

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 11-12, 2013

July 11, 2013 – Campus Tour and Dinner/Retreat at University Art Gallery, WIU-Macomb

Attendees:

Trustee Andre Ashmore  
Trustee Roger Clawson  
Trustee Lyneir Cole (arrived late)  
Trustee Cathy Early  
Trustee Carolyn Ehlert Fuller  
Trustee Yvonne Savala

Absent: Trustee William Epperly and Trustee Phil Hare

Also Present for the Board Retreat:

President Jack Thomas  
Retreat Facilitator Jane Pierson  
Business Administrative Associate to the President and the Board of Trustees Kerry McBride

Also Present for the Campus Tour Only:

Vice President for Advancement and Public Services Brad Bainter  
Vice President for Student Services Gary Biller  
Vice President for Administrative Services Julie DeWees  
Director of Facilities Management Scott Coker

Trustees toured campus – 4-5:30 p.m.

Dinner and Retreat Began at 5:45 p.m.

Opening Remarks from President Thomas

Opening Remarks from Chair Early regarding the role of the Retreat, a summary of the agenda, including roles and responsibilities of the Board, having a strong Board, looking forward to VP reports tomorrow, asking questions

Director of the University Art Gallery Ann Marie Hayes-Hawkinson welcomed the Board.

Gave a presentation about the WPA Art Exhibition, at the Figge in Fall 2013 and in the Gallery in Spring 2013. Discussed the number of sponsors and money raised, as well as conservation efforts. Still trying to raise money for the initiative. Discussed the importance of the collection to WIU, diversity of artists, the role of women in the collection and a woman served as the advisor of the collection. Explained the items that are currently hung on the Gallery walls, which will be in an exhibition in the Fall. The exhibition will also include works from WIU faculty, including poems and other creative works.

Took break for informal dinner.

Opening Remarks and Review of Retreat Agenda from Retreat Facilitator Jane Pierson

Informal Conversation: What do we each bring to the Board?

- Each Trustee told a little bit about him/herself.

WIU Year in Review

What was interesting/exciting/terrific this past year? Proud of?

- High level of voting by students for Student Trustee
- Corbin/Olson opening. WIU remains affordable. Locked in tuition and board.
- Basketball team. Wall in front of the Alumni House. Things are improving.
- Engineering program successes. Change in communication – going public with the budget issues
- Corbin/Olson, Thompson, 3-D Art Center, Chemistry Lab and related benefits to students from facilities

The Board reviewed the Mutual Expectations of the Board of Trustees and Statement of Mutual Expectations.

- Discussed the importance of cohesiveness
- The Board Chair is the spokesperson for the Board if questions arise. Trustees pass on questions to the Board Chair for her to handle as appropriate.
- Discussed overall communication strategies and procedures
- Talked about Divergers and how to handle those types of individuals in groups
- Discussed Open Meetings: what can be discussed in person or email. More than two Trustees speaking on an issue can be an Open Meeting.

The Board reviewed the Roles and Responsibilities of the Board.

- Discussed the importance of items on the list
- Discussed the hiring and evaluation of the President, and the importance of supporting the President in his decisions
- About the Board-President relationship
- Discussion about elections of officers in the future and creative cohesiveness as a Board in how the Board handles future officer elections

For tomorrow:

- Student to read and review Student Trustee Responsibilities for discussion as Board
- Committee Roles and Responsibilities
- Report Card

July 12, 2013 – Board Room, Multicultural Center, WIU-Macomb

The Retreat convened at 8:00 a.m.

Attendees:

Trustee Andre Ashmore

Trustee Roger Clawson

Trustee Lyneir Cole

Trustee Cathy Early

Trustee Carolyn Ehlert Fuller

Trustee Yvonne Savala

Absent: Trustee William Epperly and Trustee Phil Hare

Also Present for the Board Retreat:

President Jack Thomas

Retreat Facilitator Jane Pierson  
Provost and Academic Vice President Kenneth Hawkinson  
Vice President for Advancement and Public Services Brad Bainter  
Vice President for Student Services Gary Biller  
Vice President for Administrative Services Julie DeWees  
Associate Vice President for Quad Cities and Planning Kristi Mindrup  
Director of Budget Matthew Bierman  
Business Administrative Associate to the President and the Board of Trustees Kerry McBride

Jane Pierson reviewed the schedule for the day

The Board broke into small groups to discuss metaphors for WIU:

- Iceberg – what we can see is our current enrollment, but beneath is so huge that we can reach out – a lot of depth in the University
- The little engine that could – used to be unknown, proving that we can and climbing that hill and being recognized
- Jim Collins “Good to Great” – bus moving forward, just about to get over the peak, we right people on the bus and are getting the right people in the right seats
- Race and runners – we have to determine if we are better in half mile, mile, sprints – determining what race we want to be in
- Fighters – keep getting up and moving forward – competition, money, etc...
- Ship in rough seas – the seas are rough but still moving forward
- Big castle that we can be a part of
- Diamond in the rough

#### President’s Report to the Board

President Thomas presented the Leading the Way to Greatness report. It is a draft for discussion and the Board will receive the final report. He discussed different sections in the report. He outlined the process of making and evaluating the goals of each Vice Presidential and President’s Area Directors. The President discussed the process, including that some goals are ongoing, as well as examples of goals that have been accomplished, including Think Purple and marketing billboard. Moving forward in marketing, will be highlighting our signature programs, highlighting alums, recognizing student achievements (Centennial Honors Scholars in local newspapers, etc...), and the success in the campaign. The Board is looking for measurable goals.

The President and Board discussed the mentoring program, Building Connections, and changes to the program for the coming year that should help increase retention. Some students are not able to return to WIU due to finances. The University is looking into work programs for students and other ways to assist students in being able to afford attending WIU.

Last year, the initiatives and accomplishments were put on the web. The President discussed what has happened over the past academic year. The President wants the Centennial Honors College on the forefront of the University. Undergraduate Research Day is growing each year. More students are being nominated for prestigious scholarship awards, including the first Truman finalist and a Fullbright scholar.

The Ph.D. in Environmental Science is awaiting approval by IBHE. The University is reviewing the Ph.D. in Law Enforcement and Justice Administration and the Ph.D. in Instructional Technology. All doctoral programs are reviewed in terms of the University’s Carnegie classification.

The President reviewed facilities initiatives and accomplishments, including the status of the Performing Arts Center, the entryway to campus, utility infrastructure, renovations, and the status of the Quad Cities Riverfront Campus.

WIU is working to increase funding for retention and the recruitment and retention of high achieving students, including the Western Commitment Scholarship and Centennial Honors Scholarship

programs. Accomplishments in international education include the Royal Thai Scholars program, and others.

The President discussed marketing, diversity, town hall meetings, legislative receptions in Springfield, the status of the campaign, and other overall accomplishments and initiatives. He also outlined initiatives and accomplishments in professional development, including the retention of faculty and staff.

The Board and the President discussed enrollment and recruiting, including a written plan.

The President reviewed his goals for the Board, as well as things he will do to make it happen and things the Leadership Team will do to make it happen. The institutional challenges for Western Illinois University continue. The Board also reviewed and discussed the Quad Cities Growth Plan.

Retreat Facilitator Jane Pierson asked how the Board might assist the President. The Trustees should think about this in anticipation of further discussion in the afternoon session of the Retreat.

Break

The Vice Presidents and the Budget Director joined the Retreat to give their reports to the Board.

#### Presentations from the Vice Presidents and Budget Director

Vice President for Student Services Gary Biller

- Presented a PowerPoint
  - Enrollment, Recruitment and Retention
  - Recruitment barriers – declining population, Illinois is #4 exporter of students in U.S., high school seniors will receive 32 solicitations from schools just by being a senior, there are 814 postsecondary opportunities just in Illinois (including community colleges, trade schools, etc...), increased competition from our neighboring states (including in terms of cost)
  - Recruitment: Freshman Profile – increased competition has shifted WIU enrollments from the suburbs into Chicago, demographic shift to students with higher need and increased median unmet need, parent involvement
  - Recruitment Strategies – redirecting resources, using student brand, understanding who is a WIU student, identifying students who can be successful, focus on first generation
  - Retention – looking at comparison of Illinois Public Universities, regular v. OAS admits, financial gap, helping needy students, aiming at the middle, mentoring program, exploring centralized tutoring students, revised FYE (including UNIV 100), exploring changes to advising, enhanced training about first generation students, exploring new payment options
  - Graduation – comparisons to other Illinois universities and future trends
  - Each FYE class has a peer mentor to work with students
  - Question from the Board – can we go to high schools and present? Yes – and help with contacts within schools to give to Admissions, Admissions is happy to help Trustees. The group discussed coordinating with Admissions in terms of making sure of compliance with the number of allowed visits by Universities.

Vice President for Advancement and Public Services

- Updated the group on the capital campaign
- Updated the status of the Foundation
  - Development Officers reporting to the Foundation at meetings
  - \$2M in assets in 1990. Over \$50M in assets currently. Just in this campaign, has doubled in size.
  - Money is kept in the local banks
  - All of fixed assets at the QC Bank and Trust

- Aware of planned gifts to Western Illinois University. These allow WIU to plan for the future, and the uses of those gifts are specifically agreed upon by the Donor and WIU
- Goals, priorities and challenges
  - Already working on developing the next steps to follow the conclusion of the campaign
  - Annual Fund, phonathon (and other ways to contact)
  - Logo – handed out the logo guidelines to the Board and discussed the use of the logo
    - Introduction to the new “W” logo
  - Think Purple Campaign shirts to businesses for their employees to wear. Creates a real sense of community support for WIU.
  - Television crew came under area last year. Looking at new 15- and 30-second commercials.
    - Discussed the budget for marketing and how the commercials in movie theatres factor into that overall budget
    - Looking to focus on successful students and alums
    - Going to Chicago next week to film the WPA art restoration project, film tour of Children’s Hospital and interview alum Pat Magoon and film at Shedd Aquarium
  - Marketing – Billboards
    - Targeting specific students in areas
    - Took four successful students and ran a full page ads with the students in each of their local areas
  - Challenges
    - Hiring of employees in the division
    - Marketing budget
    - Staying abreast of technology, social media, logos, etc...
    - More alums = more contacts to be made
  - Question about working more with WQPT. Improving and looking forward to working with the new manager. There is opportunity to get more programming. There are some
  - Discussion about land sales, both at WIU and in the state of Illinois
  - Question from the Board about combining Macomb and Quad Cities marketing. This will be considered
  - Question from the Board about educating alums on the cost of college now versus what it was when they attended. VP Bainter discussed things they are trying to do to convert allegiance into giving, which is in part through education.
  - There is support for Western News among alums. The group discussed the challenges of funding, but the Western News is not going away.

Director of Budget Matt Bierman

- Presented a PowerPoint – Budget Outlook FY14 and Beyond
  - Budget is separated into three components
    - Auxiliary Facility System (AFS) – money there is completely separate, separate bank accounts, per State rules. Money cannot be mixed between lines.
    - Others (grants/locals)
    - Today will focus on Appropriated Funds (tuition and state) – where faculty are paid, instructional are paid. \$51.2M state appropriation, plus tuition.
  - History – how did we get here
    - Declining State appropriations
    - Enrollment Trends
    - Income Fund vs. GRF
      - More now from income fund than state appropriations – a complete shift in financing)
    - History of tuition and fees
  - Total Income – Appropriated Funds

- Net tuition, GRF and other
- Total Expenses – Appropriated Funds
  - Operating has been stable – due to cuts, which came out of operating first
  - Deferred maintenance has also been cut
  - Increase in personal services
- Income and Expense comparison since FY09
- Cost Per Credit Hour – 6% increase in past three years for total cost
- Direct Cost v. Maximum Aid
- University Cash Balances – looking at what we have and what is required to run the University each month (approximately \$10M)
  - Cash on hand to pay bill is different than budget
  - Need funds on hand to “float the State” when money has not been received in a timely manner
  - Without this on hand, WIU cannot meet payroll – and we have to meet payroll
- June 30 Cash Balance – cash, reserve, cash balance without reserve
- Have and will continue to practice sound fiscal management
- Have been able to avoid furloughs and layoffs
- Income fund balance – including revenue, expenditures, excess/deficit, reserve balance
- Discussion on what to have in the reserve the Board support for the reserve
- 3-year projections
- Budget pressures – salary increases, pension shift, enrollment, college affordability and financial aid gap

#### Break for Lunch

#### Associate Vice President for Quad Cities and Planning Kristi Mindrup

- Goals and priorities are a collaboration of the Quad Cities community, internal and external
- The Quad Cities Campus is a collaborative effort and community based
  - Students will be well integrated into the community
- We are part of one Western
- Initiatives are not just Quad Cities – cross all areas, all VP areas
- Comparing to a speedboat. Agile and ready to help
- Per Board Request, presentation on total student credit hours at the WIU-QC Campus.
  - Strategically sequencing courses to maximize enrollment in classes while preserving academic quality and integrity
- University Planning
  - Advance Long Term Planning Committee
- Question about Train Depot. Identifying a solid timeline. Groups are reviewing how the space may be used.
- Question regarding differential tuition.

#### Vice President for Administrative Services Julie DeWees

- Have reallocated funds to put into facilities
- Used attrition money to buy computers for people, specifically for those areas (such as AIMS, Business Services) in which employees need current technology
- Cost for Mainframe was much lower than expected
  - We were at maximum capacity
  - Had to invest at least one more time in a mainframe even if moving away from one as already at the limit
- Purchasing laws and regulations

- Self-supporting agencies on campus. Trying to turn those entities around. Have to decide what we are going to do.
- Biennial Audit of Human Resources. Many thanks to Trustee Cole for his service on the Merit Board.
- Policies on campus. Some are old. Will be going through all the policies to do an update.
- New director in public safety

Provost and Academic Vice President Ken Hawkinson

- Many good things happening at WIU regardless of budget
- Faculty research is continuing to happen
- Continuing to move forward in identifying signature programs
- Faculty and staff receiving the PAA Awards
- 220 portfolio evaluation. Exhaustive process with multiple layers. Part of the process is to praise people and tell them they are doing a good job, but also to provide constructive suggestions to those needing it.
- Continuing to innovate programs
- Three faculty Fulbright scholars and 1 student Fulbright
- Continue to diversify faculty through Underrepresented Dissertation Fellows program
- Discussed continuing goals and tentative goals, including plans for enrollment management and retention, implementing new First Year Experience (FYE) program, increasing enrollment in international studies, facility enhancement and technology support
- Challenges – significant budget cuts to operating budgets in the divisions, more paperwork
- Provost was named to the National Relations Board. This is quite an honor.

#### Strategic Planning for Scarce Financial Times

President Thomas presented a PowerPoint. Budget Director Matt Bierman assisted with the presentation.

- Looked again at different categories of money – appropriated, AFS and other
- 13% reduction in State appropriation in last 4 years.
- 8% increase in expenses over same period (even with budget reductions)
- 61% increase in tuition in 8 years (18% over 4 years)
- Cash flow and reserve balance
- Impact of pension legislation
- Unpredictability of State funding
- Decline of high school graduates (until 2019)
- Looked at the number of Illinois high school graduates projected each year
- University Reserve balances
- How have we managed – Instituted fiscal policies to conserve resources
  - VP Approval for expenditures over \$500
  - Budgets loaded at reduced amount to begin fiscal year. Final loads contingent upon enrollment and available funds
  - Review of all hiring and only essential positions replaced
  - Reduction of money spent on deferred maintenance and internal construction projects
  - Reallocated resources from low performing areas to areas of growth
  - FY2011 – 3.5% reduction in divisional budgets – consolidating departments in different areas, no campus raises, eliminated some administrative positions and reduced operating budgets in many areas
  - FY2013 – 2% reduction in divisional budgets
  - FY2014 - \$4.8M reduction in divisional budgets (specific to salary increase for each area)
- Impact of reductions – comparing expenses with cuts and without cuts
- Reviewed positive budget impacts and negative budget impacts

- Looking at scenarios
  - Best case – how would we use additional revenue
  - Worst case – program reviews, department consolidation, consider moving out outsourcing services, reduction of services to student and to staff, educational changes, increase in the cost of attendance (greater than normal)
  - Budget Director Matt Bierman handed out budget scenarios
- FY15 and Beyond
- What can we accomplish
  - Some facilities improvements
  - Strategic academic program growth
  - Quad Cities growth plan
  - Evaluate critical areas that require (re)investment
  - Fundraising for scholarships and capital improvements

### Board of Trustees Goals for the Upcoming Year

#### Review of Committee Roles and Responsibilities and Committee Assignments

- Finance Committee
  - Lyneir Cole, Chair
  - William Epperly, Member
- Audit Committee
  - Phil Hare, Chair
  - Andre Ashmore, Member
- Presidential Evaluation and Assessment Committee
  - Carolyn Ehlert Fuller, Chair
  - Lyneir Cole, Member
- Academic and Student Services Committee
  - Yvonne Savala, Chair
  - Roger Clawson, Member

#### Responsibilities for the Student Member of the Board of Trustees

##### Board Goals for 2013-2014

- Trustee-In-Residence Program – encouraged to come at least once a year
- Continue to really work to be a cohesive group
  - Transparency
  - Agree to disagree
  - Communication
  - When decision is made – no hard feelings
- Project focus
  - Bell tower
  - Trustee Park, trees
    - Union Room
- Trustee presence at events
- Outreach – talking points and participating in programs
- Give to the University
- Legislative Day – attend

#### What do Trustees Need from Each Other?

- Communication
- Respect
- Not to assume
- Guidance
- Patience and communication



- Happy to help in anyway. Always something to learn.
- Transparency and information and a good solid exchange (both with/from Leadership Team and within the Board)

What does the President Need from the Board?

- Support
- Honesty and integrity
- Take the personal or the politics out of the discussion – focus on issues
- Respecting one another
- Trust one another

#### Guidelines for Evaluating the President

Trustee Ehlert Fuller outlined the history of the evaluation and the research that took place for the report today.

- Should have a written policy – the draft of the Presidential Evaluation Timeline does that
  - Reviewed the timeline and proposed changes to the process going forward
- Discussion regarding the survey for Trustees
- The Committee will work on developing the survey

#### Next Steps and Closing Comments

- Closing Comments from Retreat Facilitator Pierson
  - Thank you. Has been great to work with you.
- Closing Comments from President Thomas
  - Thank you Jane Pierson. You have been here long enough that you know the University and bring the best out of all of us. I want to thank the Board members for all you do. This Retreat has been one of the best. We have gotten to those critical issues we need to continue throughout the year to keep you informed. Thanks to Kerry for keeping everyone informed. We are looking forward to a very prosperous year. Thank you.
- Closing Comments from Chair Early
  - I want to thank everyone for taking time out of your schedule to be here. Hope you have gotten a lot out of the day. Maybe we want to consider meeting a little earlier next year if we are going through this volume of material. Thank you to Jane for the pre-time, amending the agenda, and the time we have spent discussing the materials. Thank you to Jack and Kerry for all their work.

### **NEXT MEETING**

The next meeting of the Board of Trustees will be October 11, 2013, at the University Union Capitol Rooms in Macomb.

The Board Retreat adjourned at 4:29 p.m.

Cathy Early, Chair  
Kerry McBride, Business Administrative Associate