

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Meeting
October 11, 2013

The meeting of the Board of Trustees of Western Illinois University convened at 8:01 A.M. in the Capitol Rooms of the University Union, WIU – Macomb campus. Trustee Cathy Early, Chair, presided.

Chair Early moved to convene the Board to Open Session. Trustee Ehlert Fuller seconded the motion.

The following trustees were present to answer roll call:

Trustee Roger D. Clawson
Trustee Lyneir R. Cole
Trustee Cathy E. Early
Trustee Carolyn J. Ehlert Fuller
Trustee William L. Epperly
Trustee Phil G. Hare
Trustee Yvonne Savala

ABSENT: Trustee Andre B. Ashmore

Chair Early moved to convene the Board to Executive Session to consider personnel, legal, collective bargaining and other such issues as covered by Section 2.c. of the Illinois Open Meetings Act with plans to reconvene in open session at approximately 9:00 A.M. Trustee Cole seconded the motion.

Roll Call

Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion carried. The Board convened to Executive Session at 8:01 A.M.

Trustee Andre Ashmore arrived to Executive Session at 8:07 A.M.

Following Executive Session, Chair Early moved to reconvene into Open Session at 9:00 A.M. Trustee Cole seconded the motion.

The following trustees were present to answer roll call:

Trustee Andre B. Ashmore
Trustee Roger D. Clawson
Trustee Lyneir R. Cole
Trustee Cathy E. Early
Trustee Carolyn J. Ehlert Fuller
Trustee William L. Epperly
Trustee Phil G. Hare
Trustee Yvonne Savala

Also present for the open meeting of the Board of Trustees:

President Jack Thomas
Legal Counsel Representative Matt Kwacala
Board Treasurer and Vice President for Administrative Services Julie DeWees
Administrative Assistant to the Board Kerry McBride
Provost and Academic Vice President Ken Hawkinson
Vice President for Student Services Gary Biller
Vice President for Quad Cities and Planning Joseph Rives
Vice President for Advancement and Public Services Brad Bainter

Advisory Group Representatives present:

Faculty Senate Chair – Steve Rock
Student Government Association President – Caleb Markey
Council of Administrative Personnel President – Dana Moon
Civil Service Employees Council President – Wendi Mattson

REVIEW AND APPROVAL OF JUNE 7, 2013 BOARD MEETING MINUTES

Chair Early said we need to Review and Approve the June 7th, June 8th wouldn't it be? Kerry McBride said this is June 7th. Chair Early said this is June 7, 2013 Board Meeting Minutes. Those have previously been released and have been available on site. I would like a motion to approve those please.

Chair Ehlert Fuller moved to approve the June 7, 2013 Board Meeting minutes. Trustee Cole seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

REVIEW AND APPROVAL OF JULY 11-12, 2013 RETREAT MINUTES

Chair Early said next is the Review and Approval of the July 11-12, 2013 Board Retreat Minutes. Again, those have been available online and have been released to the Board. I'll look for a motion to approve those minutes as presented.

Trustee Cole moved to approve the minutes from the July 11-12, 2013 Retreat. Trustee Ashmore seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes

Trustee Hare Yes
Trustee Savala Yes

CHAIRPERSON'S REMARKS

Chair Early said welcome everybody. I'm glad to have everyone here. Happy Homecoming to all the Leathernecks present. I'm very happy to be here, and I'm looking forward to all of the activities on campus this weekend. I want to thank Amy Spelman and her staff at Alumni Programs for all their hard work making the Homecoming Week a go. I also want to send Coach Bob Nielson and his Leatherneck team best wishes for a Homecoming victory tomorrow at Hanson Field. And I know it's already been documented in the *Courier* this past week how active our Trustee Clawson is. This is over at Hanson Field last week. President Thomas said no, it was at Illinois State. Chair Early said Illinois State that school over in that other town. Up there cheering for the Leathernecks at that point in time. They'll be a lot of that going on tomorrow, and I'm looking forward to that.

It's been a privilege and an honor for me to participate in numerous events on our campus since the fall semester has gotten underway. Taking part in my first Freshman Convocation was really a charge. Seeing all the brand new students and their families, it was really a thrill to feel all that excitement in Western Hall, and I enjoyed that a lot.

I wanted to take a moment and congratulate Vice President for Advancement and Public Services Brad Bainter for his dedication to Western's Capital Campaign. He and our development officers' extraordinary efforts resulted in the University already meeting their \$60M campaign goal. And as a former member of the Foundation Board, I remember all too well that the consultant told us that we'd be able to raise \$30M. They thought \$30M would be a stretch for us, and we said no. We're going to go for \$60M, and you guys have already knocked it out of the park before the deadline for that. So, the consultants obviously did not know Brad, his staff, or our development officers to know what a great job they could do, so congratulations to you. I wanted to say that.

Last week, I attended the Town & Gown event which helped kick off Homecoming Week. At that event, one of our professors in the Art Department, Bill Howard, the WIU Foundation, and the College of Arts & Sciences unveiled their Rocky on Parade. And I got my look at my Rocky statue that will be out in front of my office as well as the other 13 that will be all over our campus, and all over our community. I think they're going to be placed probably beginning the weekend after homecoming. If you attend the parade tomorrow, you will see all 14 Rockys in the parade. It's quite a thrill. It's going to be quite a bit of fun. The funds that were raised because everybody had to buy the right to have a Rocky. Those funds are the inaugural scholarship fundraiser for the Art Department, for Art Department scholarships, and are really a great community art project that just help reinforce the strengths and intertwining of our university community and the town community of Macomb. I want to thank Brad. I want to thank Billy, Bill Howard, and all the sponsors making this happen, be a true town and gown project. And I'll tell you at Town & Gown for those of you who were there you know this, but they had the Rockys up on a stage, had a screen down in front of it. When they opened up the screen, all the Rockys were covered. They each had a cloth, purple, gold or white cloth over them. And they were unveiled one at a time. Lots of applause throughout the whole event, and when it was all over with, got a standing ovation from the audience. It was really a lot of fun. I think people didn't know what to expect. And if you haven't seen the Rockys yet, in the parade tomorrow, it will be quite an interesting thing for you. If people are thinking they're all just painted to look like bulldogs, they're going to be in for a little bit of a shock when they see them tomorrow. It's a lot of fun. Very reminiscent, and it was based off the Cows on Parade in Chicago, very reminiscent of that event.

So, today business wise we're going to be reviewing the FY14 All Funds Budget. We're going to discuss the FY15 budget for the University. We know that the future of funding for higher education remains uncertain. As a Board, we're going to continue to work with our administrators, our legislators, our community leaders, and our campus community to ensure that higher education remains at the forefront of their budget discussions and that Western's best interests are well represented too. We're going to be facing, we have faced, and will continue to face difficult budget based decisions over the next year, and for a few years beyond. But, I am confident that we will continue to move forward and our students and faculty and staff are going to continue to accomplish great things. As Chair of the Board of Trustees, I want to thank each and every one of you for your commitment to the University and for your continued support, and I'm going to turn this over to Dr. Thomas for his remarks, but before I do I want to again wish you all a Happy Homecoming and go Leathernecks.

PRESIDENT'S REMARKS

President Thomas said thank you Trustee Early, and good morning and welcome to all. We are pleased that you could join us for this meeting and later for our Homecoming activities this weekend.

We feel we have gotten off to a great start this year for our new academic year. Although there are many challenges facing higher education and for all universities, we are very pleased that we continue to make significant progress. For the ninth consecutive year, Western continues to be named a "Best Midwestern University," and is one of 39 public universities as a top tier "Best Regional Universities" by *U.S. News and World Report*. Also for the ninth consecutive year, *The Princeton Review* has named Western a "Best Midwestern College." For the fifth consecutive year, Western has been designated as a Military Friendly Institution by *G.I. Jobs Magazine*. In addition, for the third consecutive year, Western has been selected as a "Best for Vets College" by *Military Times EDGE* magazine and is the only Illinois four-year university in the top 25. So, despite these challenging budgetary times in higher education and for all universities, we continue to make progress and we are very pleased with that.

I am also pleased to report that this year's entering freshmen class is more credentialed than recent entering classes. Their ACT scores have increased from 20.7 last year to 21.1 this year. The overall grade point average has increased from 3.04 last year to 3.11 this year. There is a 16% increase in the number of new freshmen who meet all four of the ACT benchmark scores for college readiness. The number of WIU students scoring in the top 2% in the nation on the ACT has increased to 50 students. So we are very pleased that we have enhanced our overall academic profile for this entering freshmen class, and we're very hopeful that we will retain these students at a higher rate than we have before. Also, my hat is off and congratulations also to Vice President Gary Biller and also our Director of Admissions Andy Borst and their staff for going out and doing a great job in recruiting. Let's give them a round of applause.

We are also pleased that we have met our capital campaign goal, as our chair has just stated. We've made the \$60M campaign goal thanks to the incredible generosity of Ken and Lorraine Epperson. I would like to publicly thank Ken and Lorraine once again for what they have done. We honored them at Founders' Day, and we're very pleased for what they have done, and also the other donors and friends and supporters of the University. We could not do all this without you, so I also want to thank Brad Bainter, again, and his staff and also the development officers all across the campus in the various colleges. So, we appreciate what you have done there.

We are pleased that the construction on the grand entrance sign on the north edge of our campus is underway. As you can see it's going to be a huge statement here at Western, stating that this is the beginning of our campus, the entrance to our campus. And hopefully based on what I'm told, Julie, I think it should be completed sometime in November. We were hoping to get it completed by Homecoming, but that was impossible with all of the things we have to go through to get things approved

and so forth. I like things to happen quickly, but I'm told we have to wait until we get approval for some of these things. We just completed the We Care beautification of our campus. We also completed the \$20M renovation of Thompson Hall and it opened this fall. We are in the process of Phase I of renovation of the Union, and we did open the Food Court in the Union this fall, and when I saw the furniture and I just kind of got on Gary Biller. I said this just really doesn't look good, and he said Jack, that's not the new furniture, so just hold on the new furniture will be here and equipment for the Food Court in the Union. And also, we're well underway for the construction of Phase II of the Quad Cities Riverfront Campus, and it's really coming along nicely, and we have planned to have a grand opening in August, and it is on schedule as we speak.

While we have a great deal to brag about and celebrate, we do continue to face challenges, as the chair has just stated. While we are pleased that higher education did not see further reductions in its funding this year, our state appropriations are still far less than a few years ago. We are pleased to have received the final payment of \$6.6M for FY13 State appropriation. The State currently owes the University \$19.3M payrolls and \$5.5M in MAP funding for the current fiscal year.

Despite our decreases in enrollment this Fall, there are several positive signs that support my Founders' Day address about why "Western Can't Wait to be Great." With fewer high school graduates in the state of Illinois, we have seen early success in recruiting students from new markets. Students from Indiana, Iowa, Missouri, and Wisconsin increased by 6% from last year, and the number of international students increased by 9%. As many of our students struggle with finances, we have seen a decrease in our freshmen retention from 68% in 2012 to 63% in 2013. We continue to look for additional funding opportunities for students including additional federal loans, on-campus and off-campus student employment options, and strategically targeted scholarships. Additionally, student success programs such as the Building Connections mentoring program and our restructured First Year Experience (FYE) program have also shown early signs of helping students to make a successful transition to the university. Our 6-year graduation rate increased from 54% to 56%, and we expect to hit this mark again next year.

Today, we will present an FY14 appropriated budget of \$127.6M to the Board of Trustees. As we look ahead to the Fiscal Year 2015 budget cycle, we again face difficult choices. The Leadership Team and I are reviewing the FY15 budget and what reductions may be necessary to ensure that it meets the strategic needs of the University. We are working with UPI union and we're coming along quite nicely, and hopefully we will have some very positive things to talk to you about in our next meeting. We will present the budget and future plans on October 29 to the University community.

Despite our challenges, I look forward to a productive year. As I noted in my Founders' Day address, we will continue to move Western Illinois University from a very good university to a great university. I look forward to seeing many of you this weekend at the Homecoming activities. We look forward to a great Homecoming. Thank you for listening. I will be happy to entertain any questions or comments that you may have.

LEGISLATIVE UPDATE

Jeanette Malafa said good morning. Quickly approaching, the Illinois General Assembly has its fall veto scheduled for the weeks of October 22nd and November 5th. The Governor vetoed only a handful of bills, and as such there are no vetoed bills affecting higher education. What will happen in veto session is anyone's guess. It's expected that some sort of pension plan will emerge. Of course, no one has seen any official language, but newspapers are reporting that there may be a solution to the state's \$100B unfunded pension liability. President Cullerton, Senate President John Cullerton said he's working to build support for a bill that would save \$138B over 30 years, and would have the state's pensions fully funded by 2043. His proposal lands between two bills that were the center of the debate last session. Senate Bill 2404 in

the Senate, which would have required employees to choose between cost of living adjustments and health insurance and would have saved the state about \$58B. And the other bill, Senate Bill 1, Speaker Madigan's plan which would have saved \$163B over 30 years.

WIU just also participated in a college affordability town hall meeting in Urbana led by State Senator Michael Frerichs, the Chairman of Senate Higher Ed Committee. The minority spokesman of Senate Higher Ed Committee, Senator Chapin Rose, the Chairwoman of House Higher Ed Committee Representative Naomi Jakobsson, and the minority leader of House Higher Ed Representative Chad Hays were also in attendance. The focus of this meeting was to figure out what Illinois has already done in terms of easing the financial burden of higher ed on students. Senator Frerichs is hosting these town hall meetings in 6 more locations around the state, one happening today at SIUE.

Finally, we are beginning to plan for the 2014 spring legislative session, and any new legislation that could benefit or harm higher education. I keep in close contact with all the other higher ed legislative liaisons and lobbyists. We'll be meeting in a week to see what we can work on collaboratively, and that's it. Any questions or comments?

GENERAL COMMENTS BY VICE PRESIDENTS

Academic Services

Provost Ken Hawkinson said good morning. I just want to update the Board on a few of the accomplishments of Academic Affairs, and I know there's a number of things on the agenda concerning Academic Affairs later in the meeting. The Honors College has just nominated three outstanding students for the Rhodes Scholarship. It's the first time that we have nominated more than one student for the Rhodes in any given year. We've also nominated a student for the Mitchell Scholarship. This scholarship allows a student to study in Ireland, and it's the first time we've ever nominated someone for this scholarship, and since this student is in the audience I want to acknowledge Caleb Markey who is our nominee. The college has also identified two students for the Goldwater Scholarship, which is in the area of science and math. We're presently screening students for the Cook Foundation Fellowship, that's art and creative writing, the Udall Scholarship in Environment and Sustainability, and the Madison Fellowship, that's secondary, high school and government teachers. And so, the College has come a long way in moving forward in nominating students for these prestigious awards. The enrollment in the Centennial Honors College is now 670 and growing. The Honors College also just celebrated its 30th year anniversary, and six former directors attended the event. Again, we've come a long way. We're delighted with the many accomplishments of our Honors College under the direction of Dr. Richard Hardy.

There's also some exciting things happening in the Center for International Studies. Dr. Richard Carter, the Executive Director of the center recently completed yet another embassy visit in Washington D.C. He visited the following embassies: Burma, Dominican Republic, Iraq, Thailand, Bahrain, Indonesia, and Japan, and the Assistant Director in International Programs just completed a South Asia recruiting tour to Singapore, Indonesia, Malaysia, Thailand, Vietnam, and China. Dr. David Bell, the Director of WESL just returned from a recruiting trip to Iraq, and has already received applications from Iraqi students. We'll be hosting a delegation from Jeju National University of South Korea this coming week. Dr. Carter will also be going to Burma the first week of November on a recruiting trip. And we've just received confirmation that WIU has been accepted as part of the State of Illinois Education Trade Mission to China. This is I believe the second time that we'll be a part of the Illinois government's trade mission.

Carrying through on two of the goals established for Academic Affairs for this year, Assistant Vice President for Academics Dr. Ron Williams has been visiting all departments and schools and working with chairs and faculty to develop recruitment and retention plans for all units. We believe we all must play a role in recruiting new students, both national and international, both undergraduate and graduate,

and we all must develop initiatives to help retain the students we do recruit. We hope to partner with our admissions team, and do all we can to assist in bringing in more highly qualified students to Western and to ensure their success.

Cathy, you spoke very eloquently about the Town & Gown Rocky on Parade event. I had a whole section, and you said everything I was going to say, but let me just thank again Bill Howard, the Department of Art, the College of Fine Arts and Communication under the leadership of Dean Clow, and the community and local business owners who contributed to this endeavor. Now as I said, I have several other topics on the agenda today, and so will give additional remarks at those times. Finally, I would just like to recognize our new Dean of University Libraries, Dr. Michael Lorenzen. Michael, will you please stand up? Michael, welcome. This concludes my remarks, and please let me know if you have any questions. Chair Early said thanks very much Ken. Sorry I stepped on your toes.

Advancement and Public Services

Vice President Brad Bainter said thank you. In our area, University Relations continues to be very busy as you can imagine with all the news events that occur with the campus on a daily basis including move-in weekend, Founders' Day, Homecoming. We continue to support our Think Purple marketing and branding campaign, and they have worked with admissions for the student recruitment publications for this current year and already starting on next years.

VPC is a crew that helps us a lot with our marketing efforts, and they have some new technology now that lets us put clings on sidewalks and cement buildings. And on the back of the press box, you'll see a big one as well. They developed and hung up there, so they continue to do some good work to support us.

In Marketing, you'll see new Think Purple success stories, 30-second commercials. Five of them featuring two of our students, Chris Lovingood and Sammy Marshall, two also from alumni, Patrick Magoon, who will be on campus Monday to deliver the Ferguson Lecture and Joe Decker, and Assistant Honors College Director Jen McNabb. Those will begin airing on WGEM very soon, and let me say, speaking of WGEM, go Leathernecks was certainly appropriate. But let me add, go Cardinals while we're here, as well as select theaters in Illinois, what's that?... as well as select theaters in Illinois, Indiana, and Wisconsin. Those will be appearing over the holiday break for about a 4-5 week period, so I want to thank Darcie and her crew and UTV for really some outstanding commercials that will be airing throughout the state. In addition, we've worked with the freshmen focus groups and developed six signature program billboards featuring LEJA, Forensic Chemistry, and Ag. And they'll be installed on Joliet, St. Louis, and Peoria/Bloomington areas, and I think one also on our Roseville billboard. And then we continue to work with the campus community to approve logos, vendors, and other projects using our logos.

University Television, finally let me conclude with them. They continue to do some work for us. We've asked them to branch out and do some other things. They were in Chicago twice this year. Once at the children's hospital, area children's hospital with Patrick Magoon to do a 30-minute spot there, and also at the Chicago Conservation Company to do a spot with the WPA project that we were working on. So they've also been a big plus to our division.

Chair Early said thank you Brad. Now, I stepped accidentally all over Ken's report when I talked about Rocky on Parade. I purposely didn't say anything about the Figge event last night. VP Bainter said that's in my next part. Chair Early said ok, in the next part. VP Bainter said it sort of falls under contributions, so I was going to go there with it. Cathy Early said ok, alright, well, we'll give you a chance in part two.

Student Services

Vice President Gary Biller said thank you Madam Chair, members of the Board. It's a pleasure to report to you on the Student Services areas. As you're aware, the University increased its admissions standards slightly by working with CAGAS and the Faculty Senate and the Provost's Office and others. We did that last spring, and while it has served to increase our standards what it has really also helped us to do is to really clarify what it takes to be a student at Western Illinois University. And If I could, I'd like to call your attention to the distribution piece that you have on your desk. This is a distribution piece that went out to over 1,800 high school counselors across the state of Illinois and surrounding areas, and what it does for us and for them is clarifies for them the admissions standards and what it takes to get into Western Illinois University. And if you understand millennial students today, you know they are not patient students. They want to know why do I, where am I, what is happening, so with this information we'll be able to provide that to them. Just a side note, this picture on the top, this is this year's 1,650 freshmen out on the baseball field. We took this photograph and turned it into a postcard, prepaid, sent them out in the freshman residence halls and asked all the freshman to send these back to their high school counselor or teacher or parent or whoever it was that had an influence on them coming here. So, we've counted them all, they're all there all 1,650 of them. But this brochure helps our students know right away if they're going to be admitted, what the cost will be for the entire four years, if they qualify for one of our commitment scholarships, and you can see that in the inside the different qualification levels.

And let me add to the president's report about retention because we studied the overall retention rate, but we have some good news on our retention rate for the first group of students who went through our Western Commitment Scholarship program. After a year, we looked at their retention rate they came back there were 439 students that qualified for one of these. They returned to the university at an 80% rate, so obviously this kind of effort is going to work for us. They will also then know too this is what some of our signature programs are and other demographic information about the University. So this is the information that we're sending out to high school counselors, but we not only just sending it out we're inviting high school counselors here. Yesterday, we hosted 21 high school counselors from the Chicago area and we've brought them down on the train, had lunch with them and then they went around campus visiting with the various deans and departments, and then we took them back on the train in the evening. But of those 21, 16 of those counselors had not been to Macomb before. This was their first visit here, and many of the myths that they had heard about the Macomb area or the Western campus or what we offered academically, we were able to address during that meeting, so a very, very productive meeting. So it was called Western Express, we're going to do it again. We're going to be bringing some more counselors from the Chicago area and then from also across the state throughout this fall and next spring, because we want to bring people here also. So, we've done that. We've held our first Discover Western program, and we've got another one coming up on Monday. So if you want to come see some prospective students, you're welcome to drop by that. As was mentioned earlier, our Building Connections mentoring program teamed with our University 101 course this year. We're looking for a better success rate in the retention and interaction of students and mentors this year.

So, I heard a couple of you say you have some time this afternoon free before other meetings this evening. If you'd like to participate in a little exercise, you could go over to our Rec Center, and we have a new aqua climb wall. It's like one of those rock climbing walls that you go up and out over the pool, and the students love it. It's been in use just ever since we opened up in the fall, so go over and give it a try and see if you can beat the record that's up there.

Through our Health Services Center and working with the Faculty Senate, we implemented this year a program called OARS. It's the Online Absence Reporting System. This now allows and it's available on Western Online, but our students can...what they used to do if they were feeling just like they had a sore throat or a flu or a cold or something, they used to go to the Health Center to get an excuse from a doctor

for missing class, and it really kind of backed up our Health Services system. So with this system, they can self-report to their faculty that they're ill that day, they're not going to be there and state why and then the faculty and the student will continue to work together to work that out. But it has taken a lot of pressure off our Health Services on the more serious illnesses that do come in. We also have launched a student Health 101 digital magazine. I mentioned, you know, our students are millennial, they're not really paper oriented so we have an electronic magazine about staying healthy on campus, eating healthy, exercising, all those things. It comes out in nine different issues over the year.

We've already mentioned the completion of Thompson Hall project, and my congratulations to JB and Joe Roselieb for getting that building almost ready on the first day. They did a fantastic job. That allowed us to move in 3,830 students on move-in weekend over August. That was a lot of fun. Dr. Thomas was out here carrying things up and down stairs as well as the other vice presidents, and we always appreciate their help with that.

Sodexo food service, our food service provider, has received the Sodexo spirit of progress for the the food service they offer here. That is the highest award offered by the Sodexo corporation, so congratulations to them for being recognized by their corporation.

Then a couple more things on MAP funding, we mentioned the availability of that. As you all know, MAP funding is a sign item out, there's just so much there. For the University to get more, they have to get their students to apply earlier in the FAFSA process which starts on January 1st, and Bob Andersen, John Biernbaum, and a number of the SGA and other members of the community led a campaign to get our students to fill out those FAFSA forms early in January and February, and that resulted in our students receiving an additional \$1M in MAP funds this year in the fall and in the spring. So that will help our students and we will, since that's been successful, we're going to continue that campaign this year, probably start even earlier.

And then finally, I would like to introduce, I've introduced him many times over the last month, but he comes to us from Fort Wayne. He has worked in Northern Illinois University, Southern Illinois University, started his career in professional baseball. He's now at Western Illinois University, so he's worked at three of the four directional institutions. He's promised he's not going to work at the fourth one, but would you please join me in joining our new athletic director, Tommy Bell. Tommy, would you stand up please? And that concludes my report. I'd be happy to entertain any questions.

Trustee Epperly said number one, that Western Express is outstanding. To me, it's all about relationships and if you can build those relationships with counselors. VP Biller said it is and there's a turnover in the number of high school counselors, and we find that we have to really keep up with that. Trustee Epperly said I'm curious with the enrollment figures and the signature programs that you mention here, do we crunch the numbers to the standpoint that we know how these programs are working and how the signature programs are. Is that paying dividends? VP Biller said we do. We do a pretty thorough analysis all the way from application to enrollment yield rate for each of those programs, and so we can tell you which ones are high-yield programs, which ones are lower yield programs, and that will be our focus this year is trying to see if we can develop support for the lower yield programs so that we can bring those up a little bit.

Trustee Epperly said and the final thing is marketing to me is all about perceptions, very seldom is marketing reality, and this past year we raised the standards what I would call kind of minute and I think it's generated a lot of great publicity. In fact, I would even argue we can build on that. My suggestion would be is consider raising them again next year very minute. You could raise the standards 2, 3, 4 years in a row that would almost have no effect on admissions, but could have a tremendous effect on sales. If we're perceived as quality and consistently raising our standards, all you have to say is we raised our

standards three years in a row, people have no idea to what degree. So, it's food for thought. VP Biller said no, you're absolutely correct and as we've always said, you've heard me say this before, quality students bring us quality students, and as you heard in the president's report the ACT, average ACT and high school grade point average for this year's incoming class has increased. We'd like to see that increased next year. The increase in standards has helped us also in just clarifying what it takes. The old standards used to be, they had words in there like you had to have a median score and a range here between this and that and you had to be a junior statistician. You know this one as you can see from the brochure is pretty straightforward. You have a grade point average, you have an ACT, those have to equal this number and you'll be admitted, but advice well taken.

Chair Early said I just want to congratulate you and Andy on streamlining that grid, because as you said before you had to be pretty much have a PhD in statistics to understand if you were going to be able to get in, and your grid that you've done now is very easy, very easy for people to see. Congratulations to both of you on that. Any more remarks?

Administrative Services

Vice President Julie DeWees said thank you very much. Dr. Thomas mentioned that the state has not paid any or we have not received any funds from the state for FY14 expenses. Last month, the Comptroller's Office notified us of their payment schedule for FY14. We're expecting to receive 5% of our appropriation, which is only \$2.6M by the end of October, 10% each month November through April, nothing in May, and 10% in June. So at the end of the fiscal year, they will still owe us 25% of our appropriation. They said that we will receive that by the end of September. That's what they did for FY13 expenses so we're very hopeful for FY14. At least they have a plan, and we're better able to manage our cash flow.

We received our MAP funds in December, and that was for spring. That's \$5.6M which is a lot, and our spring MAP funds in April, but we'll let you know when we do receive those funds and we continue to keep a very close eye on spending.

We have a bond rating update with Standard and Poor's scheduled for the end of October. S & P is a rating agency for our most current bonds and COPS issuances.

Our annual ethics testing will begin October 15th, and that will last a month. You will all receive a notice in the mail for that. Illinois public universities are currently working on a policy to address concealed carry legislation. We will have a report for you in December with the policy and an update on that. I think once you're out on campus you're going to see all the nice beautification projects we have going. I wanted to emphasize that we had 450 volunteers for We Care, and it coincided with the counselors coming on campus, because they were over at the alumni house yesterday and the volunteers were at the alumni house planting mums, mulching. It's so exciting this time of year and this week.

A couple of other things that the President failed to mention, so the Tipper Building, the ash silo, and the coal silos have been removed over by the Heating Plant. We're very excited about that, and tomorrow morning the Alumni Council and our grounds department will be putting up 200 feather flags. VP Bainter said the Student Alumni Council. VP DeWees said yes, the Student Alumni Council will be putting up 200 feather flags along both sides of the street on University Drive, so that will be our debut. It will be in the morning. That's all I have.

Quad Cities and Planning

Vice President Joe Rives said good morning and Happy Homecoming. We opened the fall semester with a record enrollment in the Quad Cities of 9.1%. Our total headcount enrollment is 1,502. Our honors

cohort freshmen have an average ACT of 26.1. Our dually enrolled freshmen have an ACT average of 22.3.

Yesterday, we received official notification at 4:30 we received Silver LEED Certification for Phase I, and next meeting I'll show you this huge plaque thing we got that's really cool. Framing is complete on Phase II which is good news. As you heard, we're going to have a grand opening in August. We're going to have lots of moving parties in July, so if Trustees would like to help us move we'd love to have you help us move. The project remains on time and in budget.

A few days ago, we had our annual scholarship breakfast. Thank you for the Trustees in attendance as well as President Thomas and the Vice Presidents. We celebrated 200 scholarship recipients, up from 50 recipients just three short years ago.

In the area of university planning, there are several agenda items, so I defer comment to those. However, I do note that we put in and starting with this board meeting our planning work with the Higher Learning Commission. You as a board we're highly praised in our last accreditation site visit for the interaction that you engage with us as the campus community. I'd like some feedback and hopefully you enjoyed reading the planning documents related to NCA in this packet. So with that, I yield for your feedback or any questions you might have. So, thumbs up on getting the HLC stuff? Thanks.

ADVISORY GROUP REPORTS

Consent Agenda: Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, and Student Government Association:

Faculty Senate – Steve Rock, Chair

The submitted Consent Agenda is as follows:

We congratulate the WIU Foundation on exceeding the goal for the \$60 million capital campaign. It was the result of a lot of hard work and the generosity of alumni and the campus community.

We appreciate the administration providing frequent and comprehensive updates on the budget situation and the Town Hall meetings convened by President Thomas. We support the administration in finding ways to push the institution forward despite the difficult financial times. The tight fiscal management is appropriate given the current situation.

The annual Founders' Day is a time when we all come together to celebrate the history and traditions of the University. It is an inspiring and welcome event.

We are pleased at the recruitment of a large class of scholars in the Centennial Honors College. The Western Commitment Scholarships seem to be working out very successfully in attracting more highly qualified students to WIU. This is certainly reflected in the substantial rise in ACT scores of our incoming freshmen.

Student Government Association President – Caleb Markey

Caleb Markey said thank you. I've submitted my report, and I'd be happy to answer any questions about the contents of the report or anything else you have. I want to highlight one section of it. SGA passed a resolution that thanks our Trustees, administrators, and alumni for the success of our capital campaign. Students truly appreciate the support that you give us and it's amazing that you think so highly of us that we, and our alumni think so highly of us, that we have this support, and I think our resolution is a reflection of that gratitude.

Chair Early said I liked reading the work that you've done with the faculty with regards to the incomplete grades to have that communication out so that both the faculty and the student know what the expectations are in order to be able to get those grades completed. I thought that was a really nice collaborative effort too. Are there any questions for Caleb?

The submitted SGA Report is as follows:

The Student Government Association successfully began the 45th Legislative Session on September 3rd, 2013. SGA is pleased with the progress we have already made this year. I would like to highlight a couple of our activities.

The Senate has been filled by representatives from numerous organizations on campus. This is the first year we have had every seat filled within the first two weeks. We are excited to have such active campus leaders participate in student government. Together, we believe we can find meaningful suggestions to help improve the student experience.

SGA passed legislation regarding the documentation of incomplete grades. This legislation requests that a system and document be established that allows for students and faculty to create a written agreement. This agreement would outline the work that needs to be completed by the student in order to change their grade from "incomplete" to passing status.

The Senate also passed a bill that called for the University to extend the amount of time that a recent graduate has access to their Zimbra email account. Students felt that in a struggling economy, where jobs are scarce, it would be beneficial to allow students longer access to their email accounts after graduation.

Homecoming activities are off to a great start—the level of student involvement is high. We are proud to be a part of a University with such rich heritage. We welcome all of our alumni that are returning this weekend.

SGA passed a resolution thanking all participants, donors and administrators for helping the University successfully reach our goal for the capital campaign. Seeing others place such high faith in us through their financial contributions makes us strive even harder for academic success.

Finally, SGA would like to once again thank our administration and Trustees for all they do to make the WIU experience possible for us. You have our sincere gratitude.

Civil Service Employees Council President – Wendi Mattson

Wendi Mattson said thank you. I have submitted my report and would be happy to answer any questions you might have. I would also like to thank Pam Bowman and Julie DeWees for all the support that they give the Civil Service Employees Council.

Chair Early said I really liked your idea of the traveling Rocky on campus. Wendi Mattson said thank you. Chair Early continued and that it's already raised over \$500? Is that correct? Wendi Mattson said correct. He's in my office right now, and he's available if anybody would like to have their traveling Rocky in their office. Chair Early said that's great. Is that something you got from VPC? Wendi Mattson said it is. Chair Early said that's great. I've got one of those in my office. He lives there though. He doesn't travel. That's great. Any questions for Wendi?

The submitted CSEC Report is as follows:

The Civil Service Employee of the Month for the month for July 2013 was Jason Lytle, Officer with the Office of Public Safety. August was Lois Rutherford, Admissions/Records Officer at the Quad Cities Campus, September was Deborah Edwards, Chief Clerk at the Center for International Studies, and October is Michelle Crosier, Staff Nurse II at the Health Center. We would like to thank all the employees of the month for their service to the University and to their nominators for helping to recognize them for their outstanding service.

The CSEC is currently planning their winter luncheon for December 6, 2013. The theme will be the "Roaring 20's." This will be held in the Auditorium in Sherman Hall from 11:00-1:00. The ornate Auditorium will reflect the beauty of the era. We cordially invite all employees and Board of Trustee members to attend. This event is to help fund our scholarship awards.

We are also selling raffle tickets for \$100 worth of scratch off lottery tickets. Hopefully the winner will go on to win even bigger. The drawing will be held December 6 during the luncheon. This fund raising event is to assist the Council plan more events to benefit the employees of WIU.

The Council also has a traveling Rocky. This is a cardboard picture of Rocky that states he is "Moving for Scholarships." He can be rented for \$25 per week which is a tax deductible donation to our scholarship fund. As of this date Rocky has visited 10 offices and has raised nearly \$500.

Council of Administrative Personnel President – Dana Moon

Dana Moon said hello, thank you. We have submitted our report, and as I echo everyone else we'd be happy to answer any questions. I do want to say that we have an outstanding group on our executive board and I'm very proud to be able to represent all administrative professionals. We have our annual meeting with President Thomas on Tuesday at 10 AM if anyone would like to join us. Thank you.

Chair Early said thanks, Dana.

The submitted COAP Report is as follows:

The COAP Professional Development Committee recently hosted the seminar "Doing More with Less" by John Meixner, Regional Office of Education Superintendent. Shari Rich from Eureka College will be speaking to interested COAP employees on October 25 on the topic, "Marketing Yourself."

The Promotional Structure subcommittee has a draft of a document regarding a process for facilitating ways of promoting and retaining COAP employees within the current system for review by the COAP Executive Board. The subcommittee will meet with the board in November to present the draft.

Faculty Senate Chair – Steve Rock

Steve Rock said you also have the Faculty Senate report. This has been an unusually quiet beginning of the academic year for Faculty Senate. I'm kind of running through some theories why, and when we figure it out, I'll report it back to you.

Trustee Epperly said the second proposal was to add two additional F grades, what is that? Steve Rock said do we have the Registrar present here by chance? I think she can respond to that better. Angela Lynn said can I come up? Chair Early said yes, please. Angela Lynn said good morning. Actually due to some financial aid regulations, we need to make sure that we are verifying attendance for students who are receiving financial aid. And the way that's done right now is anybody who receives a combination of failing or W or I grades at the end of a semester, Financial Aid would contact those faculty members and verify that the students had actually participated in the course. And they are actually finding institutions that are not following this regulation now and it's a substantial amount, millions of dollars, so we

discovered that we really needed to also be looking at every individual failing grade or W or incomplete, not just somebody who has a combination of all of those grades. That would substantially increase the number of manual emails back and forth that would need to go out. So what the other institutions, a lot of other institutions are doing are creating a failing grade for somebody who failed because they never showed up. That's the F-N grad that we have identified. The other is failure due to unofficial withdrawal. They did show up, but eventually they stopped attending or stopped participating in online courses, stopped completing work in the course. So that would be the F-W grade, and the F-W grade actually would trigger then the faculty member to identify the last date of attendance. So it's a way to kind of automate that back and forth email process that was going on. It is consistent with what other schools are doing to make sure that we're keeping up with compliance with these regulations.

Trustee Ehlert Fuller said I'd just like to say it's very helpful to get this information in advance as we have had for this meeting and maybe a previous meeting as it gives us an opportunity to really read through and it's very helpful. Thank you.

The submitted Faculty Senate Report is as follows:

The Faculty Senate invited the University CIO Stephen Frazier to make a presentation on the proposed IT Strategic Plan and the IT Governance Plan. The Senate's Council on Instructional Technology has gone over these plans in considerable detail and forwarded a number of suggestions for improvement to Mr. Frazier. The general outlines of the plans are being received positively.

The Senate heard from Rick Carter on a new initiative: WIU Faculty Ambassadors. This asks WIU faculty who are travelling abroad and have contacts there to work with the Center for International Studies to provide information about the University with the goal of increasing student recruitment. Several faculty have already participated in this program.

President Thomas joined us for an update on the University budget situation and presented his initiatives for the academic year.

The new online reporting system for students who need to miss class is being rolled out; it is called OARS. An ad-hoc committee of the Faculty Senate crafted this program in response to concerns raised by the director of Beu Health Center. The new system obviates the need for students to visit the Health Center solely to get a slip that they think provides documentation; that slip never did, it was just an indication that the student went to Beu. Much publicity about the program has been distributed.

The Senate passed a resolution recommending that the university advocate in the legislature for the immediate passage of SB 10, the Marriage Equity Resolution. This bill has passed the Illinois Senate but has not been called for a vote in the House.

The Senate approved two proposals brought by our Council on Admissions, Graduation, and Academic Standards. The first was to eliminate the academic warning status for new students admitted through the OAS program; they will be treated the same as all other entering freshmen. The second was to add two additional "F" grades that will assist the Financial Aid Office in meeting federal financial aid reporting requirements for students who fail courses.

FINANCE COMMITTEE REPORT

Report on Contributions

Trustee Cole said good morning everyone. We're going to go into the financial report. We'll start off with Brad Bainter. VP Bainter said I think as has been noted before, I don't think I need to say any more on the contributions other than the campaign is over, and, not over, completed. We've met our goal. We still have two or three months still to go on this, and we have already met with the development officers, deans, and directors to talk about what happens when this campaign is over and moving between campaigns what will our goals be. We look forward to bringing that forward to the Trustees at some point as well. I, too, want to echo a thanks to Ken and Lorraine. As we approached the \$60M goal, I could not think of a better couple to actually give us the gift to put us over the top of the campaign. They've been involved with us for seven decades, and it was truly a wonderful day Founders' Day when they got to be recognized for their support, not only for the campaign but for Western Illinois University in general for such a long period of time. And I appreciate the thanks, but honestly the campaign could not have been a success without all of the support from the University community, from development officers, and from the staff in the foundation office. It's truly a group effort and certainly through some very difficult times through our donors and friends of the University. This could not have been accomplished, and I think our goal has always been to convince everyone the University comes first, and whatever happens after that is also good, and I think everyone bought into that. It's not always easy to do that, but I thank everyone in this University for their support for this campaign. Also want to thank the Foundation Board for their support and for allowing us to do a few things to support the University that maybe fall outside of what most people think we should do such as the scholarships are certainly the biggest part. But the memorial garden for example, is something we've been able to support with Foundation funds. And as mentioned the event last night at the Figge as well as Rocky on Parade, we were able to put some Foundation funds to. And the Figge was a wonderful event, and certainly to Ann Marie for all the support and work that she did for that event, and to the Alumni Association for all the support they added to it. It really was a good event, and this event the WPA project. If you didn't get a chance to go last night, it will open, I believe it's January 18th, here on campus with a reception in Sherman Hall in the auditorium and then to the Art Gallery, and then that work will be displayed in the Art Gallery. And both those events have been a tremendous collaboration between town and gown. Many people have stepped forward to offer support for Rocky on Parade and the WPA project, so it's been great projects to be associated with.

Let me go back to the campaign just briefly. The result of this campaign and keep in mind this is only the 2nd campaign the University has ever completed. First one, less than 13 years ago, our Centennial Campaign, and this is the second one. As I've reminded people before when they start looking at our assets. In 1990, we had about \$2M in assets, \$1M in endowment, and \$1M in other assets. The result of this campaign, our endowment has doubled, more than doubled from \$16M to over \$32M, and by the end of this year, because of some other things that are happening it'll be pushing \$40M. Total Foundation assets are now at the \$50M mark, a little bit over \$50M so there's been some tremendous growth in a short amount of time the University has actually been involved in fundraising.

And let me close just on planned giving, just briefly, also a very important part of what we do, and I've mentioned before the University, the Foundation, we are aware of over \$40M in planned gifts that we have actually documented that are on file for us coming to support all kinds of things for this University. So, very pleased with that but we also have surprises. We also know there are people out there telling us that they're leaving us something, they won't tell us what it is yet, and not ready to do it. One of those just happened, it's for those that knew the Rezabs, and Gordana just passed away recently. They've already established an endowment for giving, but we're receiving about \$250,000 from their retirement funds right now to support WIUM, University Television, and their scholarship endowment, and most of that money has just come in in the last week. We didn't know about it, so we get some surprises like that once

in a while too, but the planned giving is very important to us. It really helps us plan for the future of Western Illinois University. I'd be happy to answer any questions.

Trustee Cole said well, I'd like to first of all say you've done a wonderful job with this. I remember attending the banquet when this campaign kicked off, and it has come to fruition which is great. We look forward to the next one that you start to bring more funds...VP Bainter joked I'm glad you do. Trustee Cole continued said so, there's no action on this.

Report on Purchases of \$100,000 - \$499,999.99 Receiving Presidential Approval

VP DeWees said this is just a report of purchases from \$250,000-\$500,000, excuse me, that require presidential approval. We do not have any purchases that exceed \$500,000 this time that require Board of Trustees approval. I'd be happy to answer any questions about any contracts you have or questions about contracts.

Resolution No. 13.10/1: University Reserve

VP DeWees said we had a discussion at the July Board of Trustees Retreat about the importance of maintaining a University cash reserve, so I tried to write this resolution to try to, in the spirit of that discussion. I hope I did write this in the manner in which you wanted in that spirit. Trustee Cole said I would entertain a motion to accept the resolution.

Trustee Ehlert Fuller moved approve Resolution 13.10/1. Trustee Savala seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS the Board of Trustees discussed the importance of maintaining university cash reserves at the July 2013 Board of Trustees Retreat; and,

WHEREAS the University must maintain university cash reserves to meet payroll and other university expenses as a result of the State's delay in reimbursing the University for expenditures in a timely manner; and,

WHEREAS the University must maintain university cash reserves to budget for fluctuating student enrollment; emergency purchases, and unfunded federal and state mandates; and,

WHEREAS the University's bond rating is affected by available cash on hand:

THEREFORE be it resolved that the Board of Trustees supports the University in maintaining adequate cash reserve at an amount determined by the President and Treasurer of the Board of Trustees.

Resolution No. 13.10/2: Approved Depositories and Signatories

VP DeWees said this is an annual resolution that we're required to put forward and I want to make a couple of comments. The Heartland Bank & Trust Company has been bought out by the branch of the United Community Bank, and that was October 7th, and that was after this went to print, so I do want to make that change. And currently we do not have a Director of Business and Financial Services, Dana has gone on to bigger and better things, and so we're requesting that Dr. Thomas and myself are able to withdraw funds. This gives him the authority if something would happen to me to name someone else. Trustee Cole said I will entertain a motion to allow Dr. Thomas, first of all to approve the resolution is what we need a motion for.

Trustee Epperly moved to approve Resolution 13.10/2. Trustee Savala seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS an informational listing of approved depositories shall be made annually at the fall meeting as part of the President's Report to the Board; and,

WHEREAS in accordance with Board of Trustees Regulations Section V.G.1., the following institutions have been approved as depositories of local funds:

- Bank of America, Quincy, Illinois;
- Citizens, a Division of Morton Community Bank, Macomb, Illinois;
- First Bankers Trust Company, Macomb, Illinois;
- Heartland Bank & Trust Company, Macomb, Illinois; n/k/a United Community Bank
- First Midwest Bank, Moline, Illinois;
- First State Bank of Illinois, Macomb, Illinois;
- US Bank National Association, Chicago, Illinois;
- The National Bank, East Moline, Illinois;
- Mid-America National Bank, Macomb, Illinois;
- The Illinois Funds, Springfield, Illinois;
- US Bank, Springfield, Illinois;
- US Bank, Rock Island, Illinois;
- Wells Fargo Bank, National Association, Canton, Illinois; and,

WHEREAS the Vice President for Administrative Services is responsible for depositories and major accounts; and,

WHEREAS the following University positions and names to withdraw funds is being requested: Vice President for Administrative Services, Julie DeWees, and President, Jack Thomas; and,

WHEREAS guidelines established by the President were followed:

THEREFORE be it resolved that the Board of Trustees approves the depositories and signature authority as presented.

Resolution No. 13.10/3: FY 2014 All-Funds Budget

VP DeWees said I will defer to Matt, but I can certainly help him. Budget Director Matt Bierman said good morning. The All-Funds Budget is before you. It begins on page 27, and outlines the proposed expenses for FY14. If you'll recall, I came before you in June and had a preliminary spending plan. This is the final proposed budget. A couple of things to note, it does reflect a \$1M reduction from last year's budget that we had proposed. We've done \$1M across the entire University's all entities while still maintaining salary increases, and other cost increases, so this required cuts in most every campus operation, and the campus continues to look for ways where we can conserve resources. The budget is essentially a level budget from the state funding from last year with the only addition was the \$600,000 that we received to fund the Quad Cities Manufacturing Lab. It also takes into consideration our actual Fall 2013 enrollment and credit hour production that we estimate will happen because of that enrollment. So, I expect net tuition to be basically level given our enrollment. In June we had talked, you often ask how much new revenue we will generate from a tuition increase. In this case our net tuition overall across the University, I expect to be almost level because of our where our enrollment is. So, I'd be happy to answer any questions.

Trustee Epperly said I don't know what segment to bring this up, but we discussed at the last meeting. I call them uncollectibles and payment plans, and has that been looked into more because I know in your, I call it, the state of the state, you mention the uncollectibles were up \$1M, and I keep going back to the fact, if I understand it right, especially second semester students can come back, be in class for 4-5-6 weeks, I assume live in the residence halls, and eat every day and not pay a penny.

Director Bierman said that's partially true. So, I did a report that on June 30, our uncollected receivables were up by \$1M from the previous year. So, it was about \$6.5M to \$7.5M at that time uncollected from last fiscal year. What happens between that point and to the point where we actually write off that debt, it's usually a period of about five years that passes. We do a very intensive job of trying to collect those uncollectable, uncollected tuition that students haven't paid, and we get that down. Each year, we write off somewhere between \$400,000 and \$600,000 of bad debt. So, we'll go from \$7.5M, and we'll collect all the way down to \$500,000, and every year we write off a certain amount. And that amount continues to grow as well, and as the uncollected amount grows, so will the other part. Now the students do come back in the spring, they can't register until their balance is under \$500, and some things are handled a little bit differently especially food services as it relates to consumable types of things. They don't get to stay for four or five weeks. They have to get registered within two weeks or at some point the housing folks will actually recore their room if they get them to actually move out of their spot. Trustee Epperly said but I guess is it good business practices not to collect some money up front? That's, I guess, my question. Mr. Bierman said well, we're having that conversation now, in fact we had it in a meeting this week about what is the right thing. Should we have an open payment plan or should we restrict it a little bit more to collect something as they come in the door as opposed to just requiring them to pay on the back end of the semester? So, that conversation is happening, and Julie and I are going to work on a plan with some other folks at the campus to figure out what the best solution for us is. President Thomas said as Matt has stated, we've had conversations regarding this with the cabinet, and hopefully we will have something in place for the incoming students for the fall. Hopefully, we will have arrived at something based on best practices from other institutions and what we're looking at. And we have examined some, but we do have to have something in place, but at the same time we're trying to keep in mind the kinds of students that we serve, so we want to make sure we have something that's fair in place and if you don't

ask you're not going to get it up front, but we got to have something in place. Whatever that is we haven't determined yet.

Trustee Ehlert Fuller moved to approve Resolution 13.10/3. Trustee Early seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS Western Illinois University must prepare an annual all-funds budget for Appropriated, University Income Funds, and All Other Funds for the Illinois Board of Higher Education, Illinois State Legislature and the Governor; and,

WHEREAS the Fiscal Year 2014 all-funds budget requires Western Illinois University Board of Trustees approval prior to submission; and,

WHEREAS the *Fiscal Year 2014 All-Funds Budget* presented today advances the goals of the University's Strategic Plan, Higher Values in Higher Education, on both Western Illinois University campuses, and statewide strategic planning goals for higher education, as identified in IBHE's *Illinois Public Agenda for College and Career Success*; and,

WHEREAS the *Fiscal Year 2014 All-Funds Budget* presented today maintains Western Illinois University's public commitments to conservative fiscal management and public accountability to students, their families, and state taxpayers:

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2014 All-Funds Budget as presented in the *Fiscal Year 2014 All-Funds Budget* document which will be provided at the Board of Trustees meeting, and be it further resolved that the President be authorized to make technical adjustments in these budgets if necessary.

Fiscal Year 2014 All-Funds Budget

To ensure full budgetary disclosure within Illinois public universities, the Illinois Board of Higher Education requires each public university Board of Trustees to approve a proposed budget for the upcoming fiscal year. The plan must include all sources of university funds categorized by State Appropriated Funds, University Income Funds, Auxiliary Services Funds, and All Other Non-Appropriated Funds. The budget approved by the Western Illinois University Board of Trustees is submitted to the Illinois Board of Higher Education, Illinois State Legislature, and the Governor.

The following table presents Western Illinois University's *Fiscal Year 2014 All-Funds Budget* to be approved by the Western Illinois University Board of Trustees.

Western Illinois University Fiscal Year 2014 All-Funds Budget					
	State Appropriated	University Income	Auxiliary Facilities System	Other Non- Appropriated	Total
Personal Services	\$ 46,596,900	\$ 58,203,100	\$ 14,000,000	\$ 14,250,000	\$ 133,050,000
Medicare	800,000	700,000	200,000	150,000	1,850,000
Contractual Services	2,500,000	8,100,000	22,155,000	13,000,000	45,755,000
Travel	-	400,000	150,000	750,000	1,300,000
Commodities	383,400	1,500,000	700,000	2,200,000	4,783,400
Equipment	400,000	2,200,000	800,000	2,000,000	5,400,000
Awards & Grants and Matching Funds	-	2,500,000	500,000	25,000,000	28,000,000
Telecommunication Services	180,000	500,000	200,000	360,000	1,240,000
Operation of Automotive Equipment	150,000	241,800	100,000	600,000	1,091,800
Permanent Improvements	-	500,000	500,000	300,000	1,300,000
CMS Health Insurance	1,744,800	-	200,000	1,000,000	2,944,800
Other	-	-	14,495,000	390,000	14,885,000
Total FY2014 Operating Budget	\$ 52,755,100	\$ 74,844,900	\$ 54,000,000	\$ 60,000,000	\$ 241,600,000

Statewide budgeting for higher education follows a two-step process. Prior to the start of the fiscal year, the Western Illinois University Board of Trustees must approve a preliminary spending plan for the next fiscal year beginning July 1. Table 1 presents the *Western Illinois University Preliminary Spending Plan* for fiscal years 2012, 2013 and 2014. This plan was approved by Western Illinois University Board of Trustees in June (*Resolution No. 13.6/3*).

Table 2 presents the All-Funds Budget approved by the Western Illinois University Board of Trustees for Fiscal Years 2011, 2012, and 2013. Differences in values budgeted for the *Fiscal Year 2014 Preliminary Spending Plan* (Table 1) and the *Fiscal Year 2014 All-Funds Budget* (Table 2) are due to the following factors.

- The *Fiscal Year 2014 Preliminary Spending Plan*, approved by the Western Illinois University Board of Trustees in June 2013, was based on projected student enrollment. The *Fiscal Year 2014 All-Funds Budget*, presented today, is based on actual Fall 2013 enrollment.
- Western Illinois University bases institutional budgets on previous fiscal year expenditures. The *Fiscal Year 2014 Preliminary Spending Plan*, approved by the Western Illinois University Board of Trustees in June 2013, was based on estimated Fiscal Year 2013 expenditures. The *Fiscal Year 2014 All-Funds Budget*, presented today, is based on actual Fiscal Year 2013 expenditures.
- At the time of presenting the *Fiscal Year 2014 Preliminary Spending Plan* to the Western Illinois University Board of Trustees, the State's *Fiscal Year 2014 Appropriated Funds Budget* had not been enacted. The University's *Fiscal Year 2014 All-Funds Budget* includes the *Fiscal Year 2014 Appropriated Funds Budget* signed into law by the Governor.

Fiscal Year 2014 Spending Priorities

Following a fiscally conservative model, Western Illinois University's annual budget preparation process uses the previous year's budget and Strategic Plan priority and resource allocation decisions as base. This practice successfully supports advancement of the *University Mission Statement* and attainment of institutional goals and priorities stated in *Higher Values in Higher Education*.

As guided by *Higher Values in Higher Education*, funds will be applied to the University's highest priorities, including increasing faculty and staff salaries to meet and exceed the average of peer institutions, support for academic programs, deferred maintenance and support for student scholarships and retention efforts.

Pending Board approval, the University will continue to aggressively pursue Strategic Plan priorities. Personal services, Medicare, and CMS health insurance expenditures totaling \$137.8 million represent 57.1 percent of the University's Fiscal Year 2014 planned all-funds budget expenditures, followed by items supporting the academic mission of the University: contractual services (primarily utilities and food service), awards and grants (student financial aid), and equipment.

Integrated Planning, Budgeting, and Accountability Reporting Processes

Because Western Illinois University engages in integrated planning, budgeting, and accountability reporting processes, the *Fiscal Year 2014 All-Funds Budget* report should be read in conjunction with The *Fiscal Year 2015 Appropriated Operating and Capital Budget Recommendations* to the Illinois Board of Higher Education identifying how funding will create sustainability for instructional, research, and service activities that directly contribute to Illinois' knowledge-based economy through successful implementation of *Higher Values in Higher Education*.

Table 1
Western Illinois University
Fiscal Year 2012 Through FY2014 Preliminary Spending Plan

	State Appropriated	University Income	Auxiliary Facilities System	Other Non- Appropriated	Total
Fiscal Year 2012					
Personal Services	\$ 50,000,000	\$ 50,500,000	\$ 15,450,000	\$ 12,000,000	\$ 127,950,000
Medicare	800,000	525,000	180,000	160,000	1,665,000
Contractual Services	2,500,000	9,500,000	20,700,000	10,300,000	43,000,000
Travel	-	1,000,000	75,000	650,000	1,725,000
Commodities	387,900	1,500,000	600,000	1,700,000	4,187,900
Equipment	500,000	2,500,000	700,000	1,000,000	4,700,000
Awards & Grants and Matching Funds	-	1,000,000	575,000	19,500,000	21,075,000
Telecommunication Services	100,000	400,000	225,000	250,000	975,000
Operation of Automotive Equipment	150,000	11,900	120,000	300,000	581,900
Permanent Improvements	-	800,000	575,000	300,000	1,675,000
CMS Health Insurance	1,744,800	-	200,000	625,000	2,569,800
Other	-	-	12,600,000	400,000	13,000,000
Total FY2012 Operating Budget	\$ 56,182,700	\$ 67,736,900	\$ 52,000,000	\$ 47,185,000	\$ 223,104,600
Fiscal Year 2013					
Personal Services	\$ 46,109,600	\$ 56,000,000	\$ 15,000,000	\$ 13,000,000	\$ 130,109,600
Medicare	800,000	825,000	200,000	160,000	1,985,000
Contractual Services	2,500,000	9,500,000	22,000,000	11,300,000	45,300,000
Travel	-	1,000,000	100,000	700,000	1,800,000
Commodities	263,400	1,500,000	800,000	1,800,000	4,363,400
Equipment	400,000	2,250,000	900,000	1,600,000	5,150,000
Awards & Grants and Matching Funds	-	2,000,000	600,000	27,000,000	29,600,000
Telecommunication Services	150,000	400,000	300,000	280,000	1,130,000
Operation of Automotive Equipment	180,000	136,700	100,000	500,000	916,700
Permanent Improvements	-	700,000	800,000	300,000	1,800,000
CMS Health Insurance	1,744,800	-	200,000	625,000	2,569,800
Other	-	-	14,425,000	400,000	14,825,000
Total FY2013 Operating Budget	\$ 52,147,800	\$ 74,311,700	\$ 55,425,000	\$ 57,665,000	\$ 239,549,500
Fiscal Year 2014					
Personal Services	\$ 46,109,600	\$ 58,890,400	\$ 14,000,000	\$ 14,000,000	\$ 133,000,000
Medicare	800,000	700,000	200,000	150,000	1,850,000
Contractual Services	2,500,000	8,000,000	21,800,000	14,000,000	46,300,000
Travel	-	400,000	100,000	750,000	1,250,000
Commodities	263,400	1,500,000	700,000	2,000,000	4,463,400
Equipment	400,000	2,000,000	800,000	2,000,000	5,200,000
Awards & Grants and Matching Funds	-	2,200,000	500,000	26,000,000	28,700,000
Telecommunication Services	150,000	500,000	200,000	360,000	1,210,000
Operation of Automotive Equipment	180,000	161,800	100,000	600,000	1,041,800
Permanent Improvements	-	500,000	500,000	300,000	1,300,000
CMS Health Insurance	1,744,800	-	200,000	900,000	2,844,800
Other	-	-	14,420,000	420,000	14,840,000
Total FY2014 Operating Budget	\$ 52,147,800	\$ 74,852,200	\$ 53,520,000	\$ 61,480,000	\$ 242,000,000

Table 2
Western Illinois University
Fiscal Year 2011 Through Fiscal Year 2013 All-Funds Budget

	State Appropriated	University Income	Auxiliary Facilities System	Other Non- Appropriated	Total
Fiscal Year 2011					
Personal Services	\$ 50,000,000	\$ 50,500,000	\$ 15,450,000	\$ 12,000,000	\$ 127,950,000
Medicare	800,000	525,000	180,000	160,000	1,665,000
Contractual Services	2,500,000	9,500,000	20,700,000	10,300,000	43,000,000
Travel	-	1,000,000	75,000	650,000	1,725,000
Commodities	387,900	1,500,000	600,000	1,700,000	4,187,900
Equipment	500,000	2,500,000	700,000	1,000,000	4,700,000
Awards & Grants and Matching Funds	-	1,000,000	575,000	19,500,000	21,075,000
Telecommunication Services	100,000	400,000	225,000	250,000	975,000
Operation of Automotive Equipment	150,000	11,900	120,000	300,000	581,900
Permanent Improvements	-	800,000	575,000	300,000	1,675,000
CMS Health Insurance	1,744,800	-	200,000	625,000	2,569,800
Other	-	-	12,600,000	400,000	13,000,000
Total FY2011 Operating Budget	\$ 56,182,700	\$ 67,736,900	\$ 52,000,000	\$ 47,185,000	\$ 223,104,600
Fiscal Year 2012					
Personal Services	\$ 49,500,000	\$ 52,500,000	\$ 15,000,000	\$ 13,000,000	\$ 130,000,000
Medicare	800,000	825,000	200,000	160,000	1,985,000
Contractual Services	2,500,000	9,600,000	21,800,000	11,300,000	45,200,000
Travel	-	1,000,000	100,000	700,000	1,800,000
Commodities	263,500	1,700,000	800,000	1,800,000	4,563,500
Equipment	400,000	2,500,000	900,000	1,600,000	5,400,000
Awards & Grants and Matching Funds	-	2,000,000	600,000	27,000,000	29,600,000
Telecommunication Services	150,000	400,000	300,000	280,000	1,130,000
Operation of Automotive Equipment	180,000	136,700	100,000	500,000	916,700
Permanent Improvements	-	800,000	800,000	300,000	1,900,000
CMS Health Insurance	1,744,800	-	200,000	625,000	2,569,800
Other	-	-	14,425,000	400,000	14,825,000
Total FY2012 Operating Budget	\$ 55,538,300	\$ 71,461,700	\$ 55,225,000	\$ 57,665,000	\$ 239,890,000
Fiscal Year 2013					
Personal Services	\$ 46,109,600	\$ 57,190,400	\$ 14,500,000	\$ 14,470,000	\$ 132,270,000
Medicare	800,000	700,000	200,000	150,000	1,850,000
Contractual Services	2,500,000	8,500,000	21,580,000	14,000,000	46,580,000
Travel	-	1,000,000	100,000	750,000	1,850,000
Commodities	263,400	1,700,000	700,000	2,000,000	4,663,400
Equipment	400,000	2,200,000	900,000	2,000,000	5,500,000
Awards & Grants and Matching Funds	-	2,300,000	500,000	26,000,000	28,800,000
Telecommunication Services	150,000	500,000	200,000	380,000	1,230,000
Operation of Automotive Equipment	180,000	161,800	100,000	600,000	1,041,800
Permanent Improvements	-	600,000	400,000	300,000	1,300,000
CMS Health Insurance	1,744,800	-	200,000	900,000	2,844,800
Other	-	-	14,620,000	450,000	15,070,000
Total FY2013 Operating Budget	\$ 52,147,800	\$ 74,852,200	\$ 54,000,000	\$ 62,000,000	\$ 243,000,000

Resolution No. 13.10/4: FY 2014 Appropriated Operating Budget Recommendations

Budget Director Matt Bierman said actually I'll do a couple of comments for the next two. These are the FY15 recommendations by statute or requirements where we prepare these two documents both the operating as well as the capital documents. These get sent to Illinois Board of Higher Education for them to prepare with all the universities, and then we also use this data to prepare our requests to the Governor's office as well as the Illinois State Legislature, and that will happen in January and February. As it relates to the operating request, you can see that we continue to show our priorities as personnel dollars, Quad Cities funding, deferred maintenance, student aid, as well as a few other areas, but those are our highest priorities and with that I'll answer any questions you may have.

Trustee Clawson said on page 46, you've got, is this capital recommendations and priorities, is that part of this? Mr. Bierman said no that will be the next one. Trustee Clawson said I'll wait. I'm ahead of myself, sorry.

Trustee Cole asked are there any more questions? I'll accept a motion to approve the fiscal year 2015 Appropriated Operating Budget Recommendations.

Trustee Early moved to approve Resolution 13.10/4. Trustee Ehlert Fuller seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS Western Illinois University prepares annual appropriated operating recommendations for the Illinois Board of Higher Education, Illinois State Legislature and the Governor; and,

WHEREAS Fiscal Year 2015 appropriated operating budget recommendations require Western Illinois University Board of Trustees approval prior to submission; and,

WHEREAS the *Fiscal Year 2015 Appropriated Operating Budget Recommendations* presented today advance the goals of the University's Strategic Plan, *Higher Values in Higher Education*, on both Western Illinois University campuses, and the Illinois Board of Higher Education's statewide strategic plan for higher education, *IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*:

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2015 appropriated operating budget recommendations as presented in the *Fiscal Year 2015 Appropriated Operating Budget Recommendations* and be it further resolved that the President be authorized to make technical adjustments in the operating budget recommendations if necessary.

Fiscal Year 2015 Appropriated Operating Budget Recommendations
Western Illinois University

Western Illinois University begins Fiscal Year 2014 with a \$127.6 million base appropriation (41.3 percent from general revenue and 58.7 percent from income fund). The University recommends a \$15.1 million general revenue increase in funding for Fiscal Year 2015 operations.

Through meaningful state support, internal reallocations, and successful implementation of the University's Strategic Plan, *Higher Values in Higher Education*, Western Illinois University continues to advance the four goals of The Illinois Board of Higher Education's *IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*;

Goal One: Increase educational attainment to match best-performing states.

Goal Two: Ensure college affordability for students, families, and taxpayers.

Goal Three: Increase the number of high-quality post-secondary credentials to meet the demands of the economy and an increasingly global society.

Goal Four: Better integrate Illinois' educational, research, and innovation assets to meet economic needs of the state and its regions.

Illinois Board of Higher Education guidelines divide operating recommendations into two categories: salary and cost increases and support for program priorities. Over 33 percent of the University's recommendation is for salary and cost increases. This includes funding for salary increases, related Social Security contributions, and other inflationary increases associated with University operations (utilities, library materials, and all other institutional operations). The remaining 67 percent of the University's recommendation supports programs identified in *Higher Values in Higher Education*.

Western Illinois University
Fiscal Year 2015 Appropriated Funds Operating Budget Request

	Dollar Increase	Percent Increase	Priority
Salary and Cost Increases			
Salaries (on 95% of Base)	\$4,178,000	4.00%	
Social Security/Medicare	60,000	4.00%	
Library Materials	150,000	10.00%	
Utilities	160,000	3.00%	
Other General Costs	<u>452,000</u>	3.00%	
Total Salary and Cost Increases	\$5,000,000	4.70%	
Program Priorities			
Quad Cities Campus Funding - Phase I (Opened Jan 2012)	\$2,300,000		1a
Quad Cities Campus Funding - Phase II (Open July 2014)	\$2,700,000		1b
Deferred Maintenance	\$2,000,000		2
Student Financial Aid	1,500,000		3
STEM - Health Care Professional Education	775,000		4
STEM - Engineering	<u>775,000</u>		5
Total Program Priorities	\$10,050,000		
Total All Increases	\$15,050,000		

Salary Increases for Faculty and Staff. As stated in *Higher Values in Higher Education*, Western Illinois University's highest priority is to increase faculty and staff salaries to meet and exceed the mean of peer institutions. The \$4.2 million request for salary increases is 83.6 percent of the University's salary and cost increase recommendation. Salary erosion is a critical issue facing Western Illinois University. The ability to recruit and retain high achieving and diverse faculty and staff is directly related to ensuring educational quality. While internal reallocations provide some level of salary increase for faculty and staff, enhancing competitiveness remains the highest institutional priority, particularly in light of reduced salary competitiveness.

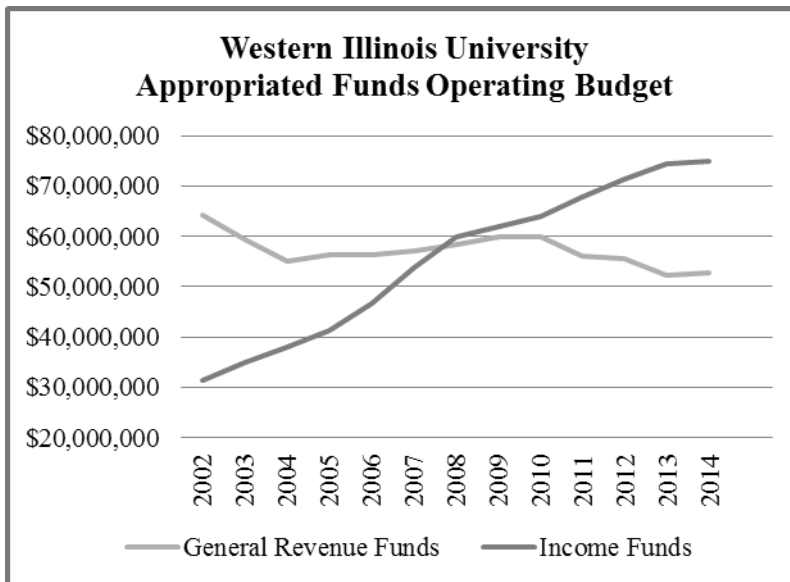
Support for Program Priorities. Western Illinois University is seeking \$10.1 million in funding for program priorities identified in *Higher Values in Higher Education*. These include:

- **Quad Cities Campus Funding - Phase I Opened January 2012 - (\$2,300,000)** for new facilities and technology personnel, utilities, operations, and new academic programs.
- **Quad Cities Campus Funding - Phase II Open August 2014 - (\$2,700,000)** faculty and staff positions are needed to support expanded academic programs.
- **Permanent improvements and campus infrastructure enhancements (\$2,000,000)** to reduce the deferred maintenance backlog of over \$500 million.
- **Student Financial Aid (\$1,500,000)** to support access and affordability to higher education.
- **STEM - Health Care Professional Education (\$750,000)** provides two degree-related programs. The RN-BSN Completion program is designed for nurses who have obtained their registered nurse licensure and seek to acquire a bachelor's degree. The program will provide a bridge for associate degree and diploma nurses who wish to develop the skills preparing them for a higher level of nursing practice and advancement in their nursing careers.

- **STEM - Engineering Program (\$750,000)** to provide a bachelor of science in Engineering at the Quad Cities campus to help address the shortage of engineers and provide graduates with strong multidisciplinary fundamentals.

The requested \$15.1 million will help restore Western Illinois University’s status as a state-supported institution of higher education. Between Fiscal Years 2002 and 2013, state general revenue support for the University decreased by \$11.7 million or 22.2 percent. During this same time period, unfunded cost increases have been incurred for utilities, Illinois Veterans Grants, CMS health insurance and other unfunded budget items. Over the last 12 years decreased funding, increased costs, and required University expenditures total over \$17.0 million.

The effect, shown below, is that tuition costs (University Income Fund) associated with vital functions of higher education are being shifted from a shared statewide priority to the responsibility of students and their families.



Changes from Fiscal Year 2014 Operating Recommendation Request

Consistent with the University's Strategic Plan, salary increases are the University's highest priority. Cost increases for utilities, library material and other operating expenses are also important. Western Illinois University has not received funding for increased costs in over 15 years.

Western Illinois University is also requesting \$10.1 million in state funding to support its Strategic Plan, Higher Values in Higher Education. Funds to support deferred maintenance, operations in the Quad Cities, student financial aid, health care professional education, and the engineering program will improve economic development, educational partnerships, access, diversity, affordability, productivity, and accountability in Illinois public higher education.

Changes from Fiscal Year 2014 Operating Increase Recommendation				
<u>(Dollars in Thousands)</u>				
	Fiscal Year		Difference	
	<u>2014</u>	<u>2015</u>	<u>Amount</u>	<u>Percent</u>
Total Recommended Increase	<u>\$15,500.00</u>	<u>\$15,050.0</u>	<u>(\$450.0)</u>	-2.90%
Salary and Cost Increases	<u>\$6,000.00</u>	<u>\$5,000.0</u>	<u>(\$1,000.0)</u>	-16.67%
Salary Increases	5,150.00	\$4,178.0	(972.0)	
Social Security	75	\$60.0	(15.0)	
Cost Increases				
Library Materials	152	\$150.0	(2.0)	
Utilities	155	\$160.0	5.0	
Other General Materials	468	\$452.0	(16.0)	
Program Priorities	<u>\$9,500.00</u>	<u>\$10,050.0</u>	<u>\$550.0</u>	5.79%
QC Campus Operations Phase I	2,000.00	\$2,300.0	300.0	
QC Campus Operations Phase II	2,500.00	\$2,700.0	200.0	
Deferred Maintenance	2,000.00	\$2,000.0	-	
Student Financial Aid	1,500.00	\$1,500.0	-	
STEM -Health Care Professional Education	750	\$775.0	25.0	
STEM - Engineering Program	750	\$775.0	25.0	

**Western Illinois University's Fiscal Year 2015 Operating Recommendations
To the Illinois Board of Higher Education**

Western Illinois University's Fiscal Year 2015 operating budget request will be submitted to the Illinois Board of Higher Education October 15, 2013, pending board approval.

**FY2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Faculty and Staff Salaries

AMOUNT REQUESTED: \$5,150,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, displays the University's goals, priorities, and contributions to the statewide strategic plan for higher education, *The Illinois Public Agenda for College and Career Success*. Consistent with these plans, Western Illinois University seeks funding for our highest institutional priority: meeting and exceeding average faculty and staff salaries at peer institutions.

At the core of any great university and system of higher education is a dedicated, diverse, and high-achieving employee base. Implementation and the ultimate success of the goals and priorities of *Higher Values in Higher Education* and the *Illinois Public Agenda for College and Career Success* are the direct responsibility of Western Illinois University's faculty and staff. Compensation is a critical element to the recruitment and retention of a university community dedicated to economic development, educational partnerships, access and diversity, quality, productivity, and accountability.

Recruiting and retaining high-achieving and diverse faculty and staff are directly related to improving the quality of academic and co-curricular programs and services. Such actions in the competitive job market necessitate faculty and staff salaries that meet and exceed the mean of peer institutions.

JUSTIFICATION FOR BUDGET REQUEST:

Illinois' strengths include its diverse economy, rich natural resources, strategic location, and well-trained workforce. Illinois owes much of its economic success and stability to the strong system of higher education. Continued prosperity is contingent upon statewide partnerships committed to investment in fair, equitable, market value faculty and staff salaries. The resources requested in this partnership proposal will be combined with other University funds to advance the highest priority actions in *Higher Values in Higher Education* which will help provide faculty and staff salaries that meet and exceed the mean of peer institutions.

**FY2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Operations and Maintenance of the Quad Cities Riverfront Campus

AMOUNT REQUESTED: \$5,000,000

Phase I: \$2,300,000

Phase II: \$2,700,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

In July 2009, the State of Illinois invested \$59.3 million to construct the first two phases of the Western Illinois University-Quad Cities Riverfront Campus. The new location supports doubling enrollment from current levels to 3,000 students to meet the four goals of the *Illinois Public Agenda for College and Career Success* to increase educational attainment, ensure college affordability, address workforce needs, and enhance economic growth.

Phase I Request: Phase I opened in January 2012. However, the University has not received state funding for the operations and maintenance of the Quad Cities Riverfront Campus. This includes funding for new facilities and technology personnel, utilities, operations, and new academic programs that have supported an enrollment increase of 15 percent from 1,302 in spring 2012 to 1,503 in fall 2013. Future growth of both Western Illinois University campuses depends on state funding for the new Phase I facility.

Phase II Request: Phase II of the Riverfront Campus will open in August 2014. The State of Illinois made a commitment to the citizens of Illinois to create and expand educational opportunities in the Quad Cities to advance all four goals of the *Illinois Public Agenda*. Western Illinois University stands ready to assist in these efforts that require state and institutional commitments. The Quad Cities community has also made its commitment by donating over \$3 million in private, donor-directed, one-time funds to support student scholarships. As the state invests in the operations, maintenance, and growth of Western Illinois University, students will have the financial means to take advantage of the expanded educational opportunities.

The current budget of Western Illinois University–Quad Cities is \$8.1 million and requires a minimum of an additional \$5.0 million to support doubling of enrollment and expansion of programs and services on the new Quad Cities Riverfront Campus.

JUSTIFICATION FOR BUDGET REQUEST:

Phase I Request: Western Illinois University reallocated institutional resources to open the Riverfront Campus as soon as construction was completed. Educational demand has been demonstrated in significant enrollment gains during a period of decrease in Illinois high school and community college graduates. However, the University should not be expected to maintain the state's commitment to public higher education in the Quad Cities alone, nor should it rely on large tuition increases. State appropriations to Western Illinois University have decreased by 14 percent from Fiscal Year 2012 to Fiscal Year 2014.

Exercising conservative fiscal management, the modest \$2.3 million request only covers the State's *pro rata* share of essential operating and maintenance costs.

Phase II Request: Illinois is a leading net exporter of high school graduates. The expansion of Western Illinois University gives higher education access to 400,000 residents in a region located on the Illinois/Iowa Border. As presented when the University requested capital funds for Riverfront Campus, new faculty and staff positions **and operational and maintenance support** are needed to support expanded academic programs. Such actions are necessary to increase educational attainment to match best-performing states (*Illinois Public Agenda, Goal 1*).

The state's investment in the new campus negates the previous distinction of being the largest metropolitan community in the United States without access to a public university, and the effects that have accompanied the lack of higher education opportunities.

- The Lumina Foundation's *Educational Needs Index* shows that Rock Island County exceeds the statewide average in the percent of 25 to 64 year olds with an associate's degree (8.2 percent vs. 7.0 percent), but it is significantly below the statewide average in the percent of 25 to 64 year olds with a bachelor's degree (19.0 percent vs. 29.0 percent).
- The *Census 2000 Supplementary Survey Profile* shows that the percent of residents with a bachelor's degree or higher is significantly lower in the Quad Cities than other proximal metropolitan statistical areas (20.8 percent in the Quad Cities compared to 27.7 percent in Cedar Rapids, 36.2 percent in Bloomington/Normal, and 47.6 percent in Iowa City).
- Given lower levels of educational attainment and higher levels of unemployment, the median family income in the Quad Cities (\$37,371) is only 81.8 percent of the State of Illinois median family income (\$45,708), according to the *Census 2000 Supplementary Survey Profile*.

With new state funding, Western's expenditures will remain focused on the core function of instruction. A total of 90.5 percent of faculty time is allocated to instruction, which is the second highest percentage in the state among the 12 public universities. The remaining 9.5 percent of faculty time at Western is allocated to research and public service.

The University will continue to engage in conservative fiscal management. It retains administrative and instructional costs below the statewide average. The \$272.68 instructional cost per credit hour at Western is 10.1 percent below the statewide average of the Illinois public universities. Moreover, the \$67.76 administrative and support cost per credit hour is 18.5 percent below the statewide average.

New state funds will be applied to high demand and need areas. Projected increases in areas of study that the Quad Cities Campus will expand include: accountants (up 5.1 percent), computer occupations (up 8.1 percent), teachers (up 15.6 percent), registered nurses (up 15.8 percent), engineers (up 16.0 percent) and professional counselors (up 20.2 percent). An educated community is especially important to a host county that earns 81.8 percent of the state's median family income. With responsive academic programming, Western will increase the number of high-quality post-secondary credentials to meet the demands of the economy in an increasingly global society (*Illinois Public Agenda, Goal 3*).

New state funds will integrate Illinois' research and innovation assets (*Illinois Public Agenda, Goal 4*). Successful redevelopment of property adjacent to the campus known as the Mississippi River Urban Technology Corridor will create a \$100 million taxable base and attract 2,000 new and existing jobs with a one-time construction impact in excess of \$150 million.

New state funds will raise the economic impact of Western Illinois University-Quad Cities. While currently over \$10 million annually, a fully funded 3,000-student, three-phase Western Illinois University-Quad Cities Riverfront Campus will raise the economic impact to over \$50 million annually and double the number of college graduates to 500 annually. More than 100 new Western jobs will be created when the Riverfront Campus is fully funded.

**FY2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Deferred Maintenance

AMOUNT REQUESTED: \$2,000,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, states:

“Provide safe, accessible, responsible campus environments that meet the needs of University constituencies and reflect the core values of the University.”

Providing a safe, accessible, and responsive campus environment conducive to learning is crucial in a community of learners. The University estimates a total deferred maintenance backlog over \$528 million. As is the case on all campuses in Illinois, many projects have been critically needed for a substantial period of time and are impacting the learning environment.

In addition to these funds requested for deferred maintenance needs, Capital Renewal funds are used to address deferred maintenance priorities on campuses. Between FY2004 and FY2015 Western Illinois University has requested \$14.4 million in Capital renewal funds and has received \$3.6 million. This has resulted in over \$10.8 million in lost funds that would have been used to address elevator maintenance, utility infrastructure repairs, and other critical needs on campus.

JUSTIFICATION FOR BUDGET REQUEST:

The University is making a strong commitment toward improving the campus physical environment. A reduction in the deferred maintenance liability is viewed as integral to achieving that objective. An increase in the Permanent Improvement budget will allow the University to address the increasing backlog of deferred maintenance projects. Funds will be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

**FY2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Student Financial Aid

AMOUNT REQUESTED: \$1,500,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, states:

“Western Illinois University also emphasizes affordability because a college education is essential in today’s global and highly technological community. We firmly believe that higher education, and the benefits that it accords, is an investment, and that no student should be denied a college education because of financial need. We provide access and affordability to a high-quality educational experience that is responsive to student needs and circumstances.”

Funds are being requested to provide students with financial aid opportunities to support access and affordability to higher education. Over the past several years, Federal and State grant funding has remained fairly constant, while institutional financial aid has increased and at the same time family contributions toward education have declined due to the economy. The result has created a substantial increase in need for financial assistance and has forced needy students to borrow at high levels utilizing federal student loans. Even with higher levels of borrowing, a majority have insufficient funds to pay their college expenses. Providing new and enhanced strategies for reducing the amount of student indebtedness upon graduation is consistent with University’s Strategic Plan, *Higher Values in Higher Education*, and statewide strategic planning goals for higher education, identified in The Illinois Board of Higher Education’s *Illinois Public Agenda for College and Career Success*.

JUSTIFICATION FOR BUDGET REQUEST:

The University is making a strong commitment to ensure that no Illinois citizen is denied access to higher education because of financial need. Funding will be used to provide scholarship funds to high-need, academically talented students to help reduce student indebtedness upon graduation.

**FY2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: STEM - Health Care Professional Education

AMOUNT REQUESTED: \$750,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Addressing the critical regional shortage of nurses in West Central Illinois (i.e., Galesburg through Quincy), Western Illinois University-Macomb is coordinating with local community colleges and area health care providers to provide a baccalaureate of science in nursing and an RN-BSN Completion program for community college transfer students, practicing nurses and a pre-licensure program to prepare graduates to take the national council licensing exam (NCLEX) to be an RN. The participating agencies in this collaborative relationship are McDonough District Hospital, Blessing Hospital, St. Mary's Hospital, Cottage Hospital, St. Francis Medical Center, Methodist Hospital, Wesley Village, Everly House, Macomb Public Schools, St. Paul Catholic School, Western Illinois Mental Health Centers, and Beu Health Center. There are three community colleges in the area whose graduates articulate into the RN-BSN completion program: Black Hawk College, Spoon River College, and Carl Sandburg College.

The demand of the health care delivery system is such that baccalaureate-prepared nurses are urgently needed in hospitals for staff and leadership positions, for positions in specialty units, and for a variety of positions in long-term care facilities and clinics. Some health care agencies in the area hire only BSN prepared nurses. Also, many administrators in public health and community health agencies prefer baccalaureate-prepared nurses. Currently, only 50 percent of nurses hold degrees at the baccalaureate level or above. In October 2011, the Institute of Medicine indicated that the need for baccalaureate nurses is 80%. The proposed program will help address this shortage.

The Health Care Professional Education program will provide two degree-related programs. The RN-BSN Completion program is designed for nurses who have obtained their registered nurse licensure and seek to acquire a bachelor's degree. The program will provide a bridge for associate degree and diploma nurses who wish to develop the skills preparing them for a higher level of nursing practice and advancement in their nursing careers.

The Pre-licensure Nursing program will provide a four-year baccalaureate degree leading to the BSN and the requisite education for graduates to be able to take the National Council Licensing Exam (NCLEX) to become a registered nurse. The program also provides opportunities to students who have no prior nursing education.

JUSTIFICATION FOR BUDGET REQUEST:

The fourth year of the RN to BSN completion program has 16 students enrolled on two campuses: Macomb and Quad Cities. The four-year program has 61 pre-licensure students enrolled for fiscal year 2013 with continued growth anticipated in fiscal year 2014. This is based on current pre-nursing enrollment and anticipated transfer students. There are 268 pre-nursing students in the current fiscal year, and, based on state-wide program trends, enrollment is expected to increase to 300 students in fiscal year 2014.

Funding requested for the Health Care Professional Education program will provide support for nine full-time faculty, one director, and three full-time support staff members and provide funds to purchase instructional laboratory equipment and library materials.

**FY 2015 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: STEM - Bachelor of Science in Engineering

AMOUNT REQUESTED: \$750,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Western Illinois University received authorization on October 7, 2008 from the Illinois Board of Higher Education to offer a Bachelor of Science in Engineering degree program at the WIU Quad Cities campus. This is a multidisciplinary engineering degree designed to prepare graduates for technology leadership in the 21st Century. The degree requires a minimum of 121 semester hours. Students complete 43 s.h. of WIU's general education core, 30 s.h. of math and science (10 s.h. are dual counted for general education credits) and a 49 s.h. core in engineering design, materials, electronics, robotics, thermo-fluid dynamics, structural design, quality and technology management. Electives (9 s.h.) are offered in the senior year to give students additional depth in selected engineering areas (e.g., mechanical, civil, materials, manufacturing, engineering management).

The program is designed to meet the Accreditation Board for Engineering and Technology (ABET) standards and is currently being offered at the new WIU Quad Cities Riverfront campus in Moline, Illinois. The Engineering program is a 2+2 degree completion program (the junior and senior years) and has been articulated with pre-engineering transfer programs at the WIU Macomb campus and community colleges in Illinois, Iowa, and Missouri. This program is vital to the region and is the only 4-year engineering degree available in the Quad Cities Area.

According to U.S., Illinois, Iowa, and Missouri labor agencies, there is a strong labor market demand for engineering graduates in western Illinois and eastern Iowa, with an 11-percent increase in employment demand through 2014. In the next five years, an estimated 25 percent of the current 10,000⁺ engineers in the region will retire.

JUSTIFICATION FOR BUDGET REQUEST:

Instruction was first offered starting in August of 2009 to three students of which two graduated in May 2011. As of August 2012, there were 24 seniors, 11 juniors, and a growing number of sophomore and freshman students that have taken or will be taking classes for this program. Almost 100 students at Black Hawk College, Eastern Iowa Community College and other regional community colleges are preparing to enter the program. By the fifth year of operation, the program will grow to 120 majors with 40 degrees awarded annually.

The funds will be used to provide salaries for the Engineering program director, three full-time professors, a technician and a secretary. Funds will also be used to support operations and purchases of essential software and engineering laboratory equipment to support instruction and to comply with ABET requirements (ABET's Criterion Modern tools, equipment, computing resources, and laboratories appropriate to the program must be available, accessible, and systematically maintained and upgraded to enable students to attain the student outcomes and to support program need).

Resolution No. 13.10/5: FY2015 Appropriated Capital Budget Recommendations

Budget Director Matt Bierman said sure, I'll be happy to. This is the capital request, and you'll see that this is changed a little bit since last year. The campuses got together, and reviewed this and had a lot of discussions internally as well as with the Illinois Board of Higher Education. We have completed many of the projects related to campus infrastructure through our last couple COPS issues that we felt like it was time to take that one off, and we worked with the Illinois Board of Higher Education, and we will substitute the Phase I Science project for our spot with the campus infrastructure. So, we're going to get a swap out. That's not a common thing, but we've worked with them to make that happen. We're number six on the capital list if there was another capital bill, so we didn't want to lose that spot, but we can't raise any more money. We can't increase the amount, so we're stuck at the \$60,000 for now. Of course that can grow over time with inflation and those kind of things, but so we've reprioritized all of our lists with the science being our first priority and then Quad Cities Phase III, the Visual Arts, and then a couple other buildings that are new to our list for this. Just should note that this, all these reports are done with a lot of input from a lot of people, and actually Scott Coker and Facilities Management does a tremendous work for all this capital, a lot of the data is actually put together by him, and I just compile so many thanks to him. I'd be happy to answer any questions.

Trustee Clawson said are these priorities, those are determined by you folks, is that input from us or was it long before I was here? Director Bierman said we work with the President's Cabinet or the President's Leadership Team to make some recommendations and then that group discusses and sets this as their priority list. Trustee Clawson said so, this is set? It can't be changed? Director Bierman said this is what will go to the Illinois Board of Higher Ed, and then they take this list with all the lists from all the community colleges and all the public universities and they compile a top 25 of all those projects that would be funded with the next capital bill. The rest of them all get prioritized but there's hundreds on that list, and then in theory once you start, you keep moving up the list. The list doesn't change once it's developed. So, you kind of continue to move up, but given the fact that the environment has changed a little bit and we don't get capital bills every couple years like we used to, a lot of people are making some changes to those bottom ones. We just needed to make a change at our top one, and that's why we asked for the substitution.

Trustee Clawson said well, I'd like to throw out for the good of the order. I see Stipes Building number four, and I was with an Alumni Council member here probably about a year ago or so, and she had brought some folks over from Caterpillar, and was showing them around to her peers and this and that and she was just embarrassed by, because it's been a long time since anything's been done. And if I would go back ten years if we went to the graduation to the distinguished alumni people that have gotten awards and that, a lot of those folks were from the accountancy, marketing, management. They came through Stipes, so if you connect the dots, that department, those alums have been supporting that college and that's a building I think should be raised up or brought to the forefront, because we have a lot of people that come back and do that. If you're an alum, think about this, there are five things you do as an alum when you come back to school. First you're going to drive by your dorm, your apartment, your fraternity, your sorority. Second, you're going to go to the Union and the Bookstore, and hopefully buy something purple. Third, you're going to go uptown and you're going to go to the pizza place or your favorite watering hole, which in Bill and I's case has changed over the years, the name. Fourth, you're

going to go to the Alumni House where we're all welcome, because you love it. We all do this. Fifth, you're going to go by your college, your building, where you lived sort of speak. If you're an athlete you've gone to the football field or Western Hall or Simpkins or whatever it is, but in College of Business we go by Stipes. We spent too much time there. When you bring somebody in, when you're trying to impress them. That's a building, as do all of them, need. We've been neglecting that. It needs to be brought up. I'm happy we got the beautification thing going on and getting things cleaned up. It's long overdue. I would say this being the mothership, personally, and Joe's not going to like this, but I put this above Moline. This is where, this is bringing in the people. That's all. That's my two cents, my observation.

President Thomas said we're like \$500M down in deferred maintenance and it's a very difficult thing when you look at our University and we really haven't had a new facility, state-funded since the 70s. Western stood still for various reasons, and it's very difficult when you're down \$500M and then you look at other facilities like the sciences where you got to make sure that you have the facilities, and the equipment necessary for those students to be competitive when they and make sure that they have those same kinds of experiences that other students are getting at other institutions. And Currens Hall has been in very dire need. And if you walk over there, sad to say, we've had a fire in Currens Hall, the labs, the fume hoods. We've had people to go over and visit, and bring outside folks here to look at us, and it's just been, we're just in dire need there. The reason we do have the science facility as our top priority right now, and I encourage you all, well we do take the board members to the buildings during our retreat we do take you on a tour to see some of those things, but that's the reason we do have it. And we're very appreciative to the Illinois Board of Higher Ed. This doesn't normally happen. We got a lot of people kind of mad with us right now, but I probably shouldn't say that here. But we're pleased to be on that list in terms of the science facility, but we'll take that into consideration what you've said as well. We appreciate it. Trustee Clawson said they all need it. President Thomas said yeah, they all need it. You're right.

Director Bierman said and I think there's some recognition of exactly what you're saying. That's why we've added more buildings and taken off life safety and some other things that we're just handling on our own and putting whole buildings on there, because we know that all of our facilities need some significant infrastructure added to them. Trustee Epperly said I guess to support what Roger is saying. I think he's saying moving 3 to 2 if I got the numbers right here, to 2B. I would think it makes some sense. We're having difficulties affording buildings, new buildings anyway, and to me it would make more sense to be open to Simpkins than to build a new building in the Quad Cities that we maybe can't afford. Food for thought. I'm just throwing that out there. Again, nothing against Quad Cities. VP Rives said we're all one. Trustee Epperly said yeah, food for thought.

Trustee Ehlert Fuller asked how important is the development of Phase III to the private initiatives that are going on in the area. Would delay of Phase III either delay considerably or negate the private investments that have come forward, that are planned? VP Rives said that's a good point. The private development, the \$82M next door to Riverfront Campus is predicated on the three phase development, and it would negate or slow down considerably the development, and that's a key consideration because that property had twice over the last five years, had concepts that didn't go to proof of market, and this one has and the city is moving forward. So, that's a key consideration in your deliberations.

Trustee Cole asked do you believe that if we were to push Stipes to 2B that this would not. It would stop the funding of Phase III, because that's going to happen regardless, correct? Wouldn't you believe? VP Rives said it's human behavior. I don't know how to predict it. The list back in the 80s, the list as Matt said would be very sequential so you could predict with certainty how the projects would go. Because we haven't had as many capital bills, there's not paths to judge performance. So all I can say is I know we are one Western, and whatever you feel the need is important is what should be done. It will send a question

mark in some people's minds as to why the Board lowered it, so if you chose to do that there would need to be an answer. And again, I do think Carolyn raises a very important point about the private development that is predicated on the growth and three phases of development.

Trustee Cole said any more discussion? Trustee Epperly said just a comment, I want to congratulate the, whoever makes these calls because I was very outspoken at the last meeting about our rankings and so forth, because I was very opposed to the infrastructure I guess you'd call it, but I call it the physical plant. And I think everybody looked at it and worked with IBHE and came up with what I think's a much more doable plan, and I think you should be congratulated for doing that and reviewing it. And I'm sure stepping on some toes and so forth, but anyway I think very smart move from that standpoint. President Thomas said well thank you Bill, but as you stated this is not the normal way that IBHE does. We're appreciative that they have allowed us to do this. There are some people who are working with Western, and believe in us so we appreciate that.

Trustee Cole asked for any more discussion or comments. Can we get a motion to approve Resolution 13.10/5: Appropriated Capital Budget Recommendations?

Trustee Early moved to approve Resolution 13.10/5. Trustee Ehlert Fuller seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS Western Illinois University must prepare annual appropriated capital budget recommendations for the Illinois Board of Higher Education, Illinois State Legislature, and the Governor; and,

WHEREAS Western Illinois University's Fiscal Year 2015 budget recommendations advance institutional progress and sustainability for the University's *Strategic Plan, Higher Values in Higher Education, Campus Master Plans on the Macomb and Quad Cities campuses, and the Illinois Board of Higher Education's statewide strategic plan for higher education, IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*; and,

WHEREAS the Fiscal Year 2015 Appropriated Capital Budget Recommendations require Western Illinois University Board of Trustees approval prior to submission:

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2015 Appropriated Capital Budget Recommendations as presented in the *Fiscal Year 2015 Appropriated Capital Budget Recommendations* document, and be it further resolved that the President be authorized to make technical adjustments in the capital budget recommendations if necessary.

Fiscal Year 2015 Capital Budget Recommendations
Western Illinois University

Western Illinois University recommends \$327.0 million for capital projects to support high-quality academic programs, co-curricular services, and regional economic development for fiscal year 2015. All of the requested funds will support new construction on the Macomb and Moline campuses to address highly needed space for premier academic programs. A total of \$11.2 million in capital renewal funds is also requested to support critical deferred maintenance needs.

Background

Composition of the Recommendation

Western Illinois University operates two distinct campuses, and each has unique capital priorities and needs. The highest facilities priorities are for a Science building for the Macomb campus and Phase III for the Quad Cities.

Western Illinois University			
Fiscal Year 2015 Capital Recommendation			
(Dollars in Thousands)			
<u>Priority</u>	<u>Description</u>	<u>Project Type</u>	<u>Requested Amount</u>
1	WIU - Macomb Science Phase I	New Construction	\$60,000
2A	WIU - Macomb Science Phase II	Renovation	\$51,100
2B	WIU - QC Phase Three	New Construction	\$35,000
3	WIU - Macomb Visual Arts Center	New Construction	\$64,600
4	WIU - Macomb Stipes Building	Renovation	\$46,700
5	WIU - Macomb Education Building	New Construction	<u>\$69,600</u>
Total Recommended Increase			\$327,000

A summary statement documenting need for these projects is displayed below. Additional, detailed information on the scope, design, and costs of each project begins on page three of this report.

Priority 1: Western Illinois University-Macomb Science Building Phase I The current College of Arts and Sciences' three science facilities, Currens Hall, Waggoner Hall, and Tillman Hall, are obsolete in providing high-quality comprehensive instructional laboratories. All three facilities were constructed before modern laboratory standards were developed for acceptable indoor air quality and energy efficiency. Antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. These lead to detrimental impacts on teaching; research; and student, faculty, and staff recruitment and retention. Phase I includes the construction of a new science building. The new science building will consolidate existing and support new academic programs, as Western Illinois University becomes a leading comprehensive university in the United States.

Priority 2A: Western Illinois University-Macomb Science Building Phase II Phase II will continue with the improvements to the science programs at WIU by renovating an existing building. Currens Hall will be considered for renovations to improve the overall science facilities.

Priority 2B: Western Illinois University-Quad Cities Riverfront Campus Building Phase Three In 2010, the state committed to building the first two phases on the newly developing Western Illinois University-Quad Cities Riverfront Campus. Building Complex Three will complete the construction of the new campus that serves a

regional population of 400,000 residents and leverages \$175 million in private investment and foundation support for education, entrepreneurship, technology, new jobs, and economic opportunity.

Priority 3: Western Illinois University-Visual Arts Center The current facilities used by the Department of Art include Garwood Hall, Sallee Hall and the Heating Plant Annex and are inadequate instructional and design spaces. This noncontiguous arrangement is not efficient and hinders the development of a cohesive departmental identity. In addition, many of the spaces at present do not meet industry and environmental protection guidelines and are not appropriate for current teaching and learning practices. The overall goal of the project for the Department of Art is to address the shortage of existing space and adequate ventilation for arts programs, and to accommodate the rapid growth and expansion in the number of students, faculty and academic programs. The goal is not limited to providing “space,” but rather aims to create a milieu that is conducive to excellent instruction and enhances academic performance in a single building.

Priority 4: Western Illinois University- Business Building Renovation Stipes Hall was constructed in 1968 and has had no major renovations or updates. The University through its recent Macomb Facilities Master Plan update and Strategic Building Renovation Matrix has identified the building as a priority for renovation. The building is a high profile, heavily used part of the academic programs on campus and it also has a high deferred maintenance backlog.

Priority 5: Western Illinois University-Education Building Horrabin Hall was originally constructed in 1965 as a laboratory school and encompassed K-12 grades. The needs of the College of Education and Human Services do not match the current building construction. This project would reconstruct the building on the site of Waggoner Hall that is planned to be vacated with the construction of the New Science Building.

Capital Renewal The University is requesting \$10.8 million in capital renewal funds to be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

Priority Changes from Fiscal Year 2014

The priorities for FY2015 are shown below.

Priority Changes			
Description	Project Type	<u>FY2015</u>	<u>FY2014</u>
WIU - Macomb Science Phase I	New Construction	1	2a
WIU - Macomb Science Phase II	Renovation	2a	
WIU - QC Phase Three	New Construction	2b	2b
WIU - Macomb Visual Arts Center	New Construction	3	4
WIU - Macomb Stipes Building	Renovation	4	
WIU - Macomb Education Building	New Construction	5	

Adhering to Illinois Board of Higher Education guidelines and format, the following recommendations for Western Illinois University’s Fiscal Year 2015 capital projects will be made (pending Western Illinois University Board of Trustees approval).

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB SCIENCE PHASE I

PRIORITY: 1

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 60,000,000 (Planning, Design and Construction)

BACKGROUND DATA

The current College of Arts and Sciences' facilities, Currens Hall (physical sciences, 1970), Waggoner Hall (life sciences, 1968), and Tillman Hall (earth sciences, 1953) are obsolete in providing high-quality instructional laboratories. These facilities were constructed before modern laboratory standards were developed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers. Western Illinois University science facilities fall below acceptable indoor air quality and energy-efficiency standards. The antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. This problem produces detrimental impacts on teaching, research, and student/faculty/staff recruitment and retention.

The basic teaching and laboratory layouts of Western Illinois University's current science facilities are pedagogically obsolete and do not easily allow for the integration of new science technologies. A new facility to house science-based programs will provide the ability to integrate new laboratory technologies with the latest in science pedagogy and will foster multidisciplinary interaction through the consolidation of departments from previously diverse locations. In addition, planning studies were completed to evaluate and program future projects to renovate Currens and Waggoner Halls to allow the College of Arts and Sciences to consolidate academic programs to a single campus locale and provide for additional facility improvements/enhancements for the humanities and social sciences which are critical to the mission of the College of Arts and Sciences.

The new science building and renovation of Currens Hall will also support new academic programs. This includes the new forensic chemistry program and a new nursing program as approved by the Western Illinois University Board of Trustees and Illinois Board of Higher Education.

QUANTIFICATION

Western Illinois University completed a space planning and utilization study for a new state-of-the-art science facility during Fiscal Year 2007. The building will include both wet and dry instructional laboratories, office space, and classrooms. The facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities. In addition, the project will include the provision for service drives, limited parking, exterior site development, and connections to Currens Hall and all required campus utility infrastructure.

DEPENDENT RELATIONSHIPS

Upon completion of this project, Western Illinois University will seek funds in Science Phase II for the remodel of Currens Hall. These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

FISCAL YEAR 2015
CAPITAL REQUEST
PROJECT NAME WIU - Macomb Science Phase I

(IN THOUSANDS OF DOLLARS)

SPACE TYPE	NASF	MULTIPLIER FACTOR	GSF	FY2015 \$/GSF*	COST
Office	7,965	1.7	13,541	267.41	\$ 3,621.0
Classrooms	1,795	1.5	2,693	258.32	\$ 695.7
Instructional Dry Laboratories	2,374	1.64	3,894	289.38	1,126.8
Instructional Wet Laboratories	17,257	1.64	28,302	306.01	8,660.7
Special Use	24,187	1.8	43,537	258.45	11,252.1
Supporting Facilities	19,461	1.2	23,353	241.26	5,634.1
1) BASE TOTAL	73,039		115,320		\$ 30,990.5
2) ADDED COSTS:					\$ 10,691.7
a) Historic Preservation Considerations: _____.					
b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.)					1,859.4
c) Other Energy Efficiencies _____.					
3) BASE COST					\$ 43,541.6
4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or 0.183 percent per month from base to bid date.) Expected Bid Date: <u>May-16</u> Number of Months to Bid Date: <u>30</u>					2,939.1
5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION)					\$ 46,480.7
6) ADD 10% FOR CONTINGENCIES					4,648.1
SUBTOTAL, BUILDING BUDGET					\$ 51,128.7
ADDITIONAL BUDGET ADDS:					
1) A/E FEES <u>9.60%</u> *					4,908.4
ON-SITE OBSERVATION:					469.6
NUMBER OF MONTHS <u>24</u>					
DAYS PER WEEK <u>5</u>					
2) REIMBURSABLES (5% of A/E fees unless better estimate available)					268.9
3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)**					1,533.9
4) OTHER ADDS (SEE 2 BELOW)					1,428.0
5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT					255.6
SUB-TOTAL, BUDGET ADDS					\$ 8,864.4
TOTAL, BUILDING BUDGET					\$ 59,993.1

OTHER:

PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE	TOTAL	\$ 1,162.5
Number of additional staff: <u>8</u>	Salaries and Related	<u>388.1</u>
	Utilities	<u>363.0</u>
	Repairs and Maintenance	<u>411.4</u>

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE Science Building Programming Study, Hastings & Chivetta
NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker
PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

- 1 Added costs include: FFE (18%), LEED (6%), Sophisticated Piping (1%) and site/utilities work (15.5%)
- 2 Added costs include: building commissioning, testing and balancing, and technology infrastructure

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB SCIENCE PHASE II

PRIORITY: 2A

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 51,100,000 (Planning, Design and Construction)

BACKGROUND DATA

The current College of Arts and Sciences' facilities, Currens Hall (physical sciences, 1970), Waggoner Hall (life sciences, 1968), and Tillman Hall (earth sciences, 1953) are obsolete in providing high-quality instructional laboratories. These facilities were constructed before modern laboratory standards were developed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers. Western Illinois University science facilities fall below acceptable indoor air quality and energy-efficiency standards. The antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. This problem produces extremely detrimental impacts on teaching, research, and student/faculty/staff recruitment and retention.

The basic teaching and laboratory layouts of Western Illinois University's current science facilities are pedagogically obsolete and do not easily allow for the integration of new science technologies. A new facility to house science-based programs will provide the ability to integrate new laboratory technologies with the latest in science pedagogy and will foster multidisciplinary interaction through the consolidation of departments from previously diverse locations. In addition, planning studies were completed to evaluate and program future projects to renovate Currens and Waggoner Halls to allow the College of Arts and Sciences to consolidate academic programs to a single campus locale and provide for additional facility improvements/enhancements for the humanities and social sciences which are critical to the mission of the College of Arts and Sciences.

The new science building and renovation of Currens Hall will also support new academic programs. This includes the new forensic chemistry program and a new nursing program as approved by the Western Illinois University Board of Trustees and Illinois Board of Higher Education.

QUANTIFICATION

Western Illinois University completed a space planning and utilization study for a new state-of-the-art science facility during Fiscal Year 2007. This project will continue the Science Facilities project by remodeling Currens Hall.

DEPENDENT RELATIONSHIPS

This project would commence upon completion of the Macomb Science Phase I.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

FISCAL YEAR 2015
CAPITAL REQUEST
PROJECT NAME WIU - Macomb Science Phase II

(IN THOUSANDS OF DOLLARS)

SPACE TYPE	NASF	MULTIPLIER FACTOR	GSF	FY2015 \$/GSF*	COST
Building Remodel	102,000	1.5	142,000	205	\$ 29,110.0
1) BASE TOTAL	102,000		142,000		\$ 29,110.0
2) ADDED COSTS:					\$ 6,986.4
a) Historic Preservation Considerations: _____					
b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.)					1,746.6
c) Other Energy Efficiencies: _____					
3) BASE COST					\$ 37,843.0
4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or 0.183 percent per month from base to bid date.) Expected Bid Date: <u>May-16</u> Number of Months to Bid Date: <u>30</u>					2,554.4
5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION)					\$ 40,397.4
6) ADD 10% FOR CONTINGENCIES					4,039.7
SUBTOTAL, BUILDING BUDGET					\$ 44,437.1
ADDITIONAL BUDGET ADDS:					
1) A/E FEES _____ 6.76% *					3,004.0
ON-SITE OBSERVATION:					469.6
NUMBER OF MONTHS <u>24</u>					
DAYS PER WEEK <u>5</u>					
2) REIMBURSABLES (5% of A/E fees unless better estimate available)					173.7
3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)**					1,333.1
4) OTHER ADDS (SEE 2 BELOW)					1,455.5
5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT					222.2
SUB-TOTAL, BUDGET ADDS					\$ 6,658.0
TOTAL, BUILDING BUDGET					\$ 51,095.2

OTHER:

PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE	TOTAL	\$	-
Number of additional staff: <u>0</u>	Salaries and Related		-
	Utilities		-
	Repairs and Maintenance		-

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker
PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (18%), LEED (6%), Sophisticated Piping (1%) and Asbestos abatement (5%)
2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (5%)

PROJECT: WESTERN ILLINOIS UNIVERSITY - QUAD CITIES
RIVERFRONT CAMPUS BUILDING COMPLEX THREE

PRIORITY: 2B

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$35,022,200

BACKGROUND DATA

Western Illinois University-Quad Cities Riverfront Campus Phase III

Western Illinois University-Quad Cities (WIU-QC) is the only public university in a metropolitan area of over 375,000 residents. In recognizing the growth and capacity limits of WIU-QC at its current location, the State supported the first two (of three) phases for construction of the Western Illinois University-Quad Cities Riverfront Campus to achieve *Illinois Public Agenda* Goal 4 of better integrating Illinois' educational, research, and innovation assets to meet economic needs of the state and its regions.

- Phase I will generate between \$20.0 and \$24.0 million in new economic output. The region will benefit through employment gains with between 135 and 166 new positions created. New labor income, employment compensation and income for sole proprietors, will increase between \$7.4 and \$9.1 million. Following the Phase I campus expansion, related employment and labor income will increase to more than 220 jobs and \$9.0 million in labor income.
- The expenditures related to Phase II will generate between \$47.0 and \$58.5 million, between 300 and 374 new jobs, and \$17.7 to \$22.5 million in labor income. The region will also realize gains in public revenues related to the project, ranging between \$2.0 and \$2.5 million during Phase I and \$5.0 million and \$6.3 million during Phase II.

Post-Phase II operations will generate economic impacts for the region of 330 jobs and \$13.0 million in labor income. Phase III will complete the construction of the new campus that serves as an educational and economic stimulus. In total, the Western Illinois University-Quad Cities Riverfront Campus will leverage a total of \$175.0 million in private investment and foundation support for education, entrepreneurship, technology, new jobs, and economic opportunity.

Successful redevelopment of adjacent property to the campus known as "RiverTech" will create a \$100.0 million taxable base; attract 2,000 new and existing jobs with a one-time construction impact in excess of \$150.0million. Current projects that the State of Illinois helped cultivate by developing the Western Illinois University-Quad Cities Riverfront Campus by virtue of the new campus location include:

- A \$50.0 million project by the KONE Corporation to house their North American Operation Center on the Mississippi Riverfront. This new construction completes a three-phase \$71.0 million mixed-use development known as Bass Street Landing.
- A \$45.0 million Transit Oriented Development/Amtrak Station that will include an intermodal pedestrian transport center and a new high rise office structure with retail and food service amenities.
- A \$5.0 million new facility for research and development by public and private sectors.
- A \$12.0 million, 90-unit work-live urban lofts, with retail and businesses located on the lower floors.
- A \$3.0 million new Healthcare Center for those underserved in the Hispanic community.

A fully completed Riverfront Campus is the "cornerstone" to these developments, and Western will continue to be a conservative steward of state resources. Phase III exclusively focuses on the academic mission of the University. All ancillary services such as bookstores, retail, and food service will be privately developed to support the local economy and new job creation.

QUANTIFICATION

Phase III will complete the new Western Illinois University-Quad Cities Riverfront Campus, and provide the infrastructure to support 5,000 students. Phase III is essential for academic programs and support services; lab and research space; and facilities to support technology, patent transfer, and community events.

DEPENDENT RELATIONSHIPS

There are no dependent relationships between this project and any other state-funded capital project. However, there are significant educational and economic development gains to be noted. The completed Western Illinois University-Quad Cities Riverfront Campus will have an economic impact of over \$50 million annually and will double the number of college graduates to 500 annually.

Phase III provides the necessary facilities to increase enrollment and meet *Illinois Public Agenda* Goal 1 of increasing educational attainment to match best-performing states. Without essential space, the University will not be able to increase enrollment and degree attainment. An educated community is especially important to a host county that earns 81.8 percent of the state's median family income. Moreover, spatial access is necessary to achieve *Illinois Public Agenda Goal 4* of increasing the number of high-quality post-secondary credentials to meet the demands of the economy and an increasingly global society.

DESIRED COMPLETION DATE

This project will be completed as soon as possible after funds have been released. A traditional planning then construction approach will take up to 45 months to complete.

FISCAL YEAR 2015
CAPITAL REQUEST
PROJECT NAME WIU-QC Riverfront Phase III

(IN THOUSANDS OF DOLLARS)

SPACE TYPE	NASF	MULTIPLIER FACTOR	GSF	FY2014 \$/GSF*	COST
Office	4,600.0	1.70	7,820	\$267.41	\$ 2,091.1
Classrooms	16,000.0	1.50	24000	258.32	\$ 6,199.7
Instructional Wet Laboratories	2,800.0	1.64	4,592	306.01	\$ 1,405.2
Supporting Facilities	5,000.0	1.20	6,000	241.26	\$ 1,447.6
Research Lab (Wet)	2,800.0	1.67	4,676	405.32	\$ 1,895.3
Special Use	2,575.0	1.80	4,635	258.45	\$ 1,197.9
General Use	12,000.0	1.90	22800	308.77	\$ 7,040.0
1) BASE TOTAL	45,775		74,523		\$ 21,276.7
2) ADDED COSTS: see 1 below					\$ 4,574.5
a) Historic Preservation Considerations: _____.					
b) Green Building Design/LEED Certification Level _____ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.)					
c) Other Energy Efficiencies. _____.					
3) BASE COST					\$ 25,851.2
4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or 0.183 percent per month from base to bid date.) Expected Bid Date: <u>May-14</u> Number of Months to Bid Date: <u>30</u>					\$ 1,419.2
5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION)					\$ 27,270.5
6) ADD 10% FOR CONTINGENCIES					2,727.0
SUBTOTAL, BUILDING BUDGET					\$ 29,997.5
ADDITIONAL BUDGET ADDS:					
1) A/E FEES ____ 7.5 *					2,249.8
ON-SITE OBSERVATION:					300.0
NUMBER OF MONTHS <u>15</u>					
DAYS PER WEEK <u>5</u>					
2) REIMBURSABLES (5% of A/E fees unless better estimate available)					127.5
3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)*					899.9
4) OTHER ADDS see 2 below (ADA, Asbestos, Hazardous Materials, etc. -- please specify)					1,297.5
5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT					150.0
SUB-TOTAL, BUDGET ADDS					\$ 5,024.7
TOTAL, BUILDING BUDGET					\$ 35,022.2

PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE	TOTAL	\$ 382.6
Number of additional staff: <u>3</u>	Salaries and Related	<u>134.0</u>
	Utilities	<u>158.9</u>
	Repairs and Maintenance	<u>89.7</u>
	All Other	<u> </u>

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE WIU Riverfront Campus
NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION William Brewer
PHONE NUMBER 309-762-9481

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (7%), LEED (6%), site work (3.5%) and Data Center (5%)

2 Added costs include: building commissioning, testing and balancing, technology infrastructure

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB VISUAL ARTS CENTER

PRIORITY: 3

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 64,586,800 (Planning, Design and Construction)

BACKGROUND DATA

The Department of Art is an important and active player in the local and regional artistic scene through its outreach activities, visiting artist programs, and frequent exhibitions. WIU faculty and students exhibit their work and creative research throughout the United States. The department's graduates provide the majority of local and regional art instruction in community colleges, private schools, and art centers. The vital role that the department plays in this community has brought strong support for its programs and a commitment to the creation of a new facility.

The current facilities used by the Department of Art include Garwood Hall, Sallee Hall and Heating Plant Annex. This noncontiguous arrangement is not efficient and hinders the development of a cohesive departmental identity. In addition, many of the spaces at present do not meet industry and environmental protection guidelines and are not appropriate for current teaching and learning practices.

QUANTIFICATION

Western Illinois University recently completed a space planning and utilization study for a new state-of-the-art visual arts center. The building will provide instructional classrooms and studios, research studios, and faculty and departmental offices, as well as a Student Gallery and the University Art Gallery. In addition to traditional studios, digital media studios and an environmental studio will be provided as these are growing areas of the Visual Arts program. The new Department of Art classrooms and studios will be designed for the unique environmental, technical and safety needs of the studio arts programs. The facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities. In addition, the project will include the provision for service drives, limited parking, exterior site development, and connections to all required campus utility infrastructure.

The overall goal of the program for the Department of Art is to address the shortage of existing space and adequate ventilation for arts programs, and to accommodate the rapid growth and expansion in the number of students, faculty and academic programs. The goal is not limited to providing "space," but rather aims to create a milieu that is conducive to excellent instruction and enhances academic performance in a single building.

DEPENDENT RELATIONSHIPS

These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

FISCAL YEAR 2015

CAPITAL REQUEST

PROJECT NAME WIU- Macomb Visual Art Center

(IN THOUSANDS OF DOLLARS)

SPACE TYPE	NASF	MULTIPLIER FACTOR	GSF	FY2014 \$/GSF*	COST
General Use	6,470	1.90	12,293	\$ 308.77	\$ 3,795.7
Supporting Facilities	1,430	1.20	1,716	241.26	414.0
Classrooms	4,800	1.50	7,200	258.32	1,859.9
Special Use	59,331	1.80	106,796	258.45	27,601.4
Offices	5,940	1.70	10,098	267.41	2,700.3
1) BASE TOTAL	77,971		138,103		\$ 36,371.3
2) ADDED COSTS:					9,820.3
a) Historic Preservation Considerations: _____.					
b) Green Building Design/LEED Certification Level _____ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.)					2,182.3
c) Other Energy Efficiencies: _____.					
3) BASE COST					\$ 48,373.9
4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or 0.183 percent per month from base to bid date.) Expected Bid Date: <u>May-15</u> Number of Months to Bid Date: <u>30</u>					\$ 2,655.7
5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION)					\$ 51,029.6
6) ADD 10% FOR CONTINGENCIES					510.3
SUBTOTAL, BUILDING BUDGET					\$ 56,132.6
ADDITIONAL BUDGET ADDS:					
1) A/E FEES _____ 7.50% *					4,209.9
ON-SITE OBSERVATION:					479.9
NUMBER OF MONTHS <u>30</u>					
DA YS PER WEEK <u>4</u>					
2) REIMBURSABLES (5% of A/E fees unless better estimate available)					234.5
3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)**					1,684.0
4) OTHER ADDS_ see 2 below_ (ADA, Asbestos, Hazardous Materials, etc. -- please specify)					1,565.2
5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT					280.7
SUB-TOTAL, BUDGET ADDS					\$ 8,454.2
TOTAL, BUILDING BUDGET					\$ 64,586.8

OTHER:

PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE	TOTAL	\$ 1,162.5
Number of additional staff: <u>8</u>	Salaries and Related	388.1
	Utilities	363.0
	Repairs and Maintenance	411.4
	All Other	

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE Visual Arts Facility Predesign Document, HammeGreen & Abrahamson
 NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker
 PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0%

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB STIPES BUILDING REMODEL
PRIORITY: 4

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 46,650,600 (Planning, Design and Construction)

BACKGROUND DATA

Stipes Hall was constructed in 1968. Stipes Hall has not had any renovations or major remodeling since its opening over 45 years ago. The University, through its recent Macomb Campus Master Plan update and Strategic Building Renovation matrix, has identified Stipes as a high priority for renovation. Stipes Hall has over 140,000 square feet of classroom and office space and houses the College of Business and Technology.

QUANTIFICATION

In the Macomb Master Plan update, the Master Plan Steering committee identified eight renovation criteria that were used to prioritize building renovation projects. Stipes Hall is a high profile building on campus, has high critical deferred maintenance and houses University Signature programs. Updated academic facilities will benefit the academic mission of the University.

The remodeled facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities.

DEPENDENT RELATIONSHIPS

These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB EDUCATION BUILDING

PRIORITY: 5

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 69,625,500 (Planning, Design and Construction)

BACKGROUND DATA

Horrabin Hall was constructed in 1965 as a laboratory school housing K-12 grade. Horrabin has not had any major renovations or retrofits in 50 years. The College of Education and Human Services is housed in the 150,000 square feet of classrooms and offices in Horrabin.

QUANTIFICATION

In the Macomb Master Plan update, the Master Plan Steering committee identified eight renovation criteria that were used to prioritize building renovation projects. Horrabin Hall was identified as a high priority for renovation due to high critical deferred maintenance, containing University signature programs and facilities not matching the current needs of the College. Updated academic facilities will benefit the academic mission of the College and the University.

The proposed building would be constructed on the existing site of Waggoner Hall with design features to promote the latest in teaching styles, electronic classrooms and student/faculty interaction.

The new facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities.

DEPENDENT RELATIONSHIPS

This project would construct the new Education building on the current site of Waggoner Hall. Waggoner would be vacated during Science Phase I & II projects. These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

FISCAL YEAR 2015

CAPITAL REQUEST

PROJECT NAME WIU-Education Building

(IN THOUSANDS OF DOLLARS)

SPACE TYPE	NASF	MULTIPLIER FACTOR	GSF	FY2014 \$/GSF*	COST
Building	100,000	1.7	150,000	262.87	\$ 39,430.5
1) BASE TOTAL	100,000		150,000		\$ 39,430.5
2) ADDED COSTS:					\$ 10,646.2
a) Historic Preservation Considerations: _____.					
b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.)					2,365.8
c) Other Energy Efficiencies: _____.					
3) BASE COST					\$ 52,442.6
4) ADD ESCALATION COST					2,879.1
(For monthly escalation costs, use Statewide Average: 2.2 percent per year, or 0.183 percent per month from base to bid date.)					
Expected Bid Date: <u>May-16</u>					
Number of Months to Bid Date: <u>30</u>					
5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION)					\$ 55,321.7
6) ADD 10% FOR CONTINGENCIES					5,532.2
SUBTOTAL, BUILDING BUDGET					\$ 60,853.8
ADDITIONAL BUDGET ADDS:					
1) A/E FEES <u>6.34%</u> *					3,858.1
ON-SITE OBSERVATION:					469.6
NUMBER OF MONTHS <u>24</u>					
DAYS PER WEEK <u>5</u>					
2) REIMBURSABLES (5% of A/E fees unless better estimate available)					216.4
3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)**					1,825.6
4) OTHER ADDS (SEE 2 BELOW)					2,097.7
5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT					304.3
SUB-TOTAL, BUDGET ADDS					\$ 8,771.7
TOTAL, BUILDING BUDGET					\$ 69,625.5

OTHER:

PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE	TOTAL	\$ -
Number of additional staff: <u>0</u>	Salaries and Related	-
	Utilities	-
	Repairs and Maintenance	-

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker

PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (4%)

PROJECT: WESTERN ILLINOIS UNIVERSITY – MACOMB
CAPITAL RENEWAL

RAMP BUDGET CATEGORY: Remodeling and Rehabilitation

REQUESTED FUNDING: \$10,800,000

BACKGROUND DATA

Higher Values in Higher Education, Western Illinois University's Strategic Plan, states:

“Provide safe, accessible, responsible campus environments that meet the needs of University constituencies and reflect the core values of the University.”

Providing a safe, accessible, and responsive campus environment conducive to learning is directly linked to responsive upkeep and repair of facilities. In addition to operating funds, Capital Renewal funds are used to address deferred maintenance needs on campuses. Since Fiscal Year 2004 Western Illinois University has only recently received \$3.6 million to address critical campus-wide elevator maintenance, utility infrastructure repairs, and numerous other needs on campus. The University currently estimates a total deferred maintenance and capital renewal backlog of over \$500 million. As is the case on all campuses in Illinois, there are many projects that have been critically needed for a substantial period of time and are negatively impacting the learning environment.

QUANTIFICATION

The University is making a strong commitment toward improving the campus physical environment. A reduction in the deferred maintenance liability is viewed as integral to achieving that objective. An increase in the Permanent Improvement budget will allow the University to address the increasing backlog of deferred maintenance projects.

Funds will be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

DEPENDENT RELATIONSHIPS

There are no other projects that this proposal is dependent.

DESIRED COMPLETION DATE

Design would commence as soon as funds are received.

ACADEMIC & STUDENT SERVICES COMMITTEE

Chair Early said alright, next we will move on to the Academic & Student Services Committee chaired by Yvonne Savala, Trustee Savala.

Report on First Year Experience

Trustee Savala said Report 13.10/3, presented by Provost Hawkinson, Vice President Biller, and Associate Provost Parsons. Would you like to comment?

Provost Hawkinson said yes. Changes resulting from our review of the First Year Experience program have now been implemented. Working with numerous individuals, representing many areas on our campus, we believe we have developed a cutting edge program that will help our students adjust to college and prepare them for the challenges they will face along with the University's Building

Connections mentorship program we hope to provide first year semester freshmen with the skills and guidance that will lead to their retention and success. I now ask Associate Provost Dr. Nancy Parsons to come forward to very briefly highlight a few of the changes made in the First Year Experience program.

Dr. Parsons said good morning. As Dr. Hawkinson noted, the intention of the University 100 course is to enhance transition to WIU, improve academic success, which will lead hopefully to increased retention and obviously then higher degree attainment. University 100 has a number of content areas. I just want to highlight some of these. They were in the report, but just to bring attention to these: social responsibility and academic integrity, personal responsibility and safety, our interpersonal violence prevention, how to study and take notes, reading for success, test preparation, test taking, healthy habits for test success, college writing, a health and physical wellness component, as a human well-being course, making good health choices, and its effects on academic success, respect, civility, plus there are two instructor choice days. This is a common syllabus with common content. Instructors do get two weeks of choosing what they would like to cover that relates to the course content. There are 100 sections of University 100 this semester taught by 78 instructors. There are 87 sections at the University, of the Y sections, the FYE courses that are general education as well or pre-professional courses. 86 peer mentors are serving in the 100 sections. These are sophomore, junior, senior students who are acting as a peer mentor to our first year students, and the current enrollment in University 100 is 1,706 students. This includes the first year students plus other students who have chosen to take this course, WESL students, some transfer students. It's a wide variety of students who are choosing to take this. Are there any questions that I could answer for you?

Trustee Epperly said the testing. What kind of a test is that? Dr. Parsons said what kind of a test is that? There are no tests in the course itself. We talk about how to prepare for a test. Trustee Epperly said no, the goal #5: explore their values, experiences, and developing a sense of self. There's no test? I thought there was some type of a test given to all of the students. Dr. Parsons said oh, the CSI Test. Is that perhaps what you are speaking about? VP Biller said that's the College Student Inventory which helps us assess their college readiness both in terms of academic motivation and social integration skills, and we talk about how they make that transition from high school to college in these two domains while they're also trying to balance, many of them, a third domain and that is work or family, the demands that they have for finances now. Trustee Epperly said obviously there's hundreds of those out there. Are we comfortable with that test, and does it help? I guess where I'm heading is, my belief is that an individual should know your strengths and weaknesses which can be tested, and if I know those strengths and weaknesses it can help me be aimed to where I should be heading and hopefully in academic areas not taking courses I don't need, not taking courses that aren't...VP Biller said this is a very robust instrument. It's normed against 90-95,000 new freshmen every year. It yields a report of a freshmen profile both for the total United States, but then we break it down by regional institutions, institutions like us. So, yeah, it is a very strong and robust test. It's actually, we call it a survey.

Dr. Parsons asked if there are any other questions. Thank you.

Office of Sponsored Projects Annual Report

Provost Hawkinson said yes, I will defer to the Director of the Office of Sponsored Projects, Shannon Sutton. Director Shannon Sutton said hi. Thank you for having me here today. I am the Director of Sponsored Projects, and there's some new board members this year so I'd like to run through our office real quick and just give you a brief overview. It is the goal of the Office of Sponsored Projects to facilitate faculty research by assisting with proposal preparation and external award grant fund management. Our office consists of a pre-award person, two post-award people, a compliance specialist, and a staff clerk. The pre-award person assists faculty in locating potential funding sources, and helps with the proposal preparation and navigating all the electronic websites that are out there these days, which aren't working right now, and preparing budgets. The post-award specialist they work with the faculty once they've

received the award on campus. They work with sub-award agreements, personnel forms, potential budget or program changes that would occur. They obtain appropriate University approvals, and are the liaison between Western and the funding agencies. They also prepare all the financial reports and the invoices. Our Compliance Specialist works with faculty, staff, and students reviewing all proposed research that would involve human and/or animal subjects, and provides training on these and other topics throughout the year. She stays abreast of the myriad of federal and state regulations, federal and state compliance regulations, sorry. And the Staff Clerk, she keeps our office running and is the master of our database. She is responsible for providing all of the data for our reports.

During this past year, Sponsored Projects became what we call a cradle to grave operation. Instead of dealing with both Sponsored Projects and Business Services, the project directors now will start and finish their award with the Office of Sponsored Projects. It makes it seamless for the project directors, and increases the efficiencies in the post-award area instead of having two people, one in each area. Meagan Kramer filled our vacant grants and contracts administrator position this last February. She comes to us from Purdue University where she ran a \$10M National Science Foundation Center. Jacqueline Tharpe is our new compliance specialist, and she joined us at the beginning of June. Jacqueline is a J.D., and she comes to us from the University of Memphis where she was their compliance officer.

Sponsored Projects continues to work with faculty to submit proposals. We conduct training workshops. We assist in the establishment of grantee profiles and an electronic notification system, and we promote faculty research through the University Research Council grant program, and that program helps to fund research for faculty in order for them to apply to larger externally funded projects. Speaking of URC, one faculty member I'd like to spotlight is Dr. T.K. Vinod from Chemistry. Dr. Vinod has received 10 University Research Council awards for over \$40,000 dating back as far as 1997. He's successfully used those URC funds to do research which led him to apply and receive three National Science Foundation awards totaling almost \$700,000. In addition to NSF grants, Dr. Vinod has received a grant from the American Chemical Society. The most impressive story to me is the most recent one. He applied to NSF for the purchase of a nuclear magnetic resonance spectrometer, which is a big machine. He was turned down twice before, and in working with our office and our pre-award specialist and getting the review comments back from National Science Foundation, he applied a third time and we recently received that award. So the new machine will be purchased within the next two years, and it will be used for faculty research here as well as student research and training at Western, Quincy University, and other partner universities.

So, big or small, the Office of Sponsored Projects would like to see an increase in the number of faculty involved in the pursuit of external funding to support their scholarly activities. As state funding continues to shrink, we will continue to help look for other opportunities for external funding. Any questions?

Trustee Epperly said I come from the business world. Any time you put money on the table, more things happen. Is it possible to incentivize that to get people to apply for more grants from the standpoint of, and I'm just throwing this out. And I don't expect an answer right now, but I'm just saying is there any way to incentivize if Bill Epperly does a grant form that he's rewarded in some way, etc., especially for new, I call it new, first timers, whatever. I guess that's just food for thought. Maybe it is, I don't know if it is or not. Provost Hawkinson said incentive is provided in a number of different ways. Receiving grants is part of department criteria expectations. Some faculty publish articles, write books, others get grants, and a combination of these various things. It's needed for tenure and for their career progression up to full professor and beyond. Another is through our Professional Achievement Award program, our merit program, wherein faculty get what we call points that can be applied toward earning cash awards, actually awards that go into the base of their salary. In addition, on larger grants, faculty often will negotiate with their deans course release so they can devote more time to the actual research for which the grant is awarded. And often, they'll actually write compensation into the grant for themselves as the principal

director, principal investigator, and so there's many different ways that a person could be provided incentive and reward for getting a grant. Trustee Epperly said does that apply to administrators also? Provost Hawkinson said typically not. There are some administrators that do apply for grants, but administrators typically are working 100% of their time doing their administrative duties, and there just isn't that time to be applying for grants for most administrators.

Report on Distance Learning Change Request to the Higher Learning Commission-North Central Association of Colleges and Schools

VP Rives and this board item is the result of the Higher Learning Commission policy change. It used to be in the commission to offer degrees at a distance such as the Bachelor of General Studies program. It had to be fully completable online or through Codec. Federal legislation changed the definition of a distance program to 50% of the degree offered online or through two-way interactive video, so the number of distance programs categorization changed, and if you look on page 69 of your board book at point number two with the lower threshold institutions were classified into one of five categories. And I'm just going to read straight from the board book, either 5% of your distance degrees, you could offer up to 20% of your distance degrees, or you could offer 100%. Western Illinois University has a strong history in distance education and we were placed in the less than 5% bucket based on what we offered. The President's Leadership Team collaborated and it seemed to make most sense since we just did a special emphasis self-study a few years ago on strengthening distance education to make application so all of our programs could be offered distance. That doesn't mean they are. That obviously falls within the Provost's area, but it's an efficiency, it's a quality and efficiency move. We have the quality programs should Academic Affairs want to make those choices. It's an efficiency that we don't have to keep going back and applying and applying and applying, and so our application is in and within a couple weeks we should have an answer. That's the context for it. Ken is here to answer your questions.

Trustee Ehlert Fuller said it's a very comprehensive report, isn't it? VP Rives said it truly is, and I hope I made it more clear than mud. Provost Hawkinson said I'm thankful for Joe Rives' expertise in this whole area. It's part of his gift to the University is how he can engage in the planning process and understand the protocols that need to be followed. Trustee Savala said thank you.

Report on Application to Participate in the Academy on Student Persistence and Completion to the Higher Learning Commission-North Central Association of Colleges and Schools

VP Rives said this one is really exciting. The Commission's knocking off a new persistence and graduation academy. I'm on the board that oversees it, and what a great opportunity you heard at today's meeting that we've had some retention challenges, but we have some retention opportunities too through Building Connections, transfer and Western Commitment Scholarships, and other things. What the retention academy hopes to do is have institutions look more empirically at retention, so as we have these great new initiatives, is it working for all students and then start looking at the data in different ways, shapes, and forms. Again, it's an efficiency move. So we applied as an institution and found out yesterday after I opened the green council letter that said that we got Silver LEED certification, the next letter was Western is an inaugural member of this academy. Only 20 institutions out of 1,900 in the commission's region were selected for participation. We are one. Why this is so exciting to me is the last academy that the Higher Learning Commission did was on assessment of student learning and only two comprehensive universities like Western were picked at that time. Those institutions were Truman State and Indiana University Purdue University at Indianapolis. Those are the two national figures in the assessment of student learning. We're one of two comprehensive universities picked for this retention academy, so the great initiatives happening at Western are positioning us. This really gives us the opportunity to have the national spotlight on student success and let other people benchmark us for once. I'm kind of excited.

Chair Early said at this point we're going to go ahead and take a 15-minute break. I'm showing us at about 10:35. Everybody mark your watches, back here in 15 minutes to reconvene. Thank you.

The Board of Trustees took a break at 10:33 a.m. and reconvened at 10:51 a.m.

GENERAL DISCUSSION AND ACTION ITEMS

Chair Early said thanks, glad to have everybody back in after our break. We're going to go ahead and move right in to report 13.10/7, the Annual Report on Athletics, which will be presented I would think a joint effort between Gary Biller and Athletic Director Tommy Bell.

Annual Report on Athletics

VP Biller said madam chair, I will defer to Athletic Director Tommy Bell. Chair Early said I was going to say if you all want to pull out your report its in all of our packets. AD Bell said yes, good morning everyone. I'm glad you're here. A lot of you have your annual report that was put together by Lisa Melz-Jennings who is here with me today, our Senior Women's Administrator, so if we get to a question academically she's here to help. She served in a great role to the University as the interim director. So, I just want to let everybody know I'm excited to be here. Tomorrow will be 60 days, so it'll officially be two months. I'm proud to be a Leatherneck and I've done a pretty good job with the purple, getting better all the time, brand new shirt just broke it out ready to go today but exciting. As you know, our University has four values that it stresses, and I want to report to you today just kind of an overview from the booklet in three of those areas.

First and foremost, academic excellence is always first on our docket, and we had a 3.10 cumulative GPA for athletics which is a great accomplishment given the number of student athletes we have. 55.49% of the student athletes had a 3.0 GPA, and then in the third area there 57 student athletes had a perfect 4.0 GPA out of a total of about 450 student athletes.

Secondly, in educational opportunity we have 450 total varsity student athletes this year. We also have a sponsored program of 40 cheerleaders in football and then with our student support personnel, with managers, student trainers, about 30 that gives us over 500 students participating in some type of way in intercollegiate Athletics. So, we give them that additional opportunity in all different fronts. Socially, our student athletes provided over 2,400 hours in community service and raised approximately \$7,500 for local community charities.

And then lastly, on a personal growth note, I just want to throw in from Provost Hawkinson's report, we are proud that Jeff Liles is a Rhodes Scholar candidate as a former Track student athlete that is still here helping out, and we're very excited about his candidacy as a Rhodes Scholar.

Future plans that we have for athletics, facility enhancements. First and foremost, there's a lot of projects there. A lot of you I've met individually, we've had some of those discussions, and then expanded scholarships. I think I've been wearing Brad out about things that we want to do, but we'll be rebranding the Leatherneck Club, going forward on that to expand for educational scholarships and then we want to expand our endowment. We're under \$1M, and we would like to be very active in that and Brad's already identified a number of people who have interest there. And we've already put all our head coaches on notice about our scholarships as well, and they too are looking for opportunities as well. We will be replacing the wood floor this coming summer. We're down to the nubs in Western Hall, and right now we may have some people step forward to help us in that project as well so we're very excited. So with that, I would just ask for any questions from anyone that I might be able to answer. Thank you very much and go Leathernecks.

Long Term Planning Update

VP Rives said this is the report on your 20 year plan for Western Illinois University. It's the contributions of basically everybody in this room, so we're all here to answer your questions or receive your feedback.

Trustee Epperly said a couple of questions there. It's mentioned there on 103, the LEJA and then I think it's mentioned under the other one also, but we're talking the online if I understand it right everything that will be online, and from a master's standpoint and then again I keep reiterating. I've said it a number of times. I just think that we need to be really pushing that doctorate program, because to me that's our largest school and I think maybe one of our best known schools and so forth there on it, for what that's worth. Provost Hawkinson said yes, Bill, your question is very timely. I just met with the special committee in Law Enforcement, the chair of Law Enforcement, and Dean Sterling Saddler in the College of Education and Human Services last week on the revised proposal, and we're still working on that proposal. There's a few other things that still need to be done in light of our fiscal situation we need to make it as efficient and cost effective as we can, but we are moving forward with the doctoral program and President Thomas continues to have that on our priority list. And hopefully, sometime this year we should have a finished proposal to share with you.

Trustee Epperly and the other, just clarification here. I've been totally confused, most of you would probably argue I'm always confused, just for clarification, and Joe if you'd, and Joe and I had the conversation earlier in the week, because I keep hearing. I've heard different stories as to whatever level of doctorates that we have. If we get into too many doctorate programs, we could lose our classification and so forth, and Joe really clarified that this week. VP Rives said what is on the Carnegie website is that to maintain our current status we can only have 20 doctoral candidates annually. That excludes some professional programs. That's what's on their website and I know that Associate Provost Parsons is in contact with Carnegie to validate it. She's also I know asking the question are you looking at updating the classification schemes. We have no way of knowing when they'll do it. The last classification scheme was five years ago. They tend to go in 5-8 year passes. So, we just want to be really, really sure that what's on the website is what they're thinking so she's doing due diligence right now. Trustee Epperly said plus in all likelihood it'd be 2 or 3 or 4 years before we'd even be thinking of addressing that point anyway, getting to that point, if we got there. Provost Hawkinson said yes. The approval process typically takes at least a year to go through our faculty approval system, and then all of you, and then onward to IBHE and then Higher Learning Commission. So, we're looking at a minimum of two years if we got something completed this year. There are several programs where we could expand in to doctorate programs that we believe would not only add to our prestige but also get very, very good enrollment. But we of course have to not pass that 20 student limit and I know President Thomas made it clear we're not to move in to a national university category. We're at the top of our category, so we're going to be very careful in moving forward to make sure whatever we move forward, whatever direction it is, it's in compliance with that 20 student rule that currently exists.

Trustee Ehlert Fuller said with respect to the report, I really appreciate the way it's laid out and how easy it is to get through it. The clarity is exceptional, and then with respect to the content there is a lot of, many of the goals have to do with student enrollment, retention, graduation rates, etc., and I want to compliment the University on implementation. There are a number of initiatives with respect to that area that are going forward immediately, and it's really gratifying to see that it's not just a report or it's not just a plan, but that there's strong implementation as well. Appreciate it.

VP Bainter said I would just commend Joe for this. I've been to most of the meetings with Joe, and there's a lot of different hats in the room and everybody is protecting their turf as we move forward into the next 20 years, and he's done a wonderful job of chairing this committee and putting this report together. VP Rives joked ok, I'll make a donation. VP Bainter joked let me keep on it then. President

Thomas added I was about to congratulate and thank you too Joe, but since you've already agreed to make the donation. VP Rives said you can do it on the next item.

FY 2014 Strategic Plan Update

VP Rives said so you had the 20-year plan and its actually an addendum to *Higher Values in Higher Education*. *Higher Values in Higher Education* really looks at what are we going to do in the next one to five years as we position ourselves for the next ten years, so I would consider this to be the midterm plan for Western Illinois University. So, we've now built through your guidance a complete planning cycle. We have the annual consolidated reports done each year looking at how we contribute to our midterm goals in this plan, and then how those contribute to our long term plan. This report is considerably longer than the previous report, because there's lots of good people doing lots of good things at this institution, and again we're all here to answer your questions.

Trustee Epperly said I'm debating whether to mention it throughout the meeting, but throughout the meeting, throughout these things we've had here today has talked about branding and logos and this and that, and comment and again I just congratulations to Brad or whoever's been doing it, but I just to me after that background to reinforce the fact, logos. I question how many logos we have, and then I was talking to Ken this week about something else, and he just casually made a statement and I about fell off the chair at home, because he mentioned the W logo, and I said what do...he said something and I said what are you talking about? I was with a company most of you know in 60 years they never changed the logo. They just changed it a year ago, maybe a year and a half ago to make it more modern. The average person would not even know. You have to put them side by side to understand they changed the logo, but my point is is that, and I'm sure they, I know they have had inviting as to what it should be, this and that, so on and so forth. To me, if you want to brand something, you have to get it to the point that everything's coming together and everything's gravitating to one or two things, and I would argue logos. I would argue the biggest challenge here with us is the fact that between academia and athletics, can it be possible? Texas A & M this past year received a lot of national publicity from the educational world because they're one of the first universities that came out and came out with one logo and said this is our logo for everybody. So, in fact I laughed about it. I guess if you want to become a vice president then maybe you should chair that committee, because the young guy that chaired that and got it done over a year and a half time was appointed the vice president at the university for the job that he'd done. Anyway, I just need to reinforce that because it seems to me that there's too many times that we see different logos, different this and that, and to me that does not get the branding job done that I think that we want to get done. It's a heck of a challenge, I understand that, but again I think congratulations to Brad for getting it down to two or three in that period, enough said. VP Bainter said I'll try and take that on a little bit. It's something we've certainly been pursuing and in my view we probably have four logos. Well, we have two that we really consider the university logos. Quad Cities has a logo for their campus. We have the Leatherneck, or not the Leatherneck, the Western swoosh that we consider is for both campuses. It can be used by anybody. We have the bell tower here that probably is more on the academic side than anything else. The swoosh is actually the very most popular. We've done some things. Andy's done some things with student focus groups and that one stands out. Historically, Athletics has the marine logo which goes with the Leathernecks. It goes way back so they can use that. The W was brought on really just for architectural purposes on this campus. I really wouldn't. We wouldn't really put that out anywhere else but on this campus, and you'll see it in different places on this campus. So, I don't really consider that one of our logos, but this really has been an issue for us. If you can imagine all the social media that's out there, and Darcie and her staff do a wonderful job of watching the social media to make sure people conform to what we're doing. I'll give kudos to Teresa Little in my office, because quite honestly, this probably isn't board etiquette talk, but she takes a lot of crap from people who think they can take Rocky and other things and do whatever they want with it. So, she's the front line for that, and does a wonderful job for us in trying to maintain that, but it's certainly an issue we're going through. I think one of the things we kind of dropped the ball is departments or whatever it might be with their logos, their own

logos, college logos, and sometimes no mention of Western Illinois University in those situations. What we have tried to do is make Western Illinois University the theme of everything with everybody else's logos that come in under that. But as far as official logos, I really think we look at the Quad Cities campus with their logo or the swoosh and bell tower for us as the official logos for the campus. And I certainly wouldn't disagree that it would be nice to come down to just one or two, and we're working that direction.

Resolution No. 13.10/6: Release of June 7, 2013 Executive Session Meeting

Chair Early read the resolution aloud.

Trustee Cole moved to approve Resolution 13.10/6. Trustee Ashmore seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS pursuant to Section 5 ILCS 120/c of the Open Meetings Act, the Board of Trustees of Western Illinois University will eliminate the recordings of the minutes of June 8, 2012; and,

WHEREAS pursuant to Section 2.06(c) of the Open Meetings Act, the Board of Trustees of Western Illinois University has reviewed the minutes of the executive session minutes of June 7, 2013, to determine whether the need for confidentiality still exists with respect to all or part of the minutes:

THEREFORE be it resolved that the Board of Trustees of Western Illinois University has determined that the need for confidentiality still exists and it will review the June 7, 2013, minutes again at the December 13, 2013, Board Meeting to make a final determination with regard to its release.

Chair Early said next we'll move into resolution 13.10/8, the Pipe trade, excuse me, I think I skipped one. Sorry about that.

Resolution No. 13.10/7: Search Firm

Chair Early read the resolution aloud. Chair Early asked Julie, did you have any comment you wanted to make on that? VP DeWees said as long as I've been here I can not even remember any time that we've ever used a search firm except for the hiring of a president, but according to the law we had to come up with a policy to address that issue. And the policy states that the President will work with the Board of Trustees before he does hire an external search firm, but we didn't want to have to come to the board to have a resolution for a search firm for a specific position if we hired one. It never happens but...President Thomas added and as Julie said it hasn't been a practice here at Western that we use a search firm, but only in the purpose of more for a presidential search. VP DeWees said right.

Trustee Ehlert Fuller moved to approve Resolution 13.10/7. Trustee Cole seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS the Illinois General Assembly amended 110 ILCS 690 Article 35 (Western Illinois University Law) to include Sec. 35-180 (Search Firm Prohibition) effective January 01, 2013; and,

WHEREAS the services of an external search firm may be retained in the recruitment, selection, and hiring of a University President; and,

WHEREAS the services of an external search firm may be retained for other positions if the President of the University and the Board of Trustees demonstrate a justifiable need for guidance from an external search firm based on qualifying criteria:

THEREFORE the Board of Trustees authorizes the President to retain an external search firm for the recruitment, selection, and hiring of personnel in accordance with the approved University Search Firm Prohibition Policy.

<p>WESTERN ILLINOIS UNIVERSITY</p> <p>Policy on Search Firm Use</p>	<p>File Code: PRES.SEARCHFIRMPROHIBITION Page Number: 1 of 1</p> <p>Approval Date: 07/22/2013</p> <p>Approved By: President</p>
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In accordance with 110 ILCS 690-35-180 (Search Firm Prohibition), the services of an external search firm may only be retained in the recruitment, selection, and hiring of a University President, or if the President of the University and the Board of Trustees demonstrate a justifiable need for guidance from an external search firm based on any of the following qualifying criteria.

- 1) The position is of such a specialized nature that it is considered to be difficult-to-fill.
- 2) The position is of such a critical nature that it must be filled immediately.
- 3) The position falls within a tight and highly competitive market.
- 4) The diversity of the applicant pool will be significantly enhanced by the use of an external search firm.

Resolution No. 13.10/8: Pipe Trades Council #34 Agreement

VP DeWees said these employees are all based for billing rate. It's a three-year contract for 12 employees. It's a standard contract, and it's an extension. It's not a new contract or anything.

Trustee Clawson moved to approve Resolution 13.10/8. Trustee Cole seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS the Board of Trustees must approve collective bargaining agreements prior to implementation; and,

WHEREAS an agreement was reached on June 6, 2013, and was ratified on June 18, 2013, by the Pipe Trade District Council 34:

THEREFORE be it resolved that the Board of Trustees approve the agreement as presented.

Pipe Trade District Council 34

An agreement was reached on June 6, 2013, and was ratified on June 18, 2013, for the period of July 1, 2013 through June 30, 2016, with Pipe Trade District Council 34 representing approximately 12 employees.

Contractual Language

The contract contains all provisions required by law. In addition, it contains specific articles reflecting the unique circumstances of Western Illinois University. The parties agreed to continue the benefits, insurance, and other related matters currently in effect for employees under the Board Regulations.

Wage Settlement

The parties agreed the negotiated hourly wage rate for the classifications in the bargaining unit shall be the prevailing wage certified to the University by the Illinois Department of Labor for McDonough County.

Resolution No. 13.10/9: FY 2014 Institutional Strategic Plan for Technology Update

Provost Hawkinson said the CIO and Executive Director of University Technology, Stephen Frazier, working with Associate Provost Kathy Neumann, his leadership team, and other constituencies has completed a draft of a new IT Strategic Plan for Technology on campus. I asked Stephen to come forward to make a brief summary of the key points of these documents.

CIO Stephen Frazier said good morning. Chair Early said good morning. Mr. Frazier continued I believe you have the new IT Strategic Plan before you. As background information, the institutional strategic plan for technology at Western Illinois University for the years 2006, 2007 through 2011 through 2012 served to advance technology on both of the campuses for the five-year period. It's been described basically as tactical in nature and most if not all of the tasks have been accomplished. Because it was expiring, the Board of Trustees asked that we present a new plan at their June 2013 meeting. Being new to the campus, and not having a governance group to help me out in that process I began writing a draft. One of the first things I did within the first three months of being here was I engaged 150-200 faculty and staff and some students in conversations about the technology needs of the campus and where we were headed. I also did a survey of all the strategic plans that I could find, the IT strategic plans at our sister institutions, and the ones that we compare ourselves against, and about another 20 plans from other colleges and universities, and I also looked at the future. Where are we headed? What are the predictions 2020 and beyond for using technology in higher education?

The plan was completed prior to the June 2013 meeting, but we didn't have time to get input and feedback from the campus community therefore the board asked that we give them the draft that we had at the time, which we did, and that it be presented at this meeting here today. The new plan has been presented to the President's Leadership Team, UTAG, which is the University Technology Advisory Group, to the Student Government Association leaderships on both campuses, the Faculty Senate leadership, the Deans and Directors of the Provost's team, and others. We also had three open forums that we held inviting people to come and talk about it, and to get their feedback, and we also sought comments on the web which we received numerous comments. Technology is changing very, very rapidly so the plan that is before you is meant to become a rolling plan. One of the first things that it asks is to create or calls for is the creation of IT governance in which the campus community would be involved in helping make IT decisions. So, the campus as a whole will be helping to modify that as we move forward and to keep it current. With that, I'll yield for your feedback and I'll be happy to answer any questions that you may have.

Trustee Epperly said one. I joked with President Thomas a couple of months ago when I read this. I said whoever wrote this plan is diplomatically correct, and good job from the standpoint. I said he. I had not met you and so forth, but I said the way he covered his bases here was very good. I need some help in writing when I write a plan, but I congratulate you on it. I'm of the firm belief that students in the future are going to gravitate to schools that are tech savvy, and there was a report out just this week in *The Chronicle* in regards to students use of technology, and it was kind of fascinating and the number of devices and this and that and so forth. And to me, we've got to get there, and I guess my question is if we approve this what's the next step? Do we prioritize them? Do we put cost figures on them? Do we then decide who, what we're doing, when we're doing it or whatever? The timelines, etc. there on it. Mr. Frazier said we'll work with the President's Cabinet and the leadership team to prioritize those as we move forward. I didn't want to specifically say that this is the order that we're going to do things, especially in the financial times that we are right now, but I think with the campus input, IT governance, and the leadership team will be involved in that entire process and I think we can work those things out. If I had to put anything forward, I'll just stick my neck out and say this. We really need to work on the infrastructure and the wireless here, because everything else is kind of contingent on that.

Chair Early said I want to congratulate you on the way you constructed the plan also that you did make it more fluid so that as time moves on new technologies come into play, they can easily be incorporated into this plan without having to go back and necessarily reinvent it. Congratulations on that. Any further comments?

Trustee Epperly said the website. Is that your area, the website? Mr. Frazier said yes. Trustee Epperly continued what's happening on the website? Mr. Frazier said we're in the process of developing a new one. I think the final changes have been approved and we're working to implement it. Trustee Epperly said Jack mentioned earlier he wasn't a patient guy at times. I'm probably less patient than Jack. And technology is changing so fast it's taken us a long time just to design and implement a website. Mr. Frazier said well, the technology part is the easy part, but in the institution there are a lot of groups that we have to work with to come to consensus and move it forward, so that's the part that takes time. President Thomas said but that's been finalized hasn't it? Mr. Frazier said yes. Trustee Epperly said ok. President Thomas said we're just waiting on implementation of it right now. Provost Hawksinson said yes, and I believe that the new website will be up for the spring semester so in January. President Thomas said I'm going to hold the Provost responsible for that. Mr. Frazier said and I'll look at Jeremy back here and say the same thing.

Chair Early said thank you very much. Let's have call for a roll call on the resolution please? Kerry McBride said we don't have a motion. Chair Early said oh, excuse me we must have a motion and a second, I'm sorry.

Trustee Epperly moved to approve Resolution 13.10/9. Trustee Cole seconded the motion.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS the Western Illinois University Board of Trustees recognizes the strategic value of information technology as it relates to teaching, learning, scholarly research and the administrative processes of the University; and,

WHEREAS the Board also appreciates the integral role that technology now plays in the lives of our students; and,

WHEREAS the Board understands that technology planning is critical for delivering timely and cost effective service; and,

WHEREAS the Board has asked the President to develop a new plan; and,

WHEREAS the new plan is to become a rolling plan, updated each year by the new IT Governance that

is to be established by the plan:

THEREFORE be it resolved that the Western Illinois University Board of Trustees approves the implementation of the 2013-2018 Western Illinois University Information Technology Strategic Plan.

Information Technology Strategic Plan

Western Illinois University

2013 - 2018

**Submitted by:
Stephen Frazier, CIO
University Technology**

V22.1

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2013-2018 Information Technology Strategic Plan

Western Illinois University

INTRODUCTION

This Western Illinois University Information Technology Strategic Plan identifies strategies and goals intended to guide the adoption of technologies pertaining to teaching, learning, research, and business processes at Western Illinois University beginning in 2013. It provides broad, overarching goals and directions without attempting to identify specific technology solutions. Given circumstances and resources at any particular point in time, the University has the option of determining how best to achieve those goals.

Several major themes emerge in this information technology strategic plan. Foremost is the concept of IT governance, which will improve consistency in how IT decisions are made across the University. Governance separates the decision making process from the implementation process and it “is the single most important factor in generating...value from IT.” (Weill and Ross, p. vii).

As noted above, this plan does not attempt to identify specific technologies. For example, while encouraging open source adoption, it does not specify specific applications. Rather, its intention is to provide a framework and involve the campus community in decisions as what to specifically implement. Thus, IT governance and this plan will become intertwined. The identification of specific solutions for strategies and goals identified in the IT Strategic Plan as well as those of the University will be the responsibility of IT governance. University Technology will be responsible for the implementation of projects that are decided upon through that university-wide IT governance process.

In this time of rapid technological change, five years represents a vast span of time. Therefore, this IT strategic plan should become a rolling plan, revisited and revised by IT Governance on an annual basis to keep it current. In 2014, the plan will cover the period 2014-2019. The plan will also become broader and more inclusive as IT governance plays a role in identifying future mission critical differentiators and initiatives.

RECOMMENDATION 1: IT GOVERNANCE

Governance is “is the single most important factor in generating... value from IT” and it is a critical success factor for the University. It engages the entire campus community as a full-fledged partner in IT decision making. Through the governance process, IT decisions are made in light of all technology needs at the University. Properly implemented, it cuts across all colleges and business units (eliminating technology silos) and has the authority to make decisions for IT projects that are above a certain spending threshold or meet other established and published criteria. Given limited resources and the current economic landscape, significant technology investments need to be thoroughly vetted against the backdrop of the priorities of all the colleges and university business units. Recommendations are then made to the owner of the governance process who has the final decision regarding implementation. If the owner accepts a proposal, he/she is responsible for its implementation. (Weill and Ross, p. vii)

Existing IT committees, such as the University Technology Advisory Group (UTAG) and the Technology Cabinet, have helped to increase communication about and visibility of IT initiatives. These committees, however, were not charged nor structured to implement true governance. We should not inhibit the implementation of IT governance at Western Illinois University based on currently implemented structures.

Action Item 1.1: Establish a Formal IT Governance Structure

A formal IT governance structure should be established that involves faculty, staff and students on both campuses to improve consistency in how IT decisions are made while fostering communication and transparency.

Throughout the spring semester and summer of 2013, the University Technology Advisory Group (UTAG) and others have been working on an IT governance proposal that includes elements of other universities’ implementations, adapted for implementation at Western Illinois University. All segments of the University will be represented in the governance process. All meetings will be open, and each IT governance committee will publish minutes so that the process of decision-making is transparent

Action Item 1.2: Effective Communication

Given the size of the University Technology staff and the significant number of ongoing IT projects at any given time, University Technology should identify an individual in the University Technology department to work part-time to facilitate communications with the campus community. In addition, a faculty member and a student should be appointed to work with the University Technology senior leadership on a periodic basis as liaisons to help the organization to more effectively communicate and interact with the faculty and students.

The term for faculty and student appointments, the amount of time needed (perhaps a few hours a month), and which governance body makes these appointments should be discussed and decided by one or more of the existing governance groups on campus. These positions are more

operational than governance but will contribute to the overall success of University Technology and could also serve in the IT governance structure.

RECOMMENDATION 2: IMPROVE EFFICIENCIES

The consolidation of information technology is aimed at making IT more efficient and effective across the University. Besides cost efficiencies, benefits include better IT decision making for the University as a whole. It also helps reduce duplication of effort between the units. Points of contact are clarified, which helps eliminate confusion on where to go for resources and assistance. The complexity of IT also requires the sharing of specialized knowledge expertise across different units... one example is IT security in an evolving networked environment. The centralization of services and infrastructure also better positions the University to evaluate moves of services and infrastructure to the cloud (Action Item 8.2).

Action Item 2.1: Centralization of IT Services

Electronic Student Services (ESS) and Administrative Information Management Systems (AIMS) should be consolidated into a centralized organization (University Technology).

NOTE: *Other pockets of technology support staff also exist throughout the University. These include those in the Quad Cities, the College tech reps, and the Library technical support staff supporting desktops. Prior to finalizing this IT Strategic Plan, conversations should occur regarding the pros and cons of consolidation and whether it would result in greater knowledge sharing, consistency in services, and improvements in the end-users' experience in requesting technical assistance.*

At Western Illinois University, information technology has been moving in the direction of tighter integration for some time. The last reorganization occurred when Telecommunications, Academic Computing, Center for the Application of Information Technologies, Web Services and Enterprise Systems (part of Administrative Computing) were brought into one organization called University Technology. In addition, servers for most technology groups on campus have also been consolidated into the Data Center as shared resources.

ESS and University Technology perform many of the same functions although serving different clienteles. For example, both departments have help desk operations and they both provide web services. Although in separate units, the technical staffs on both teams collaborate daily. Integrating Electronic Student Services into University Technology's framework will increase efficiency and also allow sharing and supporting common resources (for example, the key system, virtual desktops, etc.).

There is an artificial division of both staff and hardware resources for the mainframe system. Although AIMS and University Technology are separate units, the technical staff members in both units also converse and collaborate daily. However, communication does not always effectively occur between the units. Under the current arrangement, the mainframe upgrades are handled by one VP area while the peripheral components (such as disk arrays and backup systems) are now the responsibility of University Technology in the Provost's area.

Consolidation will also help eliminate confusion when people seek support for IT-related issues. People have had to go to one unit for a particular resource and problem but later had to contact a different unit for other IT-related issues.

Consolidation of IT units can also help with resource allocation, especially in tight budgetary times. If one unit needs additional resources and it is a part of a larger unit, resources can be reallocated more easily.

Action Item 2.2: Focus on Mission Critical Differentiators

IT efforts should become more focused on initiatives that are mission critical differentiators.

The number of systems and applications that University Technology supports continues to increase over time. Supporting all of these hampers staff's ability to undertake new initiatives. While support efforts for voice systems, email and the administration of various computing platforms are important, these initiatives do not differentiate Western Illinois University from other colleges and universities (i.e., these are context but not core). The University should seek to form partnerships with capable vendors and use cloud options where appropriate to enable the organization to take on new, mission critical projects that are differentiators (i.e., core) and enable IT staff to provide more direct support to faculty, staff and students. Implementation of ITIL processes will also enable University Technology to refocus its efforts (Action Item 10.1).

Geoffrey Moore's Core/Context model, discussed in his book entitled Dealing with Darwin, suggests that an organization should focus its efforts on mission critical initiatives that differentiate the institution from its competitors. Projects and tasks that are mission critical but non-differentiating, while important to the institution, should be moved to Software as a Service (SaaS), Infrastructure as a Service (IaaS), or Platform as a Service (PaaS) providers if possible. Moore also suggests that the organization spend little or no effort on non-mission critical or non-differentiating items.

This Action Item is also related to Action Items 1.1 and 3.3.

Action Item 2.3: Providing Appropriate Technical Resources

Match IT Skillsets and Support Needs.

The landscape of information technology is shifting. Both the IT services that need to be supported and the skillsets required to support them are changing as well. The CIO should undertake an assessment of the required IT services and IT staff's current skillsets and perform a gap analysis. He/she should then work with the HR departments to close any gaps and build a more efficient IT organization. The CIO should also establish a training roadmap for IT staff and staff should be asked to complete assigned development goals. This Action Item also relates to Action Items 10.1 and 10.2.

Action Item 2.4: Explore Enterprise Application Alternatives

University Technology should pursue open source, community source, and other no-cost software offerings that are specifically useful in an educational context for enterprise-level use. Where applicable, it should also use software-as-a-service (SaaS) alternatives.

Commercial applications, which can be expensive, should be considered only when it offers sufficient value or functional advantages over open source, community source or other no-cost software alternatives. This may require the realignment and retraining of some staff resources (Action Item 10.1).

Networks of volunteer programmers, and in some cases consortiums of universities, build and maintain open source application development. Some of categories of open source alternatives to commercial applications include: Learning Management Systems (LMS), enterprise resource planning (ERP), Capture/Podcasting, Lectures/Webinars/Remote Participation, Video Streaming, Interactive Content Creation, eBook Authoring and Management, Collaborative Authoring, ePortfolio, Interactive Whiteboard Software, Classroom Management Software, Integrated Library System, Mobile Apps for Students, VoIP, Enterprise Architecture and other discipline-specific application categories.

Other no cost alternatives should also be evaluated through the IT governance process, such as Microsoft's free antivirus software. Tradeoffs must be weighed, however, such as the loss of centralized application management, incident response, and the support required to maintain and operate the software. The stability of open source applications should also be ascertained by contacting other institutions using the software when possible.

Community source and other governance structures are lessening risk and limitations that were formerly associated with open source software. In some cases, support is available through third-party vendors. Hosting solutions for some open source applications may also be available (one such example is Moodlerooms).

The University should also leverage applications that have already built and that are offered as software as a service (referred to as SaaS) instead of developing in-house application when appropriate. Among other action items, this relates to Action Item 3.2.

The University, through the new IT governance (Action Item 1.1) must weigh these opportunities against the potential risks and consider laws and regulations including HIPAA, FERPA, GLBA, FCRA, export control laws, the protection of sensitive research and personal data, and comply with applicable Western Illinois University policies. Sensitive information should not be relegated to the public cloud.

Action Item 2.5: Printer Consolidation.

The University should capitalize on the savings potential and green benefits from printer consolidation.

Currently, there is no centralized ownership for managing print costs campus-wide. A study should be undertaken to identify consolidation opportunities (networked and non-networked

printers and copying machines) and to provide an aggregate view of the total cost of printing and the potential savings. This program could be a joint effort between Document and Publication Services (DPS) and University Technology. The potential benefits of partnering with a 3rd party vendor for maintenance and repair should also be explored.

The use of documents in electronic format (such as PDFs) should also be encouraged as well as means to cut down on duplicate and accidental printing (including the more widespread use of Papercut). This has the potential to further reduce distribution and printing costs for the University.

RECOMMENDATION 3: ADMINISTRATIVE EFFECTIVENESS

The University must continue to improve its administrative efficiency and its ability to make informed decisions based on data by providing integrated administrative systems that enable streamlined processes and effective management.

Action Item 3.1: 3rd Party Enterprise Information Systems Evaluation

The University will engage the services of an independent, unbiased 3rd-party consulting firm to study and make recommendations regarding its enterprise information systems.

The University will retain a third-party consulting firm to study and make recommendations regarding whether the mainframe is the best platform to support the University's business processes. Depending on the recommendation, this study will provide the necessary groundwork and identify a system so that when resources become available, work can commence in acquiring and implementing a new system. Such recommendations should include a roadmap for phasing the implementation modules and retraining of staff resources. This independent study was also recommended in the MF/ERP Preliminary Evaluation and Recommendations report dated 7/22/2010.

Action Item 3.2: Mainframe Performance

Steps need to be taken to preserve performance of the mainframe as long as possible to allow the University to gracefully transition to a new ERP platform, if that decision is the recommendation by an independent, unbiased 3rd party consultant (Action Item 3.1).

Many factors affect the performance of the mainframe. The application development practices as well as the number and types of applications have an impact.

a. Identify and move applications from the mainframe onto locally hosted servers or cloud-based services.

Not all applications need to be run on a mainframe. Those that are impacting performance and could run on another platform should be moved off the mainframe if possible. Besides

using in-house staff resources to accomplish migrations, commercial services are available to rewrite mainframe applications to run on x86 architecture (or, in other words, these applications could be run on Data Center servers). Adoption of public cloud services opportunities, if considered, would need to be weighted against the potential risks and consider laws and regulations including HIPAA, FERPA, GLBA, FCRA, export control laws, the protection of sensitive research and personal data, and comply with applicable Western Illinois University policies. Sensitive information should not be relegated to the public cloud.

- b. Before new application development on the mainframe is undertaken, consideration should be given as to whether the service is available commercially, open source or as a cloud-based (i.e., Internet-based) service. This is related to Action Item 8.2).***

Some examples where alternatives for applications that were written in-house for the mainframe include the phone-a-thon, room scheduling, purchasing and roommate-matching applications. These and others should be considered. It should be noted that in some cases, departments have not been able to afford commercial products and therefore have relied on in-house application development for the mainframe. As noted elsewhere, sensitive information should not be relegated to the public cloud and applicable laws and regulations must be considered.

Administrative Information Management Systems (AIMS) currently seeks input from the mainframe user community regarding suggestions for improvements and new programs. A process within IT Governance (Action Item 1.1) should be used, however, for determining the strategic value of a requested application, whether alternatives are available and on what platform it should run.

- c. Insure applications and programs are developed for optimal performance.***

Due to Western Illinois University's conversion from CA-Datcom to DB2, many of the Cobol programs perform inefficiently and must be converted to DB2's SQL. Work on this conversion has begun.

All application development should undergo a formal code review process to help insure that the program code is optimized for performance as well as to reduce security risks.

Roadmaps should be developed for assisting application developers and programmers to improve their skills in application performance optimization. Because most Cobol applications are web-based, training needs to be provided for web-based application development. (Relates to Action Item 10.1)

Action Item 3.3: Data and Analytics

Support data driven decision-making by making institutional data and analytics more available and actionable.

Data warehouses or multi-tenant, cloud-based applications that integrate applications and data in IT environments enable users to generate queries, reports and dashboards. Such products also

enable institutions to create mission critical applications that differentiate them from their competition, using data that was previously unavailable to them. For example, predictive analytics are beginning to be used to focus on student engagement and retention, better enabling a wide variety of individuals on campus to coach students in educational choices, financial decisions, and personal choices outside of the classroom that impact their educational career. These have the potential to make a significant impact on retention and graduation rates at these institutions.

Currently at Western Illinois University, generating new reports from flat files as well as database files (DB2) on the mainframe requires scheduling and assignment of staff resources. Furthermore, the scope of the mainframe-generated reports is limited because an aggregation of all the information available to the University from various internal and external sources is not stored on the mainframe.

The Pentaho BI Project, which is open source application software for enterprise reporting that has analysis, dashboard, data mining, workflow and ETL (extract, transform, load) capabilities, is available at Western Illinois University. However, work with departments to identify and download more information from the mainframe and other sources into Pentaho has not made significant progress after its primary champion left the University during the spring semester of 2012. The University should revitalize this initiative and investigate the products that make data more readily available to assist senior administrators through administrative professionals in the form of simplified access to data and analysis at several levels of the organization. In addition, a campus-wide team of data stewards should be formed to assist in aggregating data and to investigate new and innovative ways to capture data useful in the recruitment and retention processes.

RECOMMENDATION 4: SCHOLARLY ENABLEMENT

Western Illinois University should continue to develop and improve its technological resources that, when used by faculty in effective and innovative ways, have a direct impact on faculty and student scholarly achievement. Also, means should be established for providing faculty members access to classrooms that support presentations using various forms of media for instructional purposes.

Action Item 4.1: Desktop and Application Virtualization

The University should seek to lessen its dependency on computer labs and administrative office computers through increased use of desktop virtualization.

Desktop virtualization (referred to as VDI) is currently employed at Western Illinois University by Electronic Student Services to support administrative desktop computing. It is also used at the Quad Cities campus. A pilot project involving one of the University Technology labs on the Macomb campus, along with the creation of a virtual lab (a lab without boundaries), is being deployed during the summer of 2013.

VDI will enable Western Illinois University students to access lab applications from their personally owned devices regardless of where they are in the world. If VDI becomes ubiquitous at the University, faculty and staff will also be able to access applications remotely or from their offices.

While not always initially cheaper than a full desktop PC deployment, it results in savings on support that is required for traditional desktop computers. It also provides increased security with more control over data. VDI enables mobile devices to access applications that otherwise would not be accessible on them. Thus, VDI will be driven by the Bring-Your-Own-Device (BYOD) mobile trend (addressed in Recommendation 7 and Action Item 6.3) and a one-to-one program (Action Item 7.4).

Action Item 4.2: Western Online Strategic Steering Committee

The University should form a steering committee to provide overall guidance to its Western Online initiative.

Shifting education paradigms include online learning, hybrid learning, and collaborative models. New technologies continue to emerge that have impact in this space. Western Illinois University's efforts to support and put more courses online requires decisions that have both strategic and day-to-day operational implications. Questions arise that should be addressed by a committee with significant representation from faculty using online learning management resources rather than a few individuals in the technology areas. This group should be a committee reporting to one of the IT governance groups (Action Item 1.1) or the CIO.

Action Item 4.3: Expand the Number of Electronic Classrooms

All classrooms should have a fundamental level of technology.

The previously identified two levels of technology for classrooms should be revised or affirmed by IT governance (Action Item 1:1).

In the winter of 2012, a review was conducted in conjunction with the colleges that identified thirteen standard classrooms that were in most need of upgrades. These classrooms are in Browne, Sallee, Horrabin, Stipes, Brophy and Waggoner. Plans and a schedule for upgrades of these rooms should be developed.

A roadmap identifying priorities and sequences of upgrades for most or all of the remaining classrooms that lack technology enhancements should be determined through IT governance.

Action Item 4.4: Standardize Existing Electronic Classrooms

Faculty teaching in multiple electronic classrooms should be presented with a uniform, standard method of interfacing with the technology.

Equipment in classrooms should be maintained and refreshed on appropriate, established technology lifecycles. The controls in all of the classrooms should be standardized so that a faculty member teaching in multiple classrooms is presented with the same interfaces. Students

also require consistent interfaces for their own in-class presentations. Standardized electronic classrooms are easier to maintain and support.

Action Item 4.5: Support Innovation

Western Illinois University should create and support one or more facilities where faculty can test and prototype new and emerging technologies that have potential application in instruction and research.

New and emerging technologies have potential impact on the University's core business of teaching. Western Illinois University should create one or more "sandbox" facilities for the development and adoption of emerging technologies and best practices. Such facilities can also provide a place for faculty to learn to use new technologies. The University should also provide more support for a technology research/resource center either university-wide or for each college – perhaps modeling it off the current technology center in the College of Education and Human Services. Funding should be allocated for new initiatives, testing new network technologies, etc.

Action Item 4.6: Mobile Devices In The Learning Experience

The University should support faculty who desire to incorporate mobile devices into the learning experience and classroom.

Faculty members in at least a couple of the colleges at Western Illinois University are experimenting with the use of iPads in traditional and flipped classes. The wireless infrastructure must be upgraded to support the saturation of wireless devices connecting in the rooms they use or plan to use (Action Item 5.5). The expanded use of virtual desktop (VDI) will also support the use of mobile devices in these environments (Action Item 4.1). The new Mobile Computing Center can act as a facilitator and bring the necessary technical resources and solutions together to accomplish faculty-driven projects of this nature (Action Item 7.2).

Action Item 4.7: Video Conferencing

Given newer technologies that have become available in recent years, the campus should consider alternative solutions to upgrade the capabilities in many of Macomb campus's video conferencing rooms. The cost of maintaining and replacing the campus's current video conferencing equipment is prohibitive.

The Macomb campus currently has eleven classrooms that are equipped with video conferencing equipment. The eight rooms on the Macomb campus equipped with standard definition equipment limit the quality of video when connecting to high definition equipment on the Quad Cities campus. The other three rooms on the Macomb campus equipped with high definition units do not have performance issues. (There are a total of 22 Polycom units on the Macomb campus, including those in conference rooms, etc.)

There are no maintenance contracts on any of the video conferencing equipment on the Macomb campus. It may not be possible nor would it be feasible to purchase maintenance contracts due to cost.

Memorial 340 has multi-point capabilities that permit Gray's Lake (UCLC) to participate in a three-way videoconference. It is feasible to upgrade only the other two high definition rooms on the Macomb campus, which are currently point-to-point. Therefore, the number of rooms on the Macomb campus that can be used for three-way video conferencing is limited and presents room-scheduling challenges.

The cost of replacement of the standard definition equipment in the older rooms with high definition units could cost up to 50,000 dollars per classroom, which includes installation. In addition, it should be noted that the current systems require a significant amount of technical staff support. Despite these efforts, however, the results often do not meet expectations.

A committee with cross-campus representation was convened during the Spring 2013 semester to investigate alternative solutions. This work should continue under the auspices of IT governance (Action Item 1.1) and a proposal brought forth.

Action Item 4.8: Faculty Support for Development of Online Course Materials.

The University should provide basic and advanced support for the creation of original instructional content.

Whereas in the past CAIT has provided resources to set up new online courses, funding for this has been reduced. The University should increase funding for CAIT's services or create replacement services. In addition, for already existing online courses, there should be support for the creation of original instructional content that goes beyond the basics. Without such support services, it will be difficult for WIU to compete in the Online Education market.

Action Item 4.9: Create Additional Instructional Computer Classrooms

The University should created additional dedicated computer classrooms to support courses.

There is a need for more dedicated computer classrooms with instructor stations. Currently many faculty members do not have access to a classroom with computers in it that they can use all semester long, regardless of the fact that using specific software packages is part of the coursework. Faculty can use a classroom in the Library twice that contains an instructor station without a whiteboard, or Morgan 102 (that contains a blackboard without an instructor station) or Stipes 331 (it does not have an instruction station and has a small whiteboard) for limited times. This forces the students to move around campus during their semester.

A mechanism should be provided through IT Governance for faculty to provide input when the hardware or software is changed in these rooms.

RECOMMENDATION 5: IT INFRASTRUCTURE

Information technology plays a role in enabling nearly every function of the University. Its use is dependent on the underlying infrastructure comprised of servers, switches and cables. The network (the switches, routers and cables that transmit electronic signals) is analogous to a highway—it doesn't matter how modern the vehicle is if the highway is inadequate. Given the emphasis upon e-learning, trends towards hosting applications off campus, increasing demands for use of technology throughout the University, the Bring-Your-Own-Device (BYOD) trend, and the aging switches and cables currently in place, the University needs to address network infrastructure issues in order to meet current and future needs.

Action Item 5.1: Ownership/Funding of the Network

Western Illinois University's network should be funded with ongoing operating/base resources instead of relying on one-time funding.

The current practice of requiring the colleges to fund upgrades to wires and switches in various buildings has resulted in a campus network that is not consistent or standard across all areas. For example, the Library wireless network is more robust and modern than the one in Horrabin Hall. The student residential network (ResNet), which has a consistent source of funding through student residential fees, significantly outperforms the campus network in all respects. Ongoing operating/base resources should be established for the upgrade and maintenance of the University's network.

Action Item 5.2: Network and Wireless Upgrades

A network assessment should be done and upgrades planned building by building.

Given the changing networking landscape and cost differentials, vendors other than those that have been traditionally used by the University should be assessed. Adoption of any technology solution should include training (Action Item 10.1).

The wireless environment in teaching/learning spaces and green spaces on campus needs to be expanded and brought up to modern standards (Action Item 5.5). This could take a few years if undertaken only by University Technology staff due to the number of buildings that need to be updated.

Action Item 5.3: Equipment Rotation

A network equipment rotation should be established to ensure that network equipment is not end of life by the equipment manufacturer.

Currently, manufacturers no longer support a significant portion of the University's network equipment. An ongoing budget should be established to start updating equipment and cleaning up existing wiring closets that do not conform to current wiring closet standards. This is tied to Action Item 5.1.

Action Item 5.4: Bandwidth

The University should seek to increase bandwidth for both ResNet and the campus network by taking advantage of lower costs offered by Internet Service Providers.

The number of wireless devices connecting to the campus network is increasing rapidly. Furthermore, the trend of accessing applications on the Internet, distance learning and applications that share large amounts of data are placing increased demands on limited bandwidth resources. At the same time, the cost of bandwidth has been decreasing.

The University should formulate a plan to expand bandwidth over time with a goal of reaching 10G in the future. Key components of the network infrastructure will need to be replaced to be able to accommodate increased bandwidth capability.

Action Item 5.5: Wireless Coverage and Saturation

Locations that require robust wireless access, including student living spaces, need to be identified and infrastructure upgrades should be planned accordingly.

As students continue to bring to campus an increasing number of wireless devices and faculty begin to incorporate these devices into their courses, the demand for wireless access availability and network bandwidth continue to grow. One of the subcommittees of the new IT governance (consisting of students, faculty, and staff) should be charged with seeking feedback on current issues, challenges, and successes of the existing wireless network (Action Item 1.1). Aging equipment must be replaced and new equipment added to bring it up to current standards and provide the necessary connectivity, throughput and security. This is also related to Recommendation 6 and Action Item 7.4.

RECOMMENDATION 6: STUDENT EXPERIENCE/EXPECTATIONS

Prior to their arrival on campus, many students have experienced robust technology environments in their homes, high schools, community colleges, and/or other institutions. Familiar with the computers and the Internet since birth, they have grown up expecting a wide array of services and information to be available twenty-four hours a day. Prospective students' first impressions of the University come from their interactions with our website. When they first visit the campus, the availability of technology to them is an important factor. Most students now bring several technology devices to campus and they expect to be able to easily connect them to the University's network and use them in pursuit of their education. The University must strive to meet or exceed their expectations.

Action Item 6.1: IT-enabled Living Environments

The University must strive to provide a high-quality, ubiquitous wireless and technical support for the use of IT where students live, study, and gather at Western Illinois University.

Students are bringing multiple personally owned devices with them to campus. They need to be able to connect in buildings where they live and learn as well as in green spaces where they

frequent. In the case of wireless, saturation (the number of devices able to connect in any given location) as well as coverage must be addressed. This is associated with Action Item 5.5.

Action Item 6.2: Support the Student Life Experience with Technology

Recognizing that technology plays a significant role in students' life experiences outside of the teaching/learning environment, the IT governance process should work closely with students to identify new technologies and IT-related services that support the overall quality of student life experience at Western Illinois University.

Recognizing that the care and nurturing of students extends beyond the classroom, higher education institutions strive to enhance their students' living environments and provide recreational and entertainment opportunities. There is significant value to providing IT-enabled social and entertainment opportunities as well as IT-enabled learning opportunities outside of the curriculum. The University should seek to adopt technologies that enhance student life and that are prudent and safe. A subcommittee of the new IT governance (Action Item 1.1) should be tasked with investigating new opportunities along these lines.

Action Item 6.3: Facilitate Student Ownership of Technology

The University should continue to facilitate student acquisition of hardware and software technologies and services at educational rates.

By virtue of their membership in the university community, students should be extended benefits related to acquisition of personally owned hardware and software. The student population represents a significant consumer base that the University can use to leverage its buying power. The University should continue to work with its existing IT partners in offering new products and services and seek to form new partnerships that add value to the overall student experience.

The uTech Computer Store should diversify its offerings of hardware and software to support multiple platforms useful for teaching, learning and student life. Recommendations should come through the new IT governance process (Action Item 1.1). The Store's operating hours should fit into student schedules and their lifestyles. A different store location that affords more space should be sought.

This Action Item, which helps put technology in the hands of students, also relates to a one-to-one program (Action Item 7.4) and the establishment of a Mobile Computing Center (Action Item 7.2).

Action Item 6.4: Student Technology Skills

The University should ensure that students are able to acquire the necessary skills for use of IT-resources for success in the pursuit of scholarly achievement.

The University should explore methods of helping students acquire the necessary information technology skills required for their success in the learning environments. More than anytime in the past, today's students are better prepared to use information technology resources. These include fundamental resources such as email and word processing applications. Nevertheless, some students entering the academic environment may lack fundamental IT-related skills, such as Excel or keyboarding, and find themselves at a disadvantage. These students face a form of a "digital divide." The new IT governance (Action Item 1.1), with its student representation, should examine the need for basic, fundamental IT skills training and implement programs to address these needs. These could include online training opportunities and/or workshops. This action item also relates to Action Item 10.3.

RECOMMENDATION 7: EMBRACE MOBILITY

Given increasing dependence upon mobile devices, the information and processing systems of the future will require mobile application support. Like the banking transaction trend that utilizes personal mobile devices, individuals should be able to securely conduct university online activities (teaching, learning and conducting business) using any network-connected device, from any location, at any time. Respected organizations, including Gartner, have been talking about this for many years. The University should begin supporting mobility by developing the appropriate safeguards, measures and policies that will keep data secure and compliant.

Action Item 7.1: Build a Network That Supports Mobile Devices

The University should segment Bring-Your-Own-Device (BYOD) traffic.

Anticipating that many users in the future may access the campus network with up to four devices (a computer, phone, tablet, and one other IP-enabled device), the University should begin building an infrastructure that segments BYOD network traffic from the University's core enterprise traffic.

Action Item 7.2: Establish a Mobile Computing Center

The University should establish a Mobile Computing Center capable of supporting the use of mobile devices and building applications for use in the educational environment.

Students, faculty and staff in increasing numbers are bringing one or more mobile devices to campus. They expect to be able to connect these personally owned devices to the campus network and to use them in pursuit of teaching, learning or productivity. The University must develop support for mobile devices, while providing the necessary security to secure and protect information.

Currently, there are over 1,000,000 apps approved for use in the United States, with over 800,000 currently available for download. After games (at 17%), education-related apps are the second largest category at 11%. At Western Illinois University, there are content experts (faculty and staff) scattered in a variety of disciplines and fields. Faculty members are beginning to request

help in the development of mobile apps that they can use for instructional purposes and research.

It is expected that with the creation of a Mobile Technology Center, faculty will have access to development resources that directly impact what they do in their classrooms. It is expected that there will be higher level of engagement on the part of students as they are asked to work in a medium that to them is an integral part of their lives.

Action Item 7.3: Expand the Mobile Experience (m.wiu.edu)

The University should continue to develop responsive Web designs in its website and applications to enable content to be appropriately rendered on any screen size on any device.

The first impressions of Western Illinois University formed by prospective students and parents is often influenced by their interaction with the University's website. Students expect services and mobile applications to have an interface geared toward mobile use. The University should continue to expand the m.wiu.edu mobile experience. This is currently an ongoing effort that needs continued support.

Action Item 7.4: Revisit the One-to-one Program

The University should revisit the concept of a one-to-one program.

Karen Cator, former Director of the Office of Educational Technology in the U.S. Department of Education, said, "One of the huge developments over the last 20 to 25 years has been the advent of the personal computer—and the part about it being personal, I think, is where we have missed the mark in education. We've been sharing: having a computer lab down the hall or two computers in the back of the classroom. ... We have not gotten to the level of personalization that we need to. Given that education is a knowledge industry, we need to figure out how we get every student his or her own personal device." (THE Journal)

Many colleges and universities have administered one-to-one programs for a dozen years or more. Past attempts at Western Illinois University, which involved a significant amount of effort, failed to yield such a program. It is recognized that not all disciplines may want or need to do this. A careful analysis and dialog involving the campus community should be undertaken by the new IT governance (Action Item 1.1).

RECOMMENDATION 8: STRATEGIC TECHNOLOGY ALLIANCES

The University should seek to form additional strategic partnerships for externally provided services operating at larger scales. Many services traditionally provisioned on campuses in data centers are now available on the Internet. Examples include email, business systems, learning management systems, etc. These cloud-based (i.e., Internet-based) and other outsourced solutions present economies of scale that can potentially yield substantial economies and savings. They also free up some IT staff resources that can be made available to work more directly with faculty, staff and students. As Western Illinois University moves services to the cloud, it must weigh these opportunities against the potential risks and

consider laws and regulations including HIPAA, FERPA, GLBA, FCRA, export control laws, the protection of sensitive research and personal data, and comply with applicable Western Illinois University policies. Sensitive information should not be relegated to the public cloud.

Action Item 8.1: Telecommunications Partnerships

The Macomb campus should investigate alternative solutions to its legacy telecommunication system.

Voice over IP (VoIP), which has been a strategic direction of the telecommunications industry, uses computer networks for the transmission of voice and communication-related data instead of copper wire. Traditional phone switches (PBXs) are no longer manufactured, which will make it increasingly difficult to find replacement components for Western Illinois University's system.

Phone outages on campus caused by water seeping into copper cables, combined with the increasingly tenuous nature of the University's aging phone system, further highlight the need to move to VoIP. The Quad Cities campus is currently using VoIP and the Macomb campus has limited VoIP installations (primarily in University Technology, Memorial Hall, and the administrative and courtesy phones in some of the residence halls). The majority of the Macomb campus is relying on a telecommunications system that is antiquated and past its end of life.

Given that WIU has already invested in the VoIP backend infrastructure, continued rollout of VoIP requires installation of telephone handsets in offices and upgrading the network in some buildings. Whereas this could be phased in building by building, the potential for costs savings implementing it at one time should be examined. In lieu of desktop VoIP handsets, some universities use the existing desktop computers in offices along with less expensive headsets. Some institutions are also considering tying cell phones to the VoIP system and doing away with handsets altogether.

As an alternative to maintain its own VoIP system, the University should also consider forming a partnership with a strategic vendor. The VoIP servers, voicemail system and call accounting system can be located at any remote location that has Internet service. This arrangement provides flexible disaster recovery solutions. It also provides alternatives for hosting services.

Action Item 8.2: Assess Feasibility For Moving Services to Cloud

To reduce high expenditures on hardware, software and IT maintenance, the University should systematically evaluate the feasibility of moving existing services and obtaining new services in the "cloud."

The term cloud refers to a service that is provided via the Internet by a vendor. Another term for this is the public cloud. A private cloud, however, consists of virtualized servers and storage implemented in the University's data center(s).

Cloud computing has been embraced because of its ability to eliminate many of the complex constraints common in traditional computing environments, such as space, time, power, and cost. Gmail, Google Docs, Western Online (Desire2Learn) and various online storage services (such as

Dropbox, iCloud, Google Drive and SkyDrive) are but a few examples of public cloud services that most of the campus community is already familiar with.

Examples of services running in the on-premises/private cloud, which is hosted on servers running in the University's Data Center, include Zimbra (the University's email system) and Geographic Information System (GIS).

“Higher educational institutions recognize that adopting the latest technologies and solutions is essential to staying competitive and retaining students. Cloud computing can actually help institutions reduce high expenditures on hardware, software and IT maintenance. Cloud computing provides businesses with a centralized, virtual data center that is accessible to faculty and admissions personnel, for example, at any time and any location.” (Lepi)

Any and all Internet-based services (i.e., cloud services) should require approval from the CIO to insure that security of data, firewall, bandwidth and other issues are evaluated before the service is acquired. Adoption of public cloud services opportunities must be weighted against the potential risks and consider laws and regulations including HIPAA, FERPA, GLBA, FCRA, export control laws, the protection of sensitive research and personal data, and comply with applicable Western Illinois University policies.

While many cloud providers have the resources to provide heightened security measures over what the University can provide, both higher education institutions and vendors alike are weathering a variety of security breaches, data compromises and denial of service (DoS) attacks. Data that is confidential and critical to business operations of the University should not be moved to the public cloud but should reside in the University's Data Center either on the mainframe or in the University's private cloud consisting of virtualized servers and storage.

Action Item 8.3: Engage with State-wide and National IT-related Organizations

University Technology should seek increased partnerships with IT consortiums and IT research organizations.

The CIO should participate in state and national organizations and consortiums that facilitate peer-to-peer networking for the exchange of ideas germane to campus technology. University Technology and other IT organizations on campus should also take advantage of partnerships that support campus IT efforts through online access to current IT research, tools, advice and project guidance rather than trying to develop new capabilities from scratch. Where possible, telephone access to analysts and researchers should also be sought.

RECOMMENDATION 9: INFORMATION TECHNOLOGY SECURITY

The frequency, sophistication and severity of cyber attacks, malware exploits and espionage are dramatically increasing... and showing no sign of slowing down. Universities are not immune from this onslaught. Adding to the complexity of this backdrop is the trend of bringing your own device (BOYD), which many institutions have not yet begun to address. Recently issued warnings by the United States government and IT security organizations indicate that traditional means of protecting the institution are no longer sufficient or effective. The University must

provide the resources to ensure that its network is secure and that it is in compliance with federal and state regulations.

Action Item 9.1: Comprehensive Risk Assessment

Engage a professional security firm to conduct a comprehensive network and server risk assessment.

The impact of a security breach is costly in many ways. The resulting bad publicity can tarnish an institution's reputation. In addition, investigation, legal action and notifications sent to affected individuals potentially impacted by the exposure of personal data can be very expensive.

University Technology's ongoing effort to identify and remove sensitive data from University-owned equipment has resulted in fewer discoveries with each subsequent scan. University Technology also continues to harden its servers against attacks. However, an overall assessment of the University's security risk has not been performed.

Risks must be understood and managed. As someone said, you don't know what you don't know. An independent, 3rd-party IT security firm should be engaged to perform a comprehensive study including vulnerability and penetration testing. The study should then be used to develop a comprehensive roadmap for enhancing Western Illinois University's security stance.

Action Item 9.2: Mobile Security

The University should develop policies for mobile and personal devices and implement systems to monitor and enforce those policies.

Millions of iPads sold over the last few years, along with smart phones and other mobile devices, have opened the flood gates and changed the landscape of IT security forever. Whereas IT departments once mandated what type of devices could be connected to their networks, 78 percent of white-collar employees in the United States now use their own computer, smartphone or tablet for work-related purposes according to a report on the "Bring Your Own Device" (BYOD) trend released by Cisco Systems Inc. last year. Gartner, widely recognized as one of the premier IT market research firms, released a report in December stating that 70 percent of organizations allow users' personal devices to access network systems and applications. iPads and other mobile devices have now made their way into the teaching/learning and business landscape of universities as well. Despite the significance of this trend, security lags behind.

Today, public cloud services (including storage services such as Dropbox, iCloud, Google Drive and SkyDrive) are easily accessible from mobile Windows, iOS, and Android-based phones, and tablet devices. While such online services provide user-controlled security measures, the security on these devices is not under the purview of IT departments at universities.

Western Illinois University has begun to address the mobile trend by drafting policies for mobile and personal devices. These policies, once approved, will need to be reviewed on a periodic basis and updated as needed. Appropriate mechanisms for monitoring and enforcing the policy need to be identified and implemented, continually looking for the emergence of new technologies that

help address these needs.

Action Item 9.3: Infrastructure Security

University Technology should continue to enhance its IT security infrastructure and implement strategies to target specific types of attacks.

According to University Business (March 19, 2013), “The past year has seen the most reported compromised records in the higher education sector since 2006, based on data since tracking began in 2005.” “According to the Ponemon Institute’s most recent "Annual Study: U.S. Cost of a Data Breach" (March 2012), the findings showed that the average cost to organizations per compromised record was \$194, though in the education vertical the average cost was far lower at \$142 per record. However, based on the lower education average, the University of Nebraska data breach could cost the university over \$92 million.” (University Business Magazine)

In March of 2013, the US intelligence community declared that cyber attacks have supplanted terrorism as the leading threat to our nation's security. "The volume of attacks is still on a multiplicative growth curve, and spans all forms of enterprise targets, from small law firms in Silicon Valley to Fortune 50 financial institutions, and every branch of government: from city government offices to the DoD." “Experts agree traditional forms of defense like firewalls and anti-malware, which many still rely on, are no longer enough to combat today's escalating threats.” (Paoli and Schwartz)

Attacks are becoming increasingly sophisticated. The University should devise new strategies and methods to secure the infrastructure in addition to the ones currently deployed. A comprehensive security assessment (Action Item 9.1) should help clarify these needs.

Action Item 9.4: Physical Security

The University should identify areas that can benefit from the use of card key access and video surveillance. Access to technology infrastructure areas, such as the telecommunications/data locations where phone, card swipe, and video surveillance connections are terminated, should be isolated and restricted.

Policies governing the use of video surveillance equipment need to be developed. Also, in many areas, the network switches and cables are exposed to the campus community and represent an operational and data security risk. A plan should be developed to secure all network switches and telecommunication cabling terminations.

Action Item 9.5: IT Security Awareness

Support should be provided for ongoing efforts to raise the level of IT security awareness of the University’s community.

Any security measure is only as strong as its weakest link. While most people recognize a need for application training, little attention is being given campus-wide to promote IT security

training and awareness. This can be accomplished through the use of newsletters, posters, campaign promos, mandatory new employee, and the use of training development software. A program to achieve this goal needs to be developed and the appropriate resources allocated.

Action Item 9.6: Unified/Federated Management Framework

The University should have a design, implementation plan, and standard procedures for identity management with changes controlled as strictly as other university critical systems. The University should also participate in an identity management consortium, such as InCommon.

The source of authority for determining an individual's status within the university lies in Human Resources (HR), Provost, and Registrar functions. Using these as sources of authority, automatic provisioning (account creation/activation) and de-provisioning of accounts on various critical University enterprise systems should be triggered by events occurring at the source instead of by University Technology or other entities on campus. For example, when a new hire is entered into the HR records as an employee, the appropriate accounts should automatically be created. When that individual's role at the University changes, the appropriate permissions and accounts should be automatically generated. If the individual leaves the institution, all of his/her accounts should automatically be de-provisioned.

The automatic provisioning, granting appropriate permissions and de-provisioning of accounts requires an identity management system. Such a system could also eventually include account provisioning and de-provisioning for services such as card swipe access, ERP access, etc.

RECOMMENDATION 10: IT TRAINING

The University must continue to invest in the training of its IT personnel who support critical IT systems that are core to the University's business.

Learning is the University's core business and it should be a lifelong pursuit of everyone involved in supporting the University's mission. Because the field of technology is complex and constantly changing, ongoing training and development of the IT workforce is essential.

Action Item 10.1: Continue Building and Retaining a Talented IT Workforce

Training roadmaps should be developed for staff in IT support positions and funds provided to implement training plans. New technology implementations must include plans for the staff to acquire the skills and knowledge required for implementation and ongoing support.

The adoption of open source (Action Item 2.5) and restrictions on hiring new positions necessitate that the University maximize the effectiveness of its existing staff resources. Despite limited resources, the University must strive to broaden technical staff's knowledge and keep their skillsets current by providing training and development opportunities. The need for cross

training should also be identified and pursued for the development of two-deep IT support of mission critical services.

Appropriate methods of training must be determined for each new technology that is implemented. Options could include online training, books, sending one person to external training and having them serve as a train-the-trainer, and various other opportunities.

Because “IT service management derives enormous benefits from a best practice approach,” all directors and managers in University Technology should become ITIL Foundation Class certified (Official ITIL Website). By fostering process maturity within the organization and striving to deliver quality business services, University Technology will become a leader in IT quality services among its peers.

Action Item 10.2: Innovative Recruitment

The University should pursue new and innovative ways to recruit talented IT staff.

The University should develop internal talent by finding ways to invest in bright and promising students. Graduate students can also be assigned to special projects (either by working with the Computer Science Department or paying them as student workers), helping them to gain valuable work-related experience. Other methods of attracting talented IT individuals from both internally and externally should also be explored. In some instances, options for telecommuting should be considered since a physical presence is not required to complete systems work and application development.

Action Item 10.3: IT-related Training Campus-wide

A campus-wide IT training committee should be formed with representatives from the HR areas, the Library, CITR, University Technology and other internal and external resources to offer IT training in the areas of IT security, instructional technology, Web publishing, etc.

Many departments on campus currently offer various IT-related training opportunities. However, there is no campus-wide effort to coordinate and streamline these offerings. Nor is there any one group that can determine where gaps in training exist and advocate new types of training and possible venues. Orientations for new faculty, staff and students need to be reassessed as well. Consideration should be given to whether training can be offered online with appropriate progress tracking. The committee should report to the IT governance or the CIO.

WORKS CITED

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Paoli, Chris, and Jeffrey Schwartz. "A New Age in IT Security." *A New Age in IT Security*. Redmond Magazine, 7 May 2013. Web. 20 May 2013.

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Resolution No. 13.10/10: Sale of Real Estate and Granting of Temporary Easement

Chair Early said I don't know if there's any question or comment or a discussion?

Trustee Epperly moved to approve Resolution 13.10/10. Trustee Ehlert Fuller seconded the motion.

Trustee Epperly said just a comment, and this I regretted it was my I call it my error. In the future, I would whenever if and when we do something like this, and I regret not doing it last meeting, but I guess putting it on record that if we're giving something or selling something to somebody, in this case to me we should have asked, inquired about beautification of that project, and kind of insisted upon it. Because number one I think we're doing a tremendous number of things at the University to beautify the campus, and one of the eyesores is the substation down here on Western Avenue, and the power company refuses to do anything on it. Here we are giving them the okay to move a substation that I assume there's neighbors there within view of it, houses, that it would've been nice to insist that it be beautified in some way or landscaped whatever. Now they may do it anyway, hopefully, but I would hope that we just pass that on to them and ask them at this point. We can't really insist now, but ask them to consider it there on it. Anyway, that's food for thought for the future there on it.

Chair Early said great, thanks for that. Any further discussion? We'll call the question, roll call.

Roll Call

Trustee Ashmore	Yes
Trustee Clawson	Yes
Trustee Cole	Yes
Trustee Early	Yes
Trustee Ehlert Fuller	Yes
Trustee Epperly	Yes
Trustee Hare	Yes
Trustee Savala	Yes

Motion Carried.

Resolution:

WHEREAS the Board of Trustees discussed the replacement of the bridge across the Lamoine River located on Wigwam Hollow Road; and,

WHEREAS the City of Macomb as part of the improvement needs to secure additional right of way on both the East and West sides of the existing street; and,

WHEREAS the City of Macomb needs to acquire a temporary construction easement to be utilized during the construction period; and,

WHEREAS the Illinois Department of Transportation has secured appraisals of the property to be acquired and to be utilized for the temporary construction easements:

THEREFORE be it resolved that the Board of Trustees agrees to sell to the City of Macomb, Illinois the tracts described on Exhibits A and B attached hereto for a total consideration of \$2,000, and also agrees to the granting of temporary construction easements to the City of Macomb, Illinois as identified in Exhibits C and D attached hereto for a consideration of \$600.

WARRANTY DEED - CORPORATION

EXHIBIT A

Prepared by:

March, McMillan, DeJoode & Duvall, P. C.
PO Box 443
Macomb IL 61455

Return to:

March, McMillan, DeJoode & Duvall, P. C.
PO Box 443
Macomb IL 61455

Tax Bill to:

City Of Macomb
232 E. Jackson Street
Macomb, IL 61455

THE GRANTOR, **Board of Trustees of Western Illinois University**, a body corporate and politic of the State of Illinois for and in consideration of One Dollar and other good and valuable consideration in hand paid, and pursuant to authority given by the Board of Trustees of said Corporation CONVEYS and WARRANTS to **CITY OF MACOMB**, a municipal corporation duly organized and existing under the laws of the State of Illinois, the following described real estate, to-wit:

A part of Lot 1 and a part of Lots 3, 5, and 7 in Woodland Hills Subdivision as recorded in Plat Book 4 pages 60 and 61 in the Recorder's Office of McDonough County, Illinois, situated in the County of McDonough and State of Illinois, more particularly described as follows:

Commencing at the Southwest corner of said Lot 1 and run thence North 03 degrees 11 minutes 18 seconds East along the West line of said Lot 1, a distance of 35.00 feet to the Point of Beginning; thence North 03 degrees 11 minutes 18 seconds East along said West line, a distance of 123.41 feet; thence along a curve to the right with a radius of 15.00 feet and a chord bearing North 48 degrees 33 minutes 30 seconds East, a chord distance of 21.35 feet, and a curve distance of 23.76 feet to the North line of said Lot 1; thence South 86 degrees 04 minutes 17 seconds East along the North line of said Lot 1, a distance of 6.49 feet; thence South 01 degrees 25 minutes 25 seconds West, a distance of 138.40 feet; thence North 86 degrees 48 minutes 42 seconds West, 25.94 feet to the Point of Beginning and containing 3,247 square feet or 0.075 acres, more or less.

Part of PIN: 11-101-575-00

WARRANTY DEED - CORPORATION

EXHIBIT A

Prepared by:

March, McMillan, DeJoode & Duvall, P. C.
PO Box 443
Macomb IL 61455

Return to:

March, McMillan, DeJoode & Duvall, P. C.
PO Box 443
Macomb IL 61455

Tax Bill to:

City Of Macomb
232 E. Jackson Street
Macomb, IL 61455

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Part of PIN: 11-101-575-00

IN WITNESS WHEREOF, the **Board of Trustees of Western Illinois University** a body corporate and politic of the State of Illinois, has caused this instrument to be executed by its Chairman, pursuant to due authorization of its Board of Trustees and its seal to be hereunto affixed and attested by the Secretary of the **Board of Trustees of Western Illinois University**, all as of the ____ day of _____, 2013.

**BOARD OF TRUSTEES OF
WESTERN ILLINOIS UNIVERSITY**

By: _____
_____, Chairman

I hereby approve the foregoing transfer as being advantageous to the State of Illinois and in the public interest.

Attest:

DATED: _____, 2013.

Secretary, Board of Trustees of
Western Illinois University
(Seal)

Governor, State of Illinois

STATE OF ILLINOIS)
)SS
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the **Board of Trustees of Western Illinois University**, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said **Board of Trustees of Western Illinois University**, for uses and purposes therein set forth. GIVEN under my hand and official seal, this ____ day of _____, 2013.

Notary Public

(Impress Notary Seal Above)

AFFIDAVIT

STATE OF ILLINOIS)
) SS.
COUNTY OF McDONOUGH)

Board of Trustees of Western Illinois University, being duly sworn on oath, states that they are located in Macomb, Illinois. That the attached Deed is not in violation of Chapter 765, ILCS, Act 205, Sec. 205/1 of the Illinois Revised Statutes, as modified by the Second Revised Subdivision Code of McDonough County, Illinois, as the provisions of this Act do not apply and no plat is required in any of the following instances:

- A. This parcel of land represents all of the land conveyed and is not a part of or being subdivided from a larger tract.
- B. The description of land contained in the Deed accompanied by this Affidavit is over Three (3) acres as modified by the Second Revised Subdivision Code of McDonough County, Illinois, therefore does not fall under the provision of the Plat Act.

- 1. The divisions or subdivision of land into parcels or tracts larger than Three (3) acres in size, which does not involve any new streets or easements of access;
- 2. The division of lots or blocks of less than One (1) acre in any recorded subdivision, which does not involve any new street or easements of access;
- 3. The sale or exchange of parcels of land between owners of adjoining and contiguous land;
- 4. The conveyance of parcels of land or interests therein for use as a right of way for railroad or other public utility facilities and other pipe lines which does not involve any new streets or easements of access;
- 5. The conveyance of land owned by a railroad or other public utility which does not involve any new streets or easements of access;
- 6. The conveyance of land for highway or other public purposes, grants or conveyances relating to the dedication of land for public use or instruments relating to the vacation of land impressed with a public use;
- 7. Conveyances made to correct descriptions in prior conveyances;
- 8. The sale or exchange of parcels or tracts of land following the division into no more than Two (2) parts of a particular parcel or tract of land existing on July 17, 1959 and not involving any new streets or easements of access;

9. The sale of a single lot of Three (3) acres or less that has been recorded prior to January 15, 1997.

Affiant further states that she makes this Affidavit for the purpose of inducing the Recorder of McDonough County to accept the attached Deed for recording.

BOARD OF TRUSTEES OF

WESTERN ILLINOIS UNIVERSITY

By: _____,
_____, Chairman

I hereby approve the foregoing transfer as being advantageous to the State of Illinois and in the public interest.

Attest:

DATED: _____, 2013.

Secretary, Board of Trustees of
Western Illinois University
(Seal)

Governor, State of Illinois

STATE OF ILLINOIS)
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the **Board of Trustees of Western Illinois University**, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said **Board of Trustees of Western Illinois University**, for uses and purposes therein set forth.

GIVEN under my had and official seal, this ____ day of _____, 2013.

WARRANTY DEED - CORPORATION

EXHIBIT B

Prepared by & Return to:

March, McMillan, DeJooode & Duvall, P. C.
402 E. Jackson St.
Macomb IL 61455

Tax Bill to:

City Of Macomb
232 E. Jackson Street
Macomb, IL 61455

THE GRANTOR, **Board of Trustees of Western Illinois University**, a body corporate and politic of the State of Illinois for and in consideration of One Dollar and other good and valuable consideration in hand paid, and pursuant to authority given by the Board of Trustees CONVEYS and WARRANTS to **CITY OF MACOMB**, a municipal corporation duly organized and existing under the laws of the State of Illinois, the following described real estate, to-wit:

A part of the Southwest Quarter of Section 25, Township 6 North, Range 3 West of the Fourth Principal Meridian, and a part of the following described tracts in said Woodland Hills Subdivision as recorded in Plat Book 4, pages 60 and 61 all situated in the County of McDonough in the State Illinois, more particularly described as follows:

Commencing at the Southwest corner of WIU 9th Addition to the City of Macomb and run South 85 degrees 10 minutes 18 degrees East along the South line of WIU 9th Addition, 14.82 feet to the Point of Beginning; thence North 03 degrees 16 minutes 08 seconds East along the existing East Right of Way line per the WIU 9th Addition, 310.59 feet to the North line of WIU 9th Addition; thence South 86 degrees 42 minutes 10 seconds East along the North line of WIU 9th Addition, 12.43 feet; thence South 04 degrees 05 minutes 52 seconds East, 179.25 feet; thence South 03 degrees 20 minutes 09 seconds West, 133.76 feet to the South line of WIU 9th Addition; thence North 85 degrees 10 minutes 18 seconds West along the South line of WIU 9th Addition, 35.27 feet to the Point of Beginning and containing 8,963 square feet or 0.206 acres, more or less.

Part of PIN: 11-101-640-00

IN WITNESS WHEREOF, the **Board of Trustees of Western Illinois University** a body corporate and politic of the State of Illinois, has caused this instrument to be executed by its Chairman, pursuant to due authorization of its Board of Trustees and its seal to be

hereunto affixed and attested by the Secretary of the **Board of Trustees of Western Illinois University**, all as of the ____ day of _____, 2013.

This instrument has been executed in several counterparts each of which may be considered as an original.

**BOARD OF TRUSTEES OF
WESTERN ILLINOIS UNIVERSITY**

By: _____
_____, Chairman

I hereby approve the foregoing transfer as being advantageous to the State of Illinois and in the public interest.

Attest:

DATED: _____, 2013.

Secretary, Board of Trustees of
Western Illinois University
(Seal)

Governor, State of Illinois

STATE OF ILLINOIS)
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the **Board of Trustees of Western Illinois University**, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said **Board of Trustees of Western Illinois University**, for uses and purposes therein set forth.

GIVEN under my had and official seal, this ____ day of _____, 2013.

Notary Public

(Impress Notary Seal Above)

AFFIDAVIT

STATE OF ILLINOIS)
) SS.
COUNTY OF McDONOUGH)

Board of Trustees of Western Illinois University, being duly sworn on oath, states that they are located in Macomb, Illinois. That the attached Deed is not in violation of Chapter 785, ILCS, Act 205, Sec. 205/1 of the Illinois Revised Statutes, as modified by the Second Revised Subdivision Code of McDonough County, Illinois, as the provisions of this Act do not apply and no plat is required in any of the following instances:

- A. This parcel of land represents all of the land conveyed and is not a part of or being subdivided from a larger tract.
- B. The description of land contained in the Deed accompanied by this Affidavit is over Three (3) acres as modified by the Second Revised Subdivision Code of McDonough County, Illinois, therefore does not fall under the provision of the Plat Act.

- 1. The divisions or subdivision of land into parcels or tracts larger than Three (3) acres in size, which does not involve any new streets or easements of access;
- 2. The division of lots or blocks of less than One (1) acre in any recorded subdivision, which does not involve any new street or easements of access;
- 3. The sale or exchange of parcels of land between owners of adjoining and contiguous land;
- 4. The conveyance of parcels of land or interests therein for use as a right of way for railroad or other public utility facilities and other pipe lines which does not involve any new streets or easements of access;
- 5. The conveyance of land owned by a railroad or other public utility which does not involve any new streets or easements of access;
- 6. The conveyance of land for highway or other public purposes, grants or conveyances relating to the dedication of land for public use or instruments relating to the vacation of land impressed with a public use;
- 7. Conveyances made to correct descriptions in prior conveyances;

8. The sale or exchange of parcels or tracts of land following the division into no more than Two (2) parts of a particular parcel or tract of land existing on July 17, 1959 and not involving any new streets or easements of access;
9. The sale of a single lot of Three (3) acres or less that has been recorded prior to January 15, 1997.

Affiant further states that she makes this Affidavit for the purpose of inducing the Recorder of McDonough County to accept the attached Deed for recording.

BOARD OF TRUSTEES OF

WESTERN ILLINOIS UNIVERSITY

By: _____,
_____, Chairman

I hereby approve the foregoing transfer as being advantageous to the State of Illinois and in the public interest.

Attest:

DATED: _____, 2013.

Secretary, Board of Trustees of
Western Illinois University
(Seal)

Governor, State of Illinois

STATE OF ILLINOIS)
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the **Board of Trustees of Western Illinois University**, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said **Board of Trustees of Western Illinois University**, for uses and purposes therein set forth.

GIVEN under my had and official seal, this ____ day of _____, 2013.

**TEMPORARY CONSTRUCTION
EASEMENT**

Prepared by and Return to:

March, McMillan, DeJooode & Duvall, P.C.
PO Box 443
Macomb, IL 61455

This easement is signed and recorded to document the grant by the undersigned **Grantor** of a temporary construction easement to the **City of Macomb**, the **Grantee**. The **Grantor**, **Grantee** and the property subject to this **Easement** are identified as follows:

The **Grantors** or **Owners** of the real estate, (hereinafter referred to as the "**Grantor**") is **Board of Trustees of Western Illinois University**.

The **Grantee** benefitting from this **Easement** (hereinafter referred to as the "**Grantee**") is the **City of Macomb**, McDonough County, Illinois, a municipal corporation.

The Description of the Real Estate Subject to the Easement (hereinafter the "**Property**") is:

A part of Lot 1 and a part of Lots 3, 5, and 7 in Woodland Hills Subdivision as recorded in Plat Book 4 pages 60 and 61 in the Recorder's Office of McDonough County, Illinois, situated in the County of McDonough and State of Illinois, more particularly described as follows:

Commencing at the Southwest corner of said Lot 1 and run thence North 03 degrees 11 minutes 18 seconds East along the West line of said Lot 1, a distance of 35.00 feet; thence South 86 degrees 48 minutes 42 seconds East, a distance of 25.94 feet to the Southeast corner and actual Point of Beginning; thence North 01 degrees 25 minutes 25 seconds East along the East line a distance of 138.40 feet to the North line of said Lot 1; thence South 86 degrees 04 minutes 17 seconds East, along said North Line, a distance of 10.00 feet, thence South 01 degrees 25 minutes 25 seconds West, parallel to the East line a distance of 138.27 feet; thence North 86 degrees 48 minutes 42 seconds West, a distance of 10.00 feet to the point of beginning and containing 1,383 square feet or 0.032 acres, more or less.

Part of PIN: 11-101-575-00

Grant of Easement:

Grantor, for and in consideration of the benefit to **Grantor** of improved bridge, streets and infrastructure adjoining **Grantor's** property and the sum of Three Hundred Dollars (\$300.00), does hereby grant and convey to **Grantee** a temporary Easement for the purpose of **Grantee's** construction of street improvements, drainage improvements, water, sewer and other utility improvements over, under and across the City streets adjoining **Grantor's** property.

Grantee agrees to repair and restore roadways, driveways, entrance ways, sidewalks, fences or drainage lines that are removed or damaged during the course of construction or repair of **Grantee's** street and infrastructure facilities. **Grantee** further agrees to restore and reseed grass removed or damaged by the **Grantee's** construction work and to return the terrain of the portion of the property used for the construction to as near as possible the same condition as it was prior to construction.

This temporary construction easement shall exist for a duration of five years and shall permanently expire, once the Wigwam Hollow Bridge improvements are complete, accepted and used by the City of Macomb.

IN WITNESS WHEREOF, the **Board of Trustees of Western Illinois University** a body corporate and politic of the State of Illinois, has caused this instrument to be executed by its Chairman, pursuant to due authorization of its Board of Trustees and its seal to be hereunto affixed and attested by the Secretary of the **Board of Trustees of Western Illinois University**, all as of the ____ day of _____, 2013.

This instrument has been executed in several counterparts each of which may be considered as an original.

**BOARD OF TRUSTEES OF
WESTERN ILLINOIS UNIVERSITY**

By: _____
_____, Chairman

Attest:

By: _____
_____, Secretary

(SEAL)

CITY OF MACOMB,

By: _____
Michael J. Inman, Mayor

Attest:

By: _____
Melanie Falk, Municipal Clerk

(SEAL)

STATE OF ILLINOIS)
) ss.
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the **Board of Trustees of Western Illinois University**, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said **Board of Trustees of Western Illinois University**, for uses and purposes therein set forth.

GIVEN under my had and official seal, this ____ day of _____, 2013.

Notary Public

(Impress Notary Seal Above)

STATE OF ILLINOIS)
) ss.
COUNTY OF McDONOUGH)

I, _____, Notary Public in and for said County and in the State aforesaid, do hereby certify that **Michael J. Inman**, personally known to me to be the same person whose name is subscribed to the foregoing instrument, appeared before me this day in person and acknowledged that he signed, sealed and delivered the said instrument as his free and voluntary act, for the uses and purposes therein set forth. Given under my hand and notarial seal on _____, 2013.

Notary Public

(Impress Notary Seal Above)

js: G:\DATA\WP\City of Macomb\200909-0516 Wigwam Hollow Bridge ROW Acquisition\WU-1\Temp Construction Easement-WU-1.wpd
JDM 8/19/2013 (4:06pm)

**TEMPORARY CONSTRUCTION
EASEMENT**

EXHIBIT D

Prepared by and Return to:
March, McMillan, DeJoode & Duvall, P.C.
P.O. Box 443
Macomb, IL 61455

This easement is signed and recorded to document the grant by the undersigned **Grantor** of a temporary construction easement to the **City of Macomb**, the **Grantee**. The **Grantor**, **Grantee** and the property subject to this **Easement** are identified as follows:

The **Grantors** or **Owners** of the real estate, (hereinafter referred to as the "**Grantor**") is **Board of Trustees of Western Illinois University**.

The **Grantee** benefitting from this **Easement** (hereinafter referred to as the "**Grantee**") is the **City of Macomb**, McDonough County, Illinois, a municipal corporation.

The Description of the Real Estate Subject to the Easement (hereinafter the "**Property**") is:

A part of the Southwest Quarter (SW 1/4) of Section Twenty-five (25), Township Six (6) North, Range Three (3) West of the Fourth Principal Meridian, situated in the County of McDonough in the State Illinois, more particularly described as follow:

Commencing at the Southwest corner of WIU 9th Addition to the City of Macomb; thence South 85 degrees 10 minutes 18 seconds East along the South line of WIU 9th Addition, a distance of 50.09 feet to the Point of Beginning; thence North 03 degrees 20 minutes 09 seconds East along the East line of above-described Right-of-Way, a distance of 133.76 feet; thence North 04 degrees 05 minutes 52 seconds West along the East line of above-described Right-of-Way, a distance of 179.25 feet to the North line of WIU 9th Addition; thence South 86 degrees 42 minutes 10 seconds East along the North line of WIU 9th Addition, a distance of 10.13 feet; thence South 04 degrees 05 minutes 52 seconds East parallel to the East line of above-described Right-of-Way, a distance of 178.61 feet; thence South 03 degrees 20 minutes 09 seconds West parallel to the East line of above described

Right-of-Way, a distance of 134.67 feet to the South line of WIU 9th Addition; thence North 85 degrees 10 minutes 18 seconds West along the South line of WIU 9th Addition, a distance of 10.00 feet to the Point of Beginning and containing 3,131 square feet or 0.072 acres, more or less.

Part of PIN: 11-101-640-00

Grant of Easement:

Grantor, for and in consideration of the benefit to **Grantor** of improved bridge, streets and infrastructure adjoining **Grantor's** property and the sum of Three Hundred Dollars (\$300.00), does hereby grant and convey to **Grantee** a temporary Easement for the purpose of **Grantee's** construction of street improvements, drainage improvements, water, sewer and other utility improvements over, under and across the City streets adjoining **Grantor's** property.

Grantee agrees to repair and restore roadways, driveways, entrance ways, sidewalks, fences or drainage lines that are removed or damaged during the course of construction or repair of **Grantee's** street and infrastructure facilities. **Grantee** further agrees to restore and reseed grass removed or damaged by the **Grantee's** construction work and to return the terrain of the portion of the property used for the construction to as near as possible the same condition as it was prior to construction.

This temporary construction easement shall exist for a duration of **five years** and shall permanently expire, once the Wigwam Hollow Bridge improvements are complete, accepted and used by the City of Macomb.

IN WITNESS WHEREOF, the **Board of Trustees of Western Illinois University** a body corporate and politic of the State of Illinois, has caused this instrument to be executed by its Chairman, pursuant to due authorization of its Board of Trustees and its seal to be hereunto affixed and attested by the Secretary of the **Board of Trustees of Western Illinois University**, all as of the ____ day of _____, 2013.

This instrument has been executed in several counterparts each of which may be considered as an original.

**BOARD OF TRUSTEES OF
WESTERN ILLINOIS UNIVERSITY**

CITY OF MACOMB,

By: _____,
_____, Chairman

By: _____
Michael J. Inman, Mayor

STATE OF ILLINOIS)
) ss.
COUNTY OF _____)

ACKNOWLEDGMENT

I, _____, a Notary Public in and for the County and State aforesaid, do hereby certify that _____ and _____, personally known to me to be the Chairman and Secretary of the Board of Trustees of Western Illinois University, respectively, whose names are subscribed to the foregoing instrument, personally appeared before me this day and acknowledged that they signed and delivered the said instrument of writing as Chairman and Secretary, respectively, of said Board, pursuant to authority given by "An Act to create the Illinois Building Authority and to define its powers and duties", approved August 15, 1961, as amended (Ill. Rev. States. 1965, Chapter 127, Paragraphs 213.1 - 213.14), as their free and voluntary acts as the free and voluntary act of the said Board of Trustees of Western Illinois University, for uses and purposes therein set forth.

GIVEN under my hand and official seal, this ____ day of _____, 2013.

Notary Public

(Impress Notary Seal Above)

STATE OF ILLINOIS)
) ss.
COUNTY OF McDONOUGH)

I, _____, Notary Public in and for said County and in the State aforesaid, do hereby certify that **Michael J. Inman**, personally known to me to be the same person whose name is subscribed to the foregoing instrument, appeared before me this day in person and acknowledged that he signed, sealed and delivered the said instrument as his free and voluntary act, for the uses and purposes therein set forth. Given under my hand and notarial seal on _____, 2013.

Notary Public

(Impress Notary Seal Above)

jc: G:\DATA\WP\City of Macomb\2009\09-0516 Wigwam Hollow Bridge ROW Acquisition\WLU-2\Temp Construction Easement-WLU-2.wpd
JDM 8/18/2013 (3:10pm)

PLAT ONE

SCALE 1" = 100'

LEGEND

- EXISTING RIGHT OF WAY LINE
- - - - - PROPOSED RIGHT OF WAY LINE
- - - - - PROPOSED TEMPORARY EASEMENT LINE
- ▨ PROPOSED TEMPORARY CONSTRUCTION EASEMENT AREA
- ▩ PROPOSED RIGHT OF WAY AREA

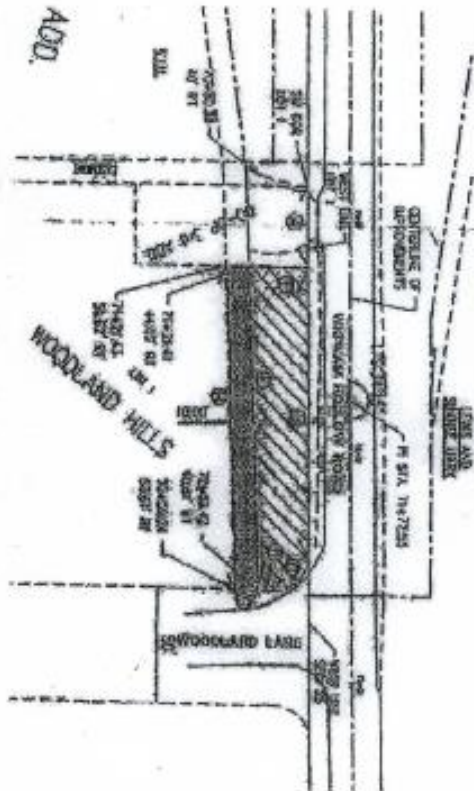
RIGHT OF WAY

- A N 83°17' E 26.0'
- B N 02°18' E 12.4'
- C R-05 L-42.1° CHORD N 43°32' E 21.3'
- D S 60°47' E 6.6'
- E S 01°52' W 13.0'
- F N 89°42' W 25.0'

TEMPORARY EASEMENT

- A R 82°11' E 31.0'
- B S 81°02' E 26.5'
- C S 81°25' E 23.4'
- D S 80°17' E 20.6'
- E S 07°23' W 12.0'
- F N 87°02' W 12.0'

R.O.W. AREA = 2047 SQ. FT. OR 0.079 ACRES ±
 TEMPORARY EASEMENT = 1303 SQ. FT. OR 0.038 ACRES ±



SECTION 23, TOWNSHIP 6 NORTH, RANGE 3 WEST,
 4TH PRINCIPAL MERIDIAN, MADISON COUNTY, ILLINOIS
RIGHT OF WAY PLAT
 WITH TEMPORARY CONSTRUCTION EASEMENT
 WESTERN ILLINOIS UNIVERSITY
 A PART OF LOT 1 OF
 WOODLAND HILLS SURVEYED TO THE
 CITY OF MADISON, ILLINOIS

NO.	DESCRIPTION	DATE	BY
1	PREPARED FOR RECORD	11/15/11	J. J. [unreadable]
2	RECORDED	11/15/11	J. J. [unreadable]
3	FILED	11/15/11	J. J. [unreadable]

LEGEND

- EXISTING RIGHT OF WAY CURVE
- - - - - PROPOSED RIGHT OF WAY CURVE
- - - - - PROPOSED TEMPORARY EASEMENT LINE
- - - - - EXISTENT LINE
- ▨ PROPOSED TEMPORARY CONSTRUCTION EASEMENT AREA
- ▩ PROPOSED RIGHT OF WAY AREA

PLAT TWO

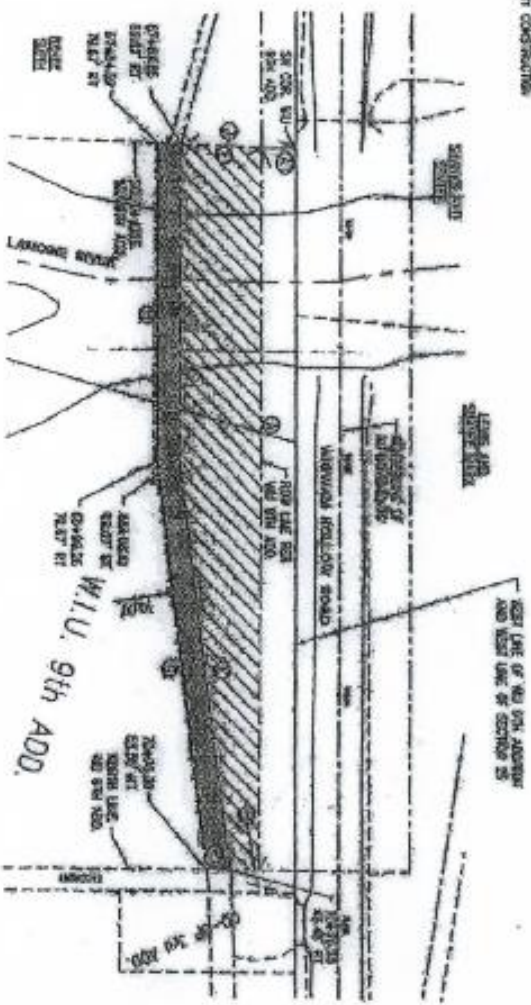
SCALE 30 FEET

RIGHT OF WAY

- A1 S 89°10'0" E 14.82'
- A N 07°10'0" E 20.25'
- B S 84°27'0" E 12.45'
- C S 04°52'0" E 19.25'
- D S 07°20'0" W 12.11'
- E N 89°10'0" W 12.27'

TEMPORARY EASEMENT

- J E 89°10'0" E 20.25'
- K N 89°10'0" W 12.27'
- L S 89°10'0" W 12.27'
- M S 89°10'0" W 12.27'
- N S 89°10'0" W 12.27'
- O S 89°10'0" W 12.27'
- P S 89°10'0" W 12.27'
- Q S 89°10'0" W 12.27'
- R S 89°10'0" W 12.27'
- S S 89°10'0" W 12.27'
- T S 89°10'0" W 12.27'
- U S 89°10'0" W 12.27'
- V S 89°10'0" W 12.27'
- W S 89°10'0" W 12.27'
- X S 89°10'0" W 12.27'
- Y S 89°10'0" W 12.27'
- Z S 89°10'0" W 12.27'



R.O.W. AREA = 8882 SQ. FT. OR 0.206 ACRES ±
 TEMPORARY EASEMENT = 2031 SQ. FT. OR 0.071 ACRES ±

NO.	DESCRIPTION	DATE	BY
1	PREPARED	11/15/00	...
2
3
4
5
6
7
8
9
10

SECTION 29, TOWNSHIP 6 NORTH, RANGE 3 WEST,
 4th PRINCIPAL MERIDIAN, MADISON COUNTY, ILLINOIS
RIGHT-OF-WAY PLAT
 WITH TEMPORARY CONSTRUCTION EASEMENT
 WESTERN ILLINOIS UNIVERSITY
 A PART OF WESTERN ILLINOIS UNIVERSITY ADDITION
 TO THE CITY OF MADISON, ILLINOIS

OLD BUSINESS

Chair Early said at this point in time is there any other, any old business to bring before the board?

Trustee Hare said well, I guess I don't want to be the take away from Bill complaining all the time. I'm teasing you Bill, but I am troubled with one thing that happened and I did send this to the President I think he responded appropriately. I just have a very difficult time with this group that's going to be performing here, and listening to some of the things that this group has in its history: violence against women, racist songs, being arrested in Oklahoma City. You know, this is a great University and I think surely we could have come up with a better group than this. I think we talked about diversity, but to have a group that we're paying on this campus that promotes violence against women, promotes racism, promotes putting guns to the head of police officers. They've been arrested, bond was set at \$2,000 each. There were some videos containing racial slurs. The police were worried about this or they wouldn't have sent something out. It may be too late to do anything about this now, but I would hope that in the future. I don't know how we pay for this because I'm the new kid here I guess, but before we spend \$100,000 to bring in a racist, what I consider to be sexist group, I think it puts I think it really. We could do a lot better, and I think more effort should've been, gone in to find a group. You know I don't know this music anyway. I don't dance especially since my knee isn't working right, but I also think that at the same time we're spending an awful lot of money or somebody is and we could've done a lot better. And if the police are worried about this maybe, and I believe the President and trust him that they have had a discussion with the Macomb Police, but the point is when you get this kind of stuff it's not who we're about as a University. It's not what we're about as a University. We just have to, I think, at some point take a second look at this and say we are not going to allow a group like this. It's a free country. If they want to have and rent a place and have a concert and people buy tickets and go, that's perfectly fine. I just think that when it becomes part of our Homecoming celebration here on this great college, I think it puts a damper, and I think that their reputation certainly is not stellar, and I don't know it's too late to do anything about it now as I understand it, but I hope that in the future we'll at least do due diligence before we hire somebody. Because I think if they come in here and they start performing songs that insult women, insult police officers, insult African Americans or women or whoever, whatever group, I think it doesn't make us look like this wonderful place that we are. It reflects poorly on us, so just in my perspective I hope that from now on when we hire somebody that we do as I said due diligence, and that we hire a group that can be fun and that represents the values of this University and can play good music. I think we can find that, and it shouldn't be too difficult. But candidly, it's upsetting when you get a letter and maybe three different ones, but if the police are worried about it I think we ought to be worried about it. And if we're not, then I think we ought to, but I think we ought to just call this what it is. This was a mistake in my viewpoint in my humble opinion to ever hire these people to come in here and play. My hope is that there won't be violence that they will keep their rhetoric and their music to performing, do something that will make sense. But given their history, I would saw lots of luck. They've had trouble in Oklahoma City, and there's nothing that I see that these people have done. And they also the other thing that bothers me was we had a, if you've been reading the news, we have a lot of violence going on around here, a lot of violence. This group, the search of their vehicle revealed two semi-automatic handguns, a shotgun, and an ammunition for the weapons. These guys are going to play for our Homecoming? Uh, I hope that, I know the security will be tight I assuming Mr. President. But I'm hoping next year whoever puts this thing together will really consider finding a group that we can do a lot better than that, and I just wanted to bring that up in terms of the concern that I have for the students and the faculty and for the people here and for this University in terms of who we are as a group and what we strive to do, so that we don't have this again.

Chair Early said thank you. Trustee Cole said I would like to respond to that, and my response is that this is not the first controversial group that Western has had. When I was here in the 80s there were several controversial groups that came down here, and if the police, state police and the city is concerned than

they need to provide the support to the University, because those are student funds that were used to bring that group here. Those are not. They do not per se belong to the University. As long as those students are in agreement with that than that is what the students can have. We can't censor who comes here based on their funds. We can provide a level of support to provide a level of safety which is what I would think that so they're so concerned. First of all, they would transport that gentleman from wherever he's staying to Western Hall and transport him right up out of Macomb. That'll alleviate a whole lot of that. I think more of the concern is because he is considered to be a gangster rapper, which I don't listen to. It may drive a different type of environment for that particular night. That's where the City comes in. That's where the State comes in to provide a level of safety. To sit here and say that it's the University's responsibility, it's not because it's not their funds. They belong to the kids. Now if you want to have this conversation, you need to have it with the kids, because it's their money. And I inquired as to what was the distribution for sales of tickets to what nationality, it's even amongst whites, black, Asian, whatever, it's even. So there is no certain form of discrimination there. It is their funds, their event. We're hoping to provide a level of safety to keep everybody safe, and again if the state police are so concerned then they need to provide a level of safety in transportation for that guy in and out, and if they're concerned about the population from my understanding from Peoria, wherever it may be, then they need to escort them right up out of here too. You know what I'm saying? And so, your comment is heard, but if you're not going to address the students there's nothing we can do. It's their money. It's their money.

Chair Early said Vice President Biller? VP Biller said if I can add to this discussion. First of all, I've been bringing in entertainment acts like this at various universities for over 20 years, and the price of this particular group is not exorbitant for anybody who has been Grammy award winning. You know they're right within the normal price range. It's high for what we normally do, but this is normal for this kind of group. Secondly, the concerns of the police. I understand their concerns however once we met with them and explained to them the security procedures that we have in place, we intend to have in place that we're going to be putting in place, they no longer had any concerns. They will be, you know, doing their due diligence out in the community and on the roads, but I think we've established a cooperative working relationship with them. Thirdly, our police chief has been in contact with their agent as well as their crew as to have specific instructions about when to arrive, where to arrive. You know we have this security plan in place for the event both pre-event planning, during the event, post-event planning. So, we've done these kinds of things before. Controversy does often occur on a university campus when you bring in different entertainers, you know whether it's the *Best Little Whorehouse in Texas*, you know, play or Eric Clapton singing *I Shot the Sheriff*. They come from all over, and you're going to find this wherever you bring in entertainers to a university. You simply have to work with the students, and I agree with that. You also have to work with the local policing agencies, you know, you have to bring everybody together to help understand that we can have these events, we can have these discussions, and we can have these opportunities, but we cannot censor them based on what they say.

Chair Early said any other business to be brought forth at this time? Trustee Cole said I have one and that is the insurance that we dealt with previously, the student insurance. I received several phone calls in relation to the use of the student insurance where it is costing them a large amount of money out of pocket. I had somebody call me that went to the emergency room the other day, and had to have a surgery and he ended up paying three-fourths of the bill when that was one of the questions I asked when it was presented was to make sure that we should not extend that cost to the student. He informed me that it extended to him, which I'm waiting on a copy of the bill so that I can see exactly what the insurance company paid and you know and then bring it back before the Board of Trustees so that we can look at that. Because if it's not beneficial to the student, we're doing them an injustice by creating such large bills for them prior to them even getting out of school. Chair Early said is that something we can talk about later on, and Julie can check into that and work with them? VP DeWees said if you can forward that, and we'll take a look at it. Trustee Cole said ok, I'll give it to you. Chair Early said great, thank you very much. Any other old business?

NEW BUSINESS

There was no new business to discuss.

NEXT MEETING

Chair Early stated the next meeting of the Board of Trustees is December 13, 2013 on the Macomb campus.

Chair Early said again, I want to make sure I wish everybody a Happy Homecoming. I hope everybody has a good weekend, and hope Leatherneck football has a great win on Hanson Field tomorrow. We're looking forward to that.

There being no further business to come before the Board, a motion was made and duly processed to adjourn the meeting of the Board at 11:34 A.M.

Cathy E. Early, Chair
Kerry L. McBride, Administrative Assistant to the Board

cr