that you approve a 2.87 percent increase as presented. If you look at that over four years, that amounts to .71 percent of an increase. Students do pay fees all four years and this is part of the guarantee. It is not like room and board in that they might pay it for two years and then decide to move off campus. Students do pay those fees for all four years.

Trustee Thomas thanked Vice President Johnson and President Goldfarb for taking SGA's recommendations for fee increases. As you said, that will require a look at expenses and how areas might make some cuts. I hope that cutting student employment or the number of hours that students can work would be the last case alternative when you are looking at those cuts. We have talked how the students do rely on those wages for living expenses. We have worked very hard over the last three or four years in these difficult budget times trying to make certain all the faculty and staff and administrative personnel can continue working. I just hope that student employment is one of the last things considered in making the cuts.

Vice President Johnson replied that he would make certain that is considered. Areas will be looking at the things we have control over. Each of the areas will make recommendations to me and I'll visit with President Goldfarb in terms of what we are planning. We will also let SGA know what services or programs will be impacted. My goal is not to impact things like student employment, but we do have to look at the reality of what we are dealing with. There is little flexibility in some areas.

In response to a question from Trustee Cook about the history of Athletic Fee increases, Vice President Johnson stated that we have had increases in the fee over most of the recent years. However, this year we are looking at increases in fuel costs and we often think that athletes are on scholarship, but more than half of the student athletes are not on any kind of aid at all.

Trustee Cook added that in the Gateway Conference Western supports athletics lower than any other member of the conference. That may be true for Mid-Con as well.

Vice President Johnson said in both conferences we support athletics lower than any other member. Our athletes out perform our resources. That is a fact. If you look at the quality of our athletic programs and the performance of our student athletes, they do an outstanding job on the field (or court, pool, track) as well as in the classroom. Our graduation rate for athletes is about 15 to 16 percent higher than the overall student body.

In response to a question from Trustee Nelson about the Life Safety and Facilities Enhancement Fee, President Goldfarb said it is the fee building the multicultural center, doing the sprinkler project. That is something we did ask for last year. I want to express our appreciation to the students. That did move us up in terms of our position relative to fees in the state. We also made a commitment to the students that we would not increase that fee, but that it would stay in place at that level. This recommendation includes no increase against that fee.

FY2007 Fees and Room and Board/Housing Rates (Continued)

In response to a question about the corresponding fee in the Quad Cities, President Goldfarb replied, we told the students in the Quad Cities that we will hold that fee. Once we move into the new facility, then we will work with the students on what projects they might like to see happen on campus. They came to us last year and said they were willing to incur a similar fee if it could be held and used very specifically once we started with the new campus. We are very appreciative of their support as well.

Vice President Johnson added that there are no recreation facilities at the current Quad Cities campus. We hope some recreation areas would be given consideration when we get to that point. We will work with the students when that time comes.

Trustee Ehlert asked how the Talent Grant Fee is used.

Vice President Johnson said those fees are distributed through the Talent Grant and Tuition Waiver Committee. Some of the fees go to Student Services for students, some go to Athletic students, and a good portion of the fees go to students in the Fine Arts and Theatre areas. Basically, those dollars are allocated tuition waivers based on talent. Some funds go to student leaders. Students also get actual scholarship dollars as well. All students pay into it and it is allocated by a faculty, staff, student committee.

Trustee Ehlert asked how the Transit Fee is used in the Quad Cities.

The transit fee in the Quad Cities is used for part of their shuttle program. They shuttle students back and forth to parking areas. They have fewer students paying it and obviously don't have as much money. There are very few options right now for parking and students are shuttled off site for parking. Hopefully part of that problem will be resolved when we have the new campus. If we keep the two buildings for awhile, we may need to shuttle students between the two buildings, for instance. Our needs may change over time.

President Goldfarb stated that our long-term goal would be to have them all on a single campus.

The members of the Academic and Student Services Committee agreed to support passage of the FY2007 fee schedule as presented and discussed.

Vice President Johnson said that they are expecting fee increases at other institutions in the state will be at 5 to 6 percent. Ours at .71 percent over that same period of time is significantly less.

Room and board rates are set using a similar process except the student group involved is the residence hall governing group, Interhall Council. They are the students who are elected to represent the students in the residence hall system. Tera Monroe and Matt Biernbaum visit and work with the governance group. We look at our costs that we know we will incur, such as salary increases, utility increases, etc. That is taken as a proposal to the Interhall Council group. We work with them in terms of the cost increases for room and board for the next year.

Our recommendation to Interhall Council was a 4.93 percent increase. They went through the material and then went back to each of the individual residence halls and had discussions with the students there. They bring back student input to the Council and vote on it.

FY2007 Fees and Room and Board/Housing Rates (Continued)

Over the last couple of years, we have given them several different options to look at. On each occasion they have selected a higher option because they feel that what is being provided in the residence halls is important and worthy of the increases we've asked for. This year we presented one option because we were looking at the total package in terms of affordability. The Council came back with unanimous support of the 4.93 percent increase. That is what we are bringing to the Board as a recommendation for room and board rate increase.

State-wide room and board will probably be somewhere between 7 and 11 percent increases. That is what we anticipate. Remember that room and board is not a part of any other institution's guarantee package. We are the only ones who guarantee that.

Trustee Thomas asked if Western is competitive in terms of room and board.

Mr. Harris replied that we are in the middle for the first-year class. When you roll into the sophomore, junior and senior years, it continues to drop. We currently have about 600 seniors in the halls and they are at the bottom in terms of room and board rates across the state.

President Goldfarb thanked Student Services for offering the same housing rate guarantee to WIU graduate students who choose apartment on-campus living. That is imbedded in this item and maybe people are not aware. In our press releases we do state that we are first and the only one in the state to guarantee graduate housing rates. I know that was a difficult task for Student Services to develop the process.

Trustee Epperly asked that once all the other universities make their changes, could trustees get a five-year comparison of room and board and tuition for Western and for what the other universities are doing. It might be nice to include the collar states as well, one or two schools that we are competing with.

The members of the Academic and Student Services Committee approved the recommended room and board/housing rate increases as presented.

New Degree Program – B.S. in Emergency Management

Provost Rallo presented the information about the Bachelor of Science degree proposal in Emergency Management. This new program fits the goals that we are working toward at Western and that is to develop a more balanced degree portfolio. You may remember that at the last meeting we brought you the degree proposal in Forensic Chemistry. This is consistent with that model and that goal.

Second, this takes an interdisciplinary approach which is something that we increasingly need to look at. It also has an enormous emerging demand for potential job and employment at the end of the degree program.

New Degree Program – B.S. in Emergency Management (Continued)

Third, this is consistent with the recently issued quadrennial defense review by the Federal government. We are trying to separate out our emergency response capabilities so that increasingly the State and the National Guards who report to the Governors are given the mission for homeland security. The National Reserves who report to the President are then left free to reach out and touch people overseas.

We would recommend approval of this proposal by the Board.

Trustee Ehlert asked about designing a new course, and especially in an emerging area like this one, what assurance does the Board have that the students we put through this program will be the best qualified in the country. What process is there for discovering what courses are most valuable? How do we assure ourselves that we are giving them the best curriculum possible?

Provost Rallo said that all new degree programs or proposals start from the faculty who are the closest to the discipline and the opportunities to assessment and quality measures. The proposal works its way through a series of governance processes up to the Faculty Senate where there is open discussion at a variety of levels before it comes to the Provost, to the President and finally the Board of Trustees. Provost Rallo invited Dean Bonnie Smith-Skripps, Dean of the College of Education and Human Services, and Dr. Diane Hamilton-Hancock, Chair of the Department of Community Health and Health Services Management, to respond.

Dean Bonnie Smith-Skripps stated that when preparing the program we consulted with FEMA and will be working with the Illinois Emergency Management group. We have had a lot of consultation and direction in developing this. We have reviewed the best practices in other

programs in the country. This will be an on-going, evolving program as we see needs that need to be met. We have the baseline now but that doesn't mean the baseline won't change.

Dr. Diane Hamilton-Hancock added that they established an inter-departmental committee to develop this course. It included faculty from various disciplines; the primary collaborators were the folks in Law Enforcement and Justice Administration. We also worked with FEMA, Dr. Wayne Blanchard who heads the FEMA higher education project. That is a project dedicated specifically to enhancing programs nationally in emergency and disaster management. We looked at what the institute's guidelines were, what the competencies were and our curriculum has been reviewed by Dr. Blanchard. Information about our program has been put on the FEMA higher education institute website which has already led to some responses in terms of inquiries even before the program exists. We are making every effort to work in that direction and will continue to do so. As a new emerging field, we are in the position to grow with the field as competencies emerge.

Trustee Nelson asked if there is a local or community component to the program versus a national component in light of the press we hear daily about disaster management at the national level.

Dr. Hamilton-Hancock stated that there is a state component as well as federal and local components. Some of Western's faculty for example took part in the local Red Cross disaster preparedness drills.

New Degree Program – B.S. in Emergency Management (Continued)

We have folks who are serving as part of our advisory group from local, regional, state and nationally. We are being very comprehensive in views of how we are training these future professionals.

Trustee Houston asked what extra costs do we take on in establishing this program and what do we anticipate enrollment to be.

Dr. Smith-Skripps stated that we already have areas of expertise that can help us put the baseline for the program together and enable us to begin to offer the program. We project that in the near future we will need one emergency management specialist and we are looking internally at dollar allocations and are working with the Provost in that respect. As we see enrollment grow, we will be addressing that need.

We are saying that first-year enrollment will be at 25 students. Looking at occupation demand, at the federal level they are projecting there will be a greater and greater increase for trained personnel up to 2014.

Dr. Hamilton-Hancock added that by 2012 the increase in demand is estimated at approximately 29 to 30 percent. Right now, of people working in the definition of emergency management specialist, only 49.3 percent are degreed people. We anticipate the need to be even greater because we do not have a pool of emergency management people who are trained at the baccalaureate or higher education level at this point. Given that, we expect that we will have a significant demand.

Trustee Houston asked about other schools in the country who are offering something similar. Is this a common degree? Is this a brand new area? Is there any other institution in Illinois offering a degree program?

Dr. Smith-Skripps replied that there are some associate degree programs at the community college level. There are no other four-year institutions in the state that have an emergency management degree. Kentucky has one. Michigan, Wisconsin, Arkansas and Missouri have programs.

Dr. Hamilton-Hancock added that there are 13 recognized programs in emergency management or some variant thereof nationwide at the baccalaureate level right now. We are to our knowledge the only proposal currently at the undergraduate level at institutions in Illinois for specifically emergency management. We are an emerging trend and we are on the cutting edge as an institution.

Dr. Smith-Skripps noted that this program emerged from a task force she served on, the Governor's Task Force on Homeland Security. That initiative encouraged us to develop certificate programs specific to homeland security at the public institutions in Illinois. Looking at the needs that we tend to find in the Midwest, we thought we wanted to take a more all-hazards approach rather than just focus on homeland security but not to exclude homeland security. We felt we needed to branch out and to build on what we already have in Fire Science, Law Enforcement and the Health Sciences and the expertise we currently have available.

New Degree Program – B.S. in Emergency Management (Continued)

In response to a question concerning federal funding, Dr. Smith-Skripps stated there are grants available now to supplement the program. What those would tend to enable us to do is to research best practices and stay abreast in the field.

Trustee Cook congratulated the Department and the College for putting Western Illinois University on the cutting edge in terms of new programming.

The members of the Academic and Student Services Committee agreed to support passage of the new degree program proposal for a B.S. in Emergency Management.

Annual Report on Financial Aid Programs

Vice President Johnson, Associate Vice President for Student Services Earl Bracey and Director of Financial Aid Bill Bushaw spoke briefly regarding the report on financial aid programs. The annual report on financial aid is submitted to IBHE and based on figures from last year. After the fiscal year concludes, we submit to IBHE a composite report on aid programs. There are four divisions in the report: Federal Aid, State Aid, Institutional Aid and Other.

Last year we provided over 31,000 different awards to more than 11,800 students for a total of $88.2 million of financial assistance. One of the highlights not evident from the report is in the category of other federal aid. That is a special projects report that is a great example of what Western is all about and what we hope to accomplish here at the institution. We look at this project as a way of providing for individuals to succeed. About a year and a-half ago we were one of three institutions able to find a grant through the Department of Human Services, a special projects grant that provides educational opportunities for individuals within certain income constricts, having a GPA of 2.5 or better and having a minor child or minor children. In the three semesters we have had this program, each term the individuals have had better than 3.0 GPA. This past semester, 19 percent of the individuals have 4.0 GPA's. It is a great program and one that we are excited about but one that would not gain much attention. In addition to the

institution providing educational opportunities, it shows that there are plenty of individuals with high academic qualifications and very high financial need out there for us to recruit to Western.

Vice President Johnson noted that one of the reasons we have that money is because Bill Bushaw worked very hard, and a lot of other institutions didn't apply for it because it required a great deal of effort on behalf of the Financial Aid program, and Bill was willing to do that on behalf of our students to make sure we had those dollars available. He is to be congratulated.

Mr. Bushaw added it is a lot of paperwork, but with $250,000 available and money so tight and so many students needing to be served, we thought we needed to take this step. We did get a $75,000 supplemental grant for the remainder of the semester and summer term because some other areas didn't spend their funds.

Trustee Griffin congratulated Mr. Bushaw on his efforts in serving our students with financial needs.

Report on Underrepresented Groups

Dr. Joe Rives and Director of Affirmative Action Cathy Couza spoke regarding the annual report on underrepresented groups. Dr. Rives noted that *Illinois Public Law No. 5283* requires that all Illinois public institutions annually document institutional plans and outcomes regarding the participation (enrollment), achievement (retention), graduation and success of minorities, females and individuals with disabilities for these individuals have been traditionally underrepresented in American higher education.

This report has previously been brought to you at this time of the year as an information item. Cathy and I worked very hard this year to switch the reporting so that we could tie this report to performance indicators in our strategic plan. Cathy will highlight the report. What we would like to do starting next year is bring this report to you in November. The reason for November is that you could approve it before we have to submit it to IBHE. That would put the Western Illinois University Board of Trustees approval on it. We are submitting it to IBHE now and saying that we have shared it with the Board. We would like to have your endorsement of it before it moves forward in the future.

I would also like to congratulate Dr. Judi Dallinger, Dr. Tere North, Provost Rallo and others because in this report we cite our First Year Experience as a best practice. The IBHE recently announced the four best practices in Illinois higher education that they are going to highlight. Our First Year Experience is one of the four. The question we want to know is: Who are the other three and what are they doing? I don't get that answer until March 15, but you better believe that as soon as I know, you'll know the other three practices. Why it is good to be cited as a best practice is that it shows that we have a model that IBHE feels should be genuinely looked at, assessed and emulated where appropriate on other campuses. Once I find out, I'll get web links or hard copy of descriptions of the other model programs.

Ms. Couza said that this year's exercise of doing the report was incredibly meaningful because of the structure in using the strategic plan. Joe and I coordinated this report, but there are a lot of other people on campus that contributed information so that we can portray the institution comprehensively with regard to what we are doing to deal with the underrepresentation of both students and staff.

Another new initiative which I would suspect might be a best practice for next year is the implementation of a Dual Career Recruitment program. This is something we've been talking about and we formalized this year. It recognizes that to increase our ability to diversify our faculty we also need to acknowledge the reality of dual careers. Rather than helping someone try to find a position, we have a program in place with the support of the Provost and President so there is a mechanism for us to do that. We have actually had some success already in attracting individuals.

The second thing that I would like to call to your attention is that we are increasing support at the Quad Cities campus for our students—whether that is through the development of student organizations or other strategies, and a real recognition that we have opportunity in the Quad Cities with regard to our students of color and non-traditional students as well.

Report on Underrepresented Groups (Continued)

The third thing I wanted to mention, a second part of the report is the IBHE's charge to institutions to talk about how they are making their web platforms accessable for individuals with disabilities. We have been working on campus and will provide a copy to you of a report that we present to IBHE later in the summer. We will talk about where we are, our evaluation of how we are doing, our plan for improvement and the protocols we have in place.

Lastly, in looking toward next year's report, a focus topic of our report will be the campus climate survey. We did that survey five years ago and we will be redesigning it. We want to assess for both students and employees the issues that remain in terms of a respectful workplace and a welcoming campus environment.

In response to a question concerning the dual career recruitment program, Ms. Couza stated that we have specific guidelines and a description of the program on the WIU web site under employment opportunities. The program was designed to support our goal in attracting faculty. It's primarily designed to assist placement of partners or spouses of individuals we are negotiating with as a result of a search process. If we make an offer of employment, their acceptance of that offer can be contingent on our ability to find a position for a career partner as well. The incentive for the department who might be asked to find a new position for a spouse or partner is that this is a fully funded program and, therefore, provides them an opportunity to expand or reach out in a new direction in terms of their programming.

This program is a way we can recruit into an applicant pool. We have made progress with our domestic partner benefit program, for instance, and this is another way to put us up front so that we can offer a total employment package.

Vice President Johnson responded to a question regarding the International House. He noted that the International House has gone over really well. It has a great future and students there seem very pleased with the experience they are having. It is different than any other facility we've had before and there are still some adjustments we are making. Overall it is working fine.

General Comments by Vice Presidents

Provost Rallo reported on the status of several senior academic searches. We have made a verbal offer to a new Honors College Director and are hoping to hear from that person shortly. Both the

Center for International Studies Director and the Dean of the University Libraries candidates will be coming to campus after spring break. We have had all four finalists for the College of Business and Technology Dean position visit campus and hope to bring closure to that search very soon.

In terms of faculty recruitment, we have had an exceptionally good recruiting year. We continue to be one of the few institutions that is replacing faculty as they retire. As I have mentioned, the retirement system in Illinois is both seductive and regressive. It is seductive if you do well and regressive in that, if you don't retire on time, you lose money. We have had wonderful opportunities to infuse our faculty at all levels. The new chair in Chemistry, for instance, and we have just hired a new chair in Political Science from Missouri. We have on-going searches, but have brought closure to 21 faculty searches.

General Comments by Vice Presidents (Continued)

Also, I have been pursuing, along with many others on campus, a Bachelor of Science in Nursing degree on campus that would allow us to capture students who we are not currently capturing. Those are students who come to Western for two years and then transfer to a nursing program. Since last summer we have been working with Spoon River College, Graham College of Nursing and McDonough District Hospital. I brought the proposal to the President in December and he approved the next step. I have hired two consultants from Graham to develop a feasibility study to meet state requirements. Our goal is by this summer to have that report in hand and then begin working through proposals for a BS in Nursing. This would also allow us to bring together a lot of the other programs that we are looking at, for example, the new program in Emergency Management, Forensic Chemistry and a lot of the work of the Illinois Institute for Rural Affairs (IIRA). It would create a distinctive niche for us.

Finally, I would like to invite everyone to the Distinguished Faculty Lecture which is Thursday, March 23, 7:00 P.M. Dr. Chris Merrett, the new IIRA Director, will be giving the lecture, "In a Global Economy, The Marlboro Man Needs a Neighbor: The Enduring Need for Community in the 21st Century."

Provost Rallo responded to a question from Trustee Cook regarding the IBHE approval of the BS in Nursing program. He noted that we are very optimistic in terms of the approval. We have been working up front with them. The President has also done a lot of up-front work with IBHE on this one, too.

President Goldfarb stated that given the shortage in health care workers and the Governor's recent statement about support for nursing programs, we feel this is the right time to revisit this proposal.

Trustee Cook stated he is very happy to hear this as it has been an on-going goal of Western's for many years.

Trustee Nelson asked if there is any way we can determine the number of faculty we anticipate losing due to retirements?

Provost Rallo said that we do projections. Before I took on my first deanship, June 30, 1995 was the last day that faculty had to retire at age 65. Now they have the option of continuing on indefinitely. However, in the Illinois retirement system it is beneficial to retire on time. So we are able to project retirements and have done that over the next two or three years. They don't have to retire but the likelihood is that they will.

President Goldfarb said the projections are also important in that we have the unfunded liability in terms of sick leave and vacation time payouts. We have been careful and tried to project what the dollars are and put those in reserve to cover that unfunded state mandate.

Trustee Ehlert asked about the accountancy program. Has the University been successful in recruiting people in that expensive area?

Provost Rallo responded that in the accountancy programs nationally, and here at Western we have experienced this as well, there are very few doctoral qualified accounting professors who

General Comments by Vice Presidents (Continued)

are interested in moving. We have been unsuccessful this year, as has been almost every other institution that I touch base with, in recruiting accounting faculty and an accounting chair. We will continue to recruit and try to provide the types of incentives that we are able to in terms of attracting someone. That is one search that has failed. They are phenomenally expensive.

Trustee Thomas asked if there is a process to evaluate the First Year Experience program and make changes based on feedback from the current students in the program.

Dr. Judi Dallinger, Assistant Provost for Undergraduate Education, noted that we did a survey at the end of fall semester of all FYE faculty and FYE students who chose to participate and of the peer mentors. We have that data and it has been quite positive. We will do the same thing in the spring. We are also using some national surveys to measure the program. We are asking students what they think. We also just had a campus-wide vote on what we will be using for next summer's reading program. We chose the book, *Class Matters*.

Vice President Johnson informed trustees that the self funded health insurance program continues to be on track. We will probably, unless something drastic happens in the interim, recommend that we not increase the cost of our health insurance for the coming year. We do appreciate the Board's support of the program. We will present a major report in June when we have closer to year-end data available.

We have hired Tara Miller as the new Director of University Support Services. We are excited to have her here at Western; she came from the University of Iowa and is charging full speed ahead. We also have a number of other searches at this time, including searches for the directors of the health center, admissions and housing and dining, and we have multiple positions in campus recreation, student activities, counseling center and student publications. We are in the midst of the hiring season to replace folks who are retiring or moving on to other places.

Our athletic programs continue to be very positive and our student athletes continue to represent Western Illinois University in very positive ways. The Westerwinds basketball team won its fourth uncontested Conference Championship this year. They came out in second place at our conference tournament. They played extremely well in the first game but were unsuccessful in beating Oral Roberts. We are also very positive about our men's basketball program.

In Volleyball, Kim McKay was selected as the Coach of the Year. That is something that has not happened in awhile. Our volleyball team had a very successful year. Senior women's basketball player Zane Teilane, our 6'7" center, was selected as the Player of the Year again for the second year in a row. We are working hard to grow somebody that tall for next year and so far it is not working. Zane is an amazing lady and will be very successful in the future.

Two of our divers are going to NCAA diving championships. Our indoor track teams were in the Mid-Con championships with our women finishing second and men finishing third. Jason Kaufmann, our sports information person, was selected for producing the media guide of the year in the Mid-Con Conference. There are many who work very hard to support our athletic programs and our student athletes and represent our institution extremely well.

General Comments by Vice Presidents (Continued)

In response to a question from Trustee Cook, Dr. VanAlstine noted that we have won the all-conference trophy for excellence in athletics for the last three out of five years. The Mid-Continent Conference gives an award, the Commissioner's Cup, to the best performing school in the Mid-Con Conference. It is based on where your teams finish. The last three years we have won that award and anticipate winning that again this year. Also, the Dr. Helen Smiley Women's All-Sports Award and the Dr. Bill Steinbecher Men's All-Sports Award and we will traditionally finish first or second in those awards as well.

Trustee Cook said that the fact that Western tends to dominate those conference awards certainly speaks well for the student athletes at WIU as well as their outstanding graduation rates.

Motion to Adjourn

Trustee Griffin noted that trustees are scheduled to have a group photo taken at 10:45 A.M. following the meeting. We are running about 30 minutes late for that, but please regroup in the Prairie Lounge.

Trustee Houston added that Trustee Griffin, following in the tradition of most committee chairmen, has not met schedule—but, on the other hand, we never do. Thank you, Bill, for taking on the responsibility of chairing the Academic and Student Services Committee.

A motion was made and duly processed to adjourn the Academic and Student Services Committee meeting at 11:20 A.M.

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