

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES RETREAT

October 17, 2025

Western Illinois University

Macomb, Illinois

10:00am – 2:00pm

Open Meeting Minutes

The retreat of the Board of Trustees of Western Illinois University convened at 10:00 a.m. on October 17, 2025 – University Union, Capitol Room, Macomb. Chair Polly Radosh presided.

October 17, 2025 – University Union, Capitol Room, Macomb at 10am

Trustee moved to convene to open session at 10:00 a.m.

Motion: Trustee Bierman

Second: Trustee Lowe Mullins

Roll Call

Trustee James Bierman	Yes
Trustee Polly Radosh	Yes
Trustee Erika Lowe Mullins	Yes
Trustee Kirk Dillard	Absent
Trustee Carin Stutz	Yes
Trustee Kisha Lang	Yes

Motion approved.

Roll Call

The following Trustees were present:

Trustee Polly Radosh

Trustee Carin Stutz

Trustee Kisha Lang

Trustee Erika Lowe Mullins

Trustee James Bierman

The following Trustee was absent:

Trustee Kirk Dillard

Also present for the meeting of the Board of Trustees:

President, Kristi Mindrup

Senior Executive Assistant to the President, Athena Brooks

Provost and Academic Vice President, Mark Mossman

Vice President for Student Success, Justin Schuch

Vice President for Finance and Administration, Ketra Roselieb

Government Relations, Zach Messersmith

Public Comments

None

Chairperson's Remarks

Dr. Polly Radosh, Chair

- Congratulations to President Mindrup on her Inauguration and thank you to all individuals involved in the many events.
- Welcome to the BOT Retreat where we will focus on improving two main areas, recruitment and retention.
- It will take all of us to reach our goals.

President's Remarks

President Kristi Mindrup

- Thank you for joining the Inauguration. It has been a great celebration to honor all of WIU and its great people.
- WIU is well positioned for success in the future and I look forward to hearing from our leaders today and seeing what we can accomplish in the future.

Agenda Topic

1. Academic Rebuild - Provost and Academic Vice President, Mark Mossman

Provost Mossman welcomed Faculty Senate, Jeremy Robinett and Jessica Lin to the conversation to review the 2-college model and discuss steps taken to collaborate with the whole University community.

Review of the following site:

<https://docs.google.com/spreadsheets/d/1SUPBWGwxvBB5RZRm2tB0eeJAbBZNE8nxdyZ2CdmlmJU/edit?gid=0#gid=0>

Interim Associate Provost, Holly Nickels joined the conversation to review cost savings and answer questions.

2. Financial Update - Vice President of Finance and Administration, Ketra Roselieb

Government Relations, Zach Messersmith reviewed recent legislation and gave an update in regards to upcoming changes and how it will affect Western Illinois University.

Review and discussion of following Financial Update presentation.

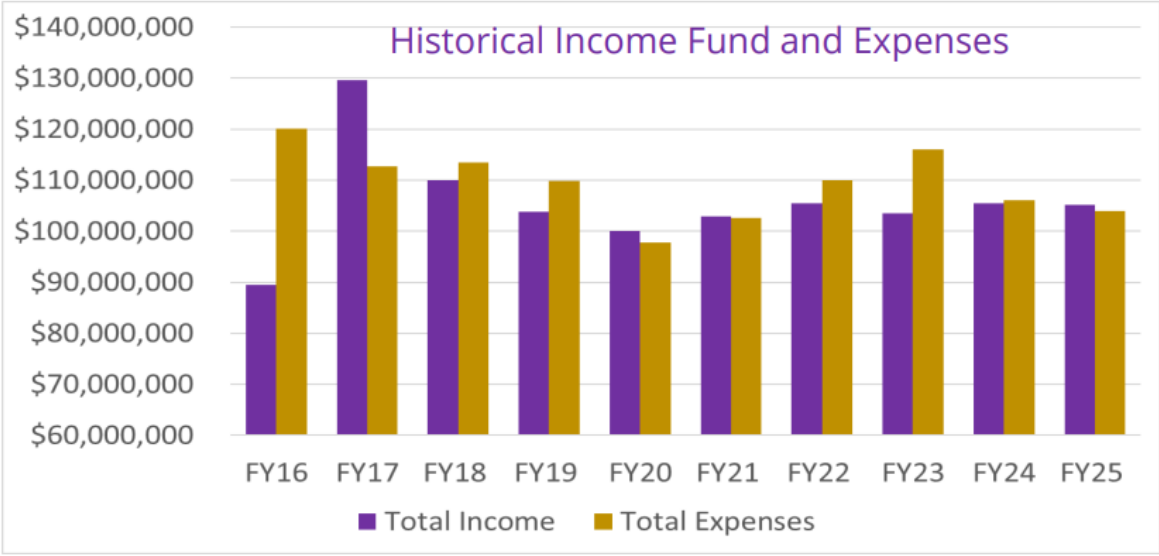


**Western Illinois
University**

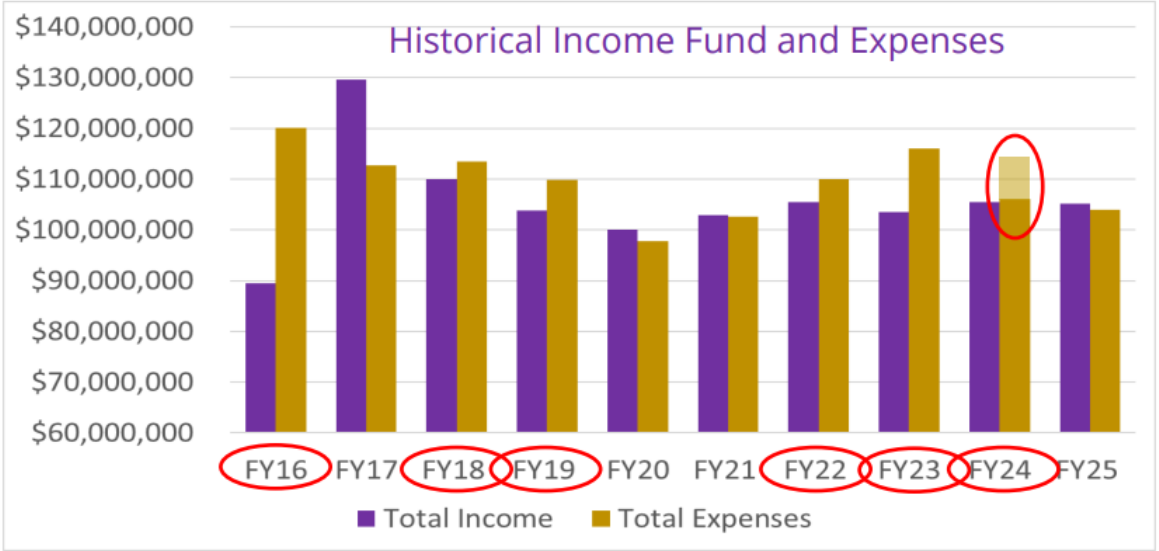
Financial Update

- Fiscal Year 2026 Overview
 - History
 - Cash Flow
- Multi Year Financial Projections
- Strategic Budget Alignment
 - Considerations
 - Measurable Goals

Fiscal Year 2026 Overview

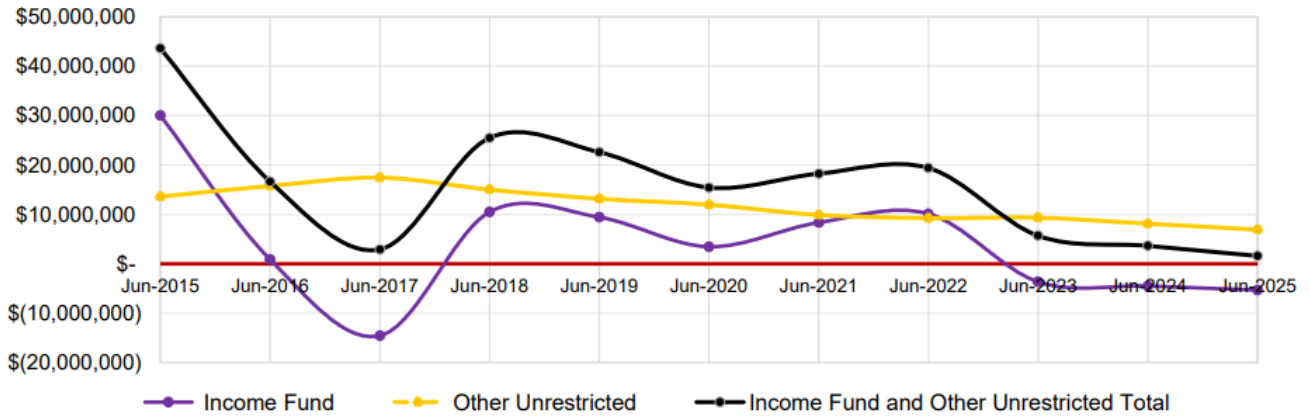


Fiscal Year 2026 Overview



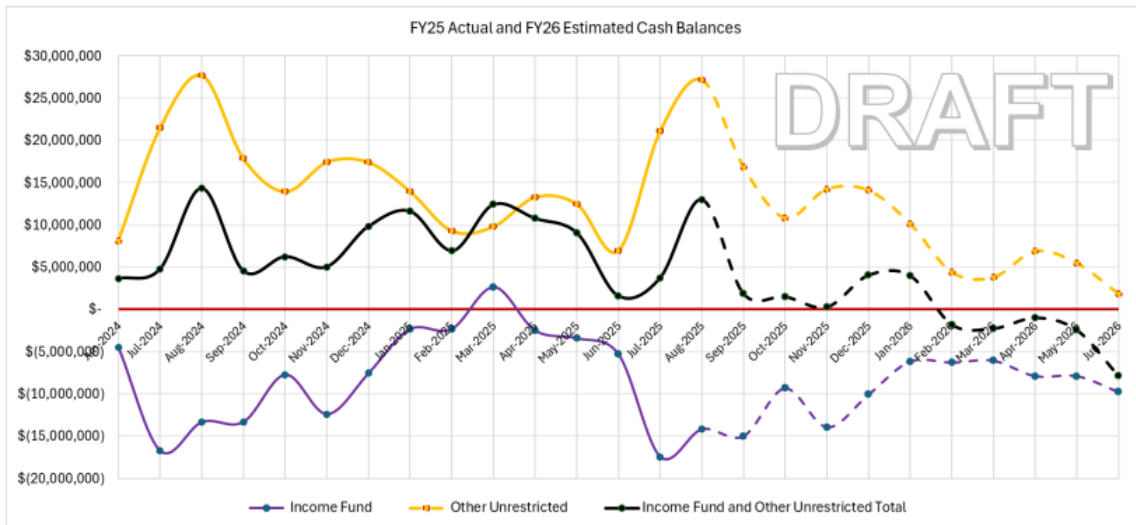
Fiscal Year 2026 Overview

Historical Year End Cash Balances



Fiscal Year 2026 Overview

FY25 Actual and FY26 Estimated Cash Balances



Fiscal Year 2026 Overview

Mitigating Cash Flow - Short Term Solutions

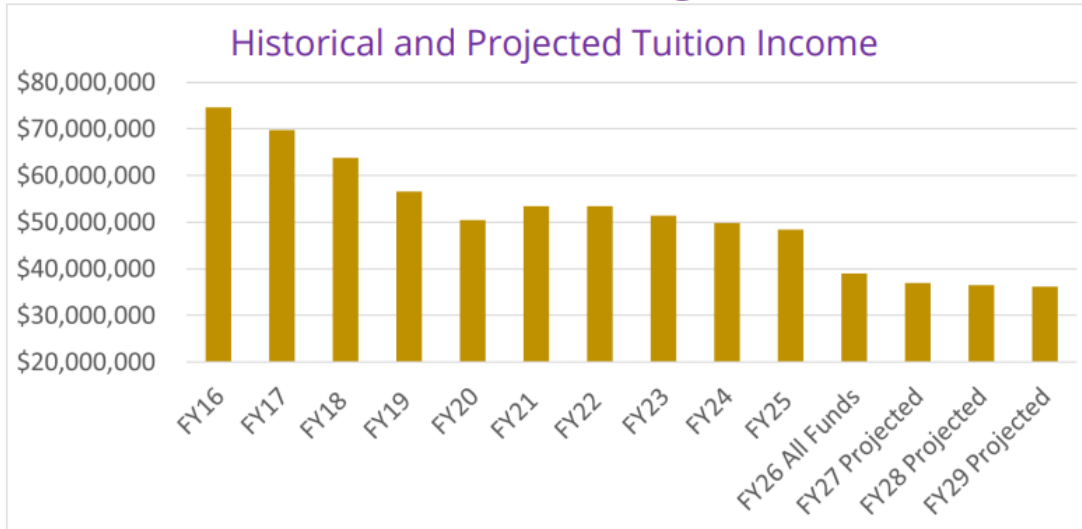
- Prepayment of Services from Restricted Funds
- Continued Essential Spending
- University Foundation – January 1, 2026
- Continued Evaluation of State Prompt Payment Act
- Evaluation of Vacant Positions
- State Partnership
- Additional Grants
- Structural Reorganizations and Service Consolidation
- Revenue Growth Opportunities

Multi Year Financial Projections

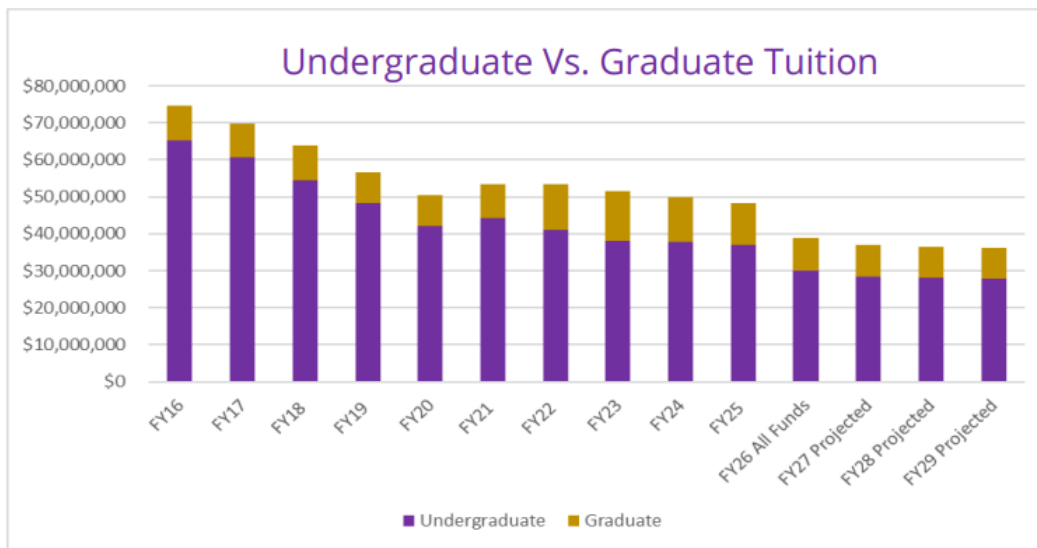
Fiscal Year 2025 All-Funds Budget

	State Appropriated	University Income	Auxiliary Facilities System	Other Non- Appropriated	Total
Personnel Services	\$ 54,081,700	20,118,300	\$ 9,700,000	\$ 14,200,000	\$ 98,100,000
Medicare	800,000	500,000	100,000	950,000	2,360,000
Contractual Services	-	12,100,000	14,000,000	15,500,000	41,600,000
Travel	-	100,000	15,000	400,000	515,000
Commodities	-	725,000	500,000	1,600,000	2,825,000
Equipment	-	1,520,200	100,000	1,600,000	3,220,200
Awards/Grants & Matching Fun	-	14,500,000	1,200,000	18,200,000	33,900,000
Telecommunication Services	-	95,000	850	205,000	300,850
Operation of Automotive Equip.	-	115,000	0,000	225,000	400,000
Permanent Improvements	-	110,000	50,000	470,000	630,000
CMS Health Insurance	1,944,800	-	-	1,350,000	3,294,800
Other	-	290,000	9,464,150	4,000,000	13,754,150
Total FY2025 Operating Budget	\$ 56,826,500	\$ 50,173,500	\$ 35,200,000	\$ 58,700,000	\$ 200,900,000

Multi Year Financial Projections



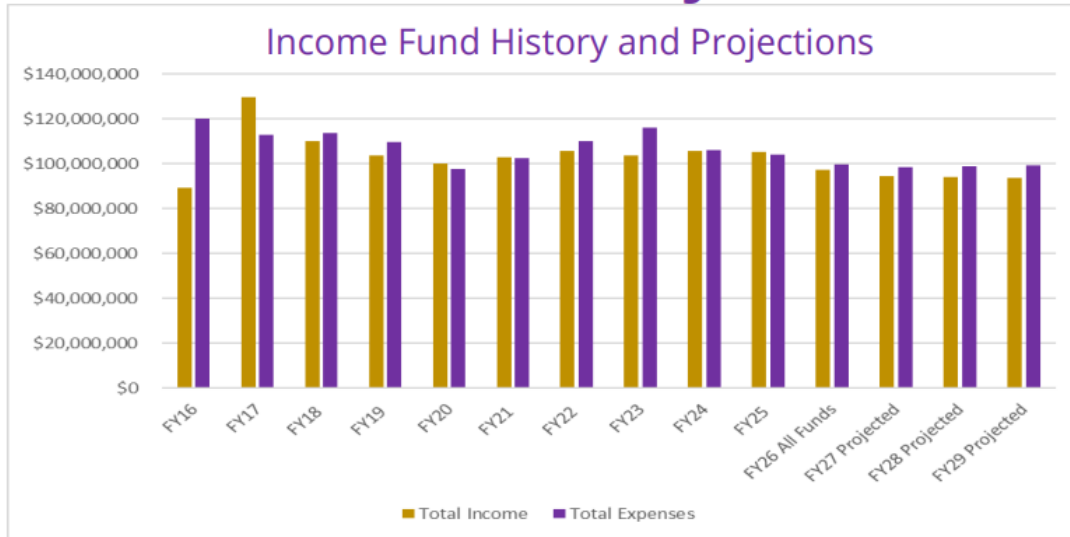
Multi Year Financial Projections



Multi Year Financial Projections

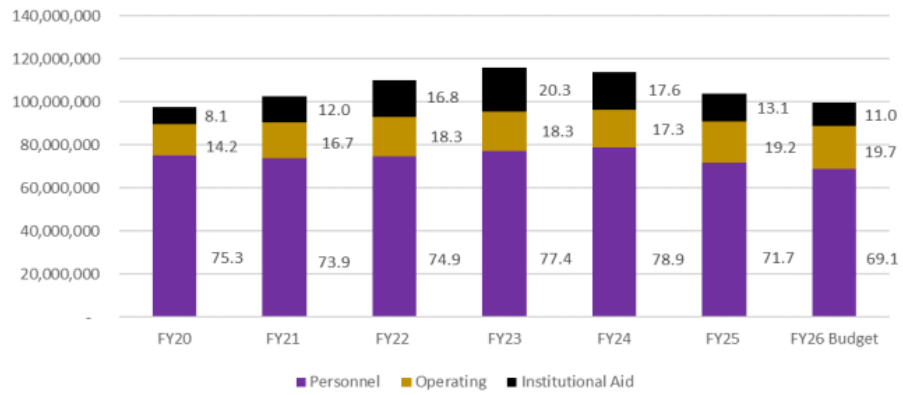
- As we shift the conversation to a future outlook, the following are considerations and assumptions we have built in for the next five fiscal years:
 - State Support Remains Level
 - Enrollment and Retention Stabilize
 - Moderate Tuition and Fee Increases

Multi Year Financial Projections

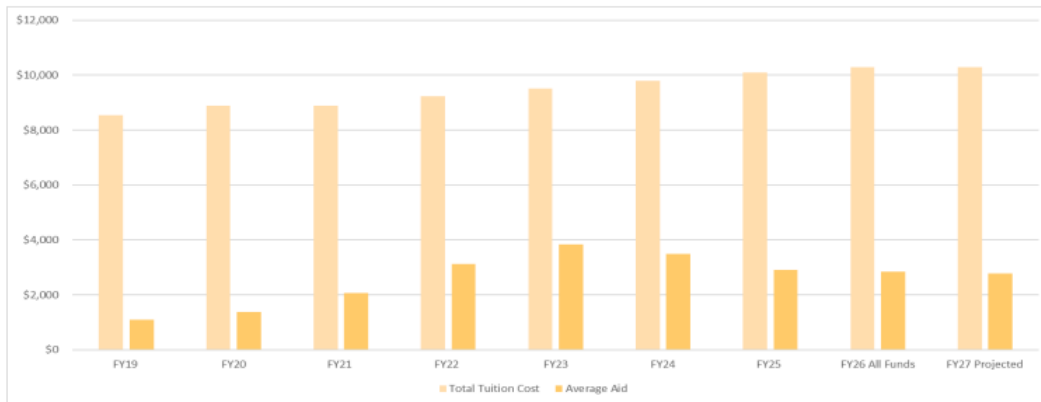


Strategic Budget Alignment

Appropriated Expenditures



Strategic Budget Alignment



13%	16%	23%	34%	40%	36%	29%	28%	27%
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Strategic Budget Alignment

- **Align programs and personnel with enrollment and offerings**
- **Continue to invest in areas that support students needs, through personnel, facility improvements, services, etc.**
- **Remain cognizant of ongoing and continued financial needs**
 - Negotiated and contractual salary increases
 - Changes and upgrades in technology
 - Unfunded Mandates
 - Inflation
- **Continued deferred maintenance and facility needs**
 - Review and update facility plans

Strategic Budget Alignment

- **Advocate for Equitable Funding Formula and Continued State Support**
- **Continue to evaluate revenue growth**
- **Expand innovation opportunities that support student learning and experience**
- **Invest in remaining infrastructure and expand partnerships**
- **Position WIU for future cash positions that enable investment and growth**



Western Illinois University

12:35pm - Break for lunch

1:00pm - Return from lunch

3. Enrollment Management – All

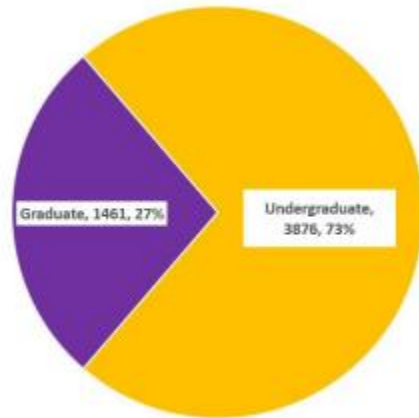
Vice President for Student Success, Justin Schuch introduced the new Assistant Vice President for Admissions and Enrollment, Richard Toomey

Review and discussion of following Enrollment presentation.



Enrollment Overview

Overall Enrollment



Overall Enrollment

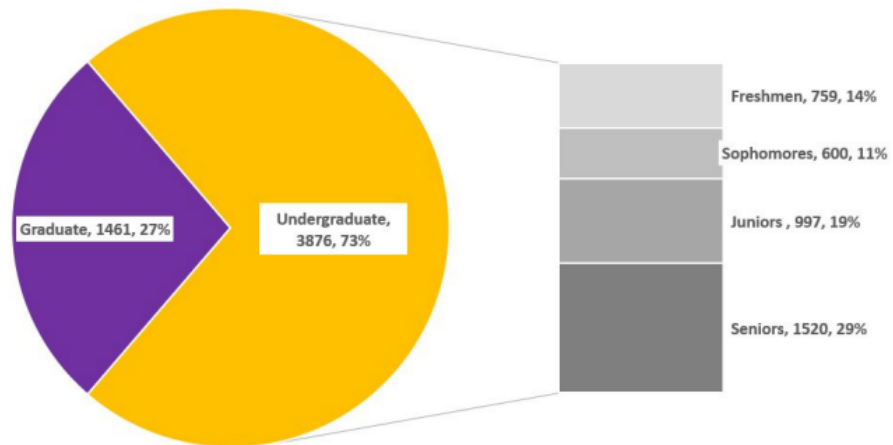


Table 1. New Student: Applications, Acceptances, and Enrollments by Gender, Fall 2021-Fall 2025

	New Freshmen			New Transfer			New Graduate			New Student
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total
2021										
# Completed Applications	2,714	4,442	7,156	739	1,079	1,818	3,207	2,147	5,354	14,328
# Accepted Applications	1,824	3,363	5,187	482	673	1,155	1,379	1,059	2,438	8,780
# Enrolling Fall 2021	359	561	920	283	365	648	405	373	778	2,346
% Students Accepted	67.2%	75.7%	72.5%	65.2%	62.4%	63.5%	43.0%	49.3%	45.5%	61.3%
% Students Accepted That Enrolled	19.7%	16.7%	17.7%	58.7%	54.2%	56.1%	29.4%	35.2%	31.9%	26.7%
2022										
# Completed Applications	3,752	5,467	9,219	684	1,028	1,712	3,120	2,193	5,313	16,244
# Accepted Applications	2,657	4,257	6,914	460	648	1,108	1,395	1,141	2,536	10,558
# Enrolling Fall 2022	468	606	1,074	269	371	640	321	417	738	2,452
% Students Accepted	70.8%	77.9%	75.0%	67.3%	63.0%	64.7%	44.7%	52.0%	47.7%	65.0%
% Students Accepted That Enrolled	17.6%	14.2%	15.5%	58.5%	57.3%	57.8%	23.0%	36.5%	29.1%	23.2%
2023										
# Completed Applications	3,479	5,000	8,479	675	931	1,606	2,713	2,037	4,750	14,835
# Accepted Applications	2,441	3,915	6,356	428	597	1,025	1,241	1,035	2,276	9,657
# Enrolling Fall 2023	382	586	968	243	360	603	233	341	574	2,145
% Students Accepted	70.2%	78.3%	75.0%	63.4%	64.1%	63.8%	45.7%	50.8%	47.9%	65.1%
% Students Accepted That Enrolled	15.6%	15.0%	15.2%	56.8%	60.3%	58.8%	18.8%	32.9%	25.2%	22.2%
2024										
# Completed Applications	3,475	5,199	8,674	664	884	1,548	1,776	1,581	3,357	13,579
# Accepted Applications	2,333	3,841	6,174	459	579	1,038	1,118	1,032	2,150	9,362
# Enrolling Fall 2024	266	368	634	267	329	596	188	311	499	1,729
% Students Accepted	67.1%	73.9%	71.2%	69.1%	65.5%	67.1%	63.0%	65.3%	64.0%	68.9%
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# Completed Applications	2,889	4,459	7,348	552	802	1,354	1,013	1,161	2,174	10,876
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% Students Accepted That Enrolled	8.6%	8.9%	8.8%	59.6%	52.2%	55.2%	19.5%	38.6%	29.9%	17.7%

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Scholarships & Cost of Attendance

- Scholarship History
- Balancing Student Population Needs
- Out-the-Door Cost Comparison



Recruitment

Leverage Technology

- Slate Communications
- EdSights, RockyBot for Admissions
- EAB

Admitted Students: Meet Rocky

- SMS text-based
- Customized
- Framework-driven proactive outreach
- 24/7 reactive FAQ support



The First Measure of Commitment Powered by the Student Voice

GOALS

Sees college as linked to future goals +
Enthusiastic about chosen degree +

*Lacks clarity on why to attend college -
College feels like the default next step -*

ENGAGEMENT

Consistently responds to questions +
Actively reaches out with questions +

*Rarely respond to messages -
Gives curt responses -*



FEARS

+ Desired major is available
+ Classes fit their schedule

*- Challenges attending due to commuting
- Concerned about affordability barriers*

BELONGING

+ Feels socially comfortable and connected
+ Wants to engage actively in campus life

*- Worried about social isolation and loneliness
- Unsure if they'll fit in*

Admissions Framework Goals

Nudge

Nudge students at different stages of the funnel and help them get to the next step of the enrollment process

Engage & Motivate

Make admitted students feel like part of your community and excite them about attending your institution before they even start

Collect Data

Collect data at scale on student intentions to help gauge interest, barriers, and conduct more targeted outreach

Launch	Introduction to Admits	Introduce chatbot to new admits and explain how it can support them
Weekly	Introduction to New Admits	Introduce chatbot to new admits and explain how it can support them
October	Intent to Enroll	Measure students' likelihood of attending your institution and flag students who are unsure
	College Value	Share what sets your institution apart from others with admitted students
	College Motivation	Identify students' biggest goal for attending college and what is motivating them to achieve that goal
	Traditions	Share the traditions that admitted students can look forward to when they attend W
	Housing Reminder	Remind students to apply for housing and guide them through the steps
November	Intent to Enroll	Measure students' likelihood of attending your institution and flag students who are unsure
	Registration Reminder	Remind students that registration is open and to meet with their advisor
	Uncovering Fears	Identify areas students would like to feel more confident in and connect them to resources at the institution that will support them in that area
	Living on Campus Check-In	Address common feelings of nervousness as admits prepare to leave home for college and to provide resources.
	Intent to Enroll	Measure students' likelihood of attending your institution and flag students who are unsure
		Remind admitted students to sign up for

Leverage Technology

- Slate Communications
- EdSights, RockyBot for Admissions
- EAB

Fortify Direct from High School Pipeline

- EAB Partnership
- Western Commitment Scholarship
- High School Counselor Events
- Leatherneck Takeover Events

Undergraduate Application Marketing

Description: Omni-channel campaign to build immediate demand for your institution and optimize application submission activity

Call-to-Action: Apply for first-year admission to WIU



Audiences:

- 35,000 Newly Purchased Seniors
- 5,000 Inquiry Pool students
- Apply Inquiries & Candidates



Channels

- Direct-mail
- Email
- Paid Social Ads
- SMS Text



Deployment Timing:

(additional launches based off list source releases)

- Early Spring 2025



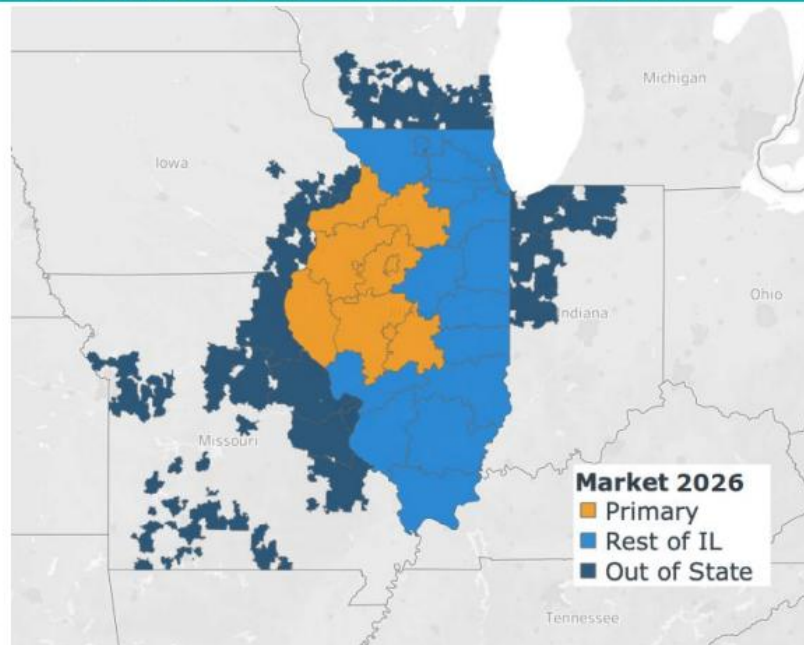
Platforms:

Apply Subscription for Inquiries and Candidates

Apply Advantages

- ✓ Audience Selection & Segmentation
- ✓ Behavior-based Marketing
- ✓ Ecosystem Connections
- ✓ Ongoing Campaign Optimization
- ✓ Differentiated Creative
- ✓ Deliverability Excellence
- ✓ EAB Tracking Script
- ✓ Parent-First Approach
- ✓ Application-Stage Intelligence
- ✓ Early Application Marketing (EAM)
- ✓ No-Cost Apply Candidates*

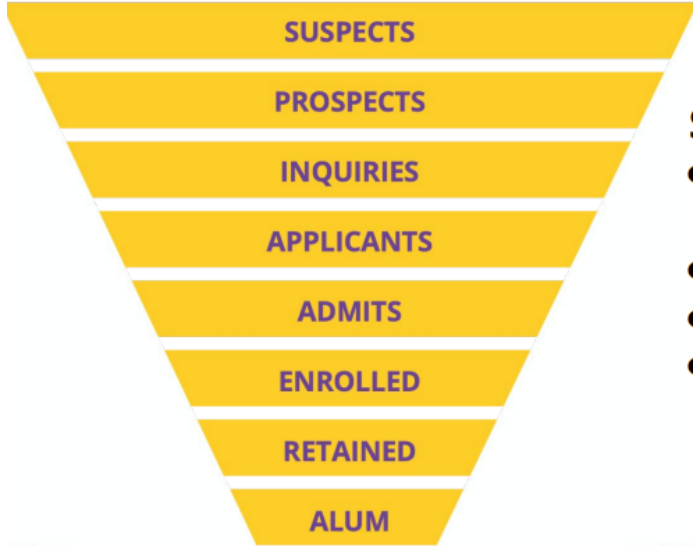
*Available to Apply Subscribers



Identified Priorities

- Evolve Transfer Focus
 - Western Commitment Scholarship
 - Transfer Recruitment Plan
- Enhance Adult Strategy
 - Adult Admissions Policy
 - Communication Flow
- Engage Community in Recruitment
- Communicate the Value of WIU Experience
 - Opportunity College Classification

Enrollment Funnel



Sources for name generation

- Student Information
 - college fairs, visits, etc.
- Name purchases
- Website “request more info”
- Referrals

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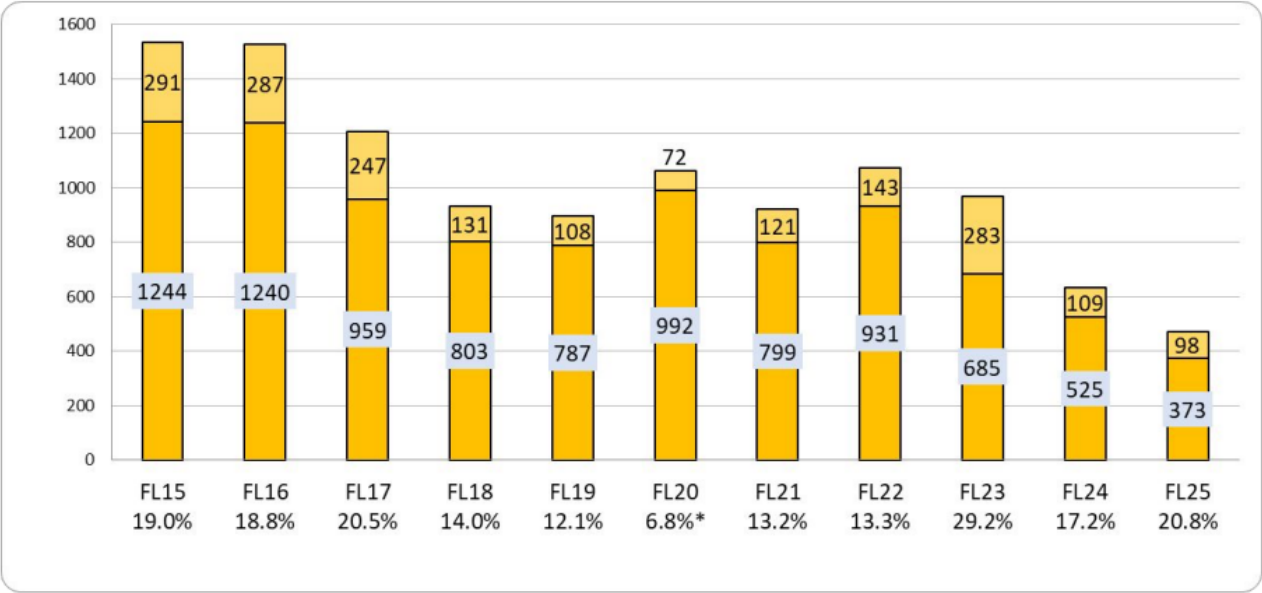
Reach Admission

WIU's Reach Program connects students with mandatory additional help to stay on track towards college graduation. It is an excellent option for students to receive support and guidance.

- Consult with Reach advisors every 2 weeks
- Attend 4 hours of weekly study tables, tutoring, or additional academic support
- Create personalized involvement plan
- Take University 100 Course

Students entering WIU under a 3.0 are considered for admission through the Reach program.

Reach Trends



Retention Focuses

- Expand Connections Mapping Data Use
- Leverage Financial Aid
- 15-to-Finish Focus



Old Business

- None

New Business

- None

Next Meeting

December 10, 2025 - Closed Session and Open Session - Macomb, Union Capitol Room

ADJOURN ACTION

Trustee moved to adjourn the meeting of the Board of Trustees at 2:00 pm.

Motion: Trustee Lowe Mullins

Second: Trustee Bierman

Roll Call

Trustee Polly Radosh	Yes
Trustee Erika Lowe Mullins	Yes
Trustee Carin Stutz	Yes
Trustee James Bierman	Yes
Trustee Kisha Lang	Yes

Motion approved.

Polly Radosh, Chair
Athena Brooks, Senior Executive Assistant to the President