

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Retreat
August 2-3, 2021

Tuesday, August 3, 2021

The retreat of the Western Illinois University Board of Trustees convened at 8:00 a.m. on August 3, 2021, Riverfront Hall, WIU-QC Campus, Moline, Illinois. Trustee Doug Shaw, Chairperson, presided.

Trustee Aguilar made a motion to convene to Open Session, seconded by Trustee Lang.

Trustee Polly Radosh	Yes
Trustee Doug Shaw	Yes
Trustee Greg Aguilar	Yes
Trustee Kinsey Tiemann	Yes
Trustee Erik Dolieslager	Yes
Trustee Kisha M. J. Lang	Yes
Trustee Carin Stutz	Yes
Trustee Patrick Twomey	Absent

The following Trustees were present:

Trustee Doug Shaw
Trustee Erik Dolieslager
Trustee Kisha Lang
Trustee Greg Aguilar
Trustee Polly Radosh
Trustee Carin Stutz
Trustee Kinsey Tiemann

Also present:

President Guiyou Huang
David Braverman, Vice President for Student Success
Billy Clow, Interim Provost and Academic Vice President
Amber Schultz, Vice President for Enrollment Management
Gary Swegan, Interim Associate Vice President for Enrollment Management
Shannon Sutton, Interim Vice President for Finance and Administration
Kristi Mindrup, Assistant Vice President, Academic Affairs
Mark Mossman, Associate Provost and Associate Vice President, Academic Affairs
Liz Duvall, University Legal Counsel
Ilon Lauer, Vice Chair of Faculty Senate
Troy Rhoads, Executive Director of Facilities Management
Joe Roselieb, Executive Director of Auxiliary Services & Risk Management
Justin Schuch, Executive Director of Retention Initiatives
Darcie Shinberger, Executive Director of University Communications
Dawn Schmitt, Interim General Manager of WQPT
Michael Sowinski, Director, Internal Auditing

Danielle Surprenant, Director of Athletics
Athena Brooks, Senior Executive Assistant to the President
Nicky Friedrichsen, Board Staff

PRESIDENT'S REPORT

President Huang introduced new staff members: Amber Schultz, Vice President for Enrollment Management; David Braverman, Vice President for Student Success; Kinsey Tiemann, Trustee; Athena Brooks, Senior Executive Assistant to the President

President Huang gave an overview of the day's agenda and where the university is at for enrollment numbers, the international student situation, financial snapshot, and retention statistics.

Search update: CFO Search will relaunch; Vice President for Advancement and Alumni Relations search will commence; Provost Search should begin in September.

Fall return to campus plan includes mandatory COVID testing and a strong expectation for vaccination. Vaccination will not be mandated due to varying interpretations of the efficacy of the vaccine. Available vaccines are for emergency use and not fully FDA approved.

PUBLIC COMMENT

None.

OVERVIEW AND PLANS FOR QUAD CITIES

Dr. Kristi Mindrup

Dr. Mindrup gave a brief history of the Quad Cities campus, the community partnerships, the priority of reinforcing staff resources, commitment to student experience and operational efficiencies, rebranding, career preparation, and strategic planning. The Quad Cities strategic plan is integrated into the university's strategic plan.

WQPT

Dawn Schmitt

Dawn showed a video highlighting WQPT's activity in the area. WQPT airs 25% of national programming and has the ability to air local programming. When in the community and in schools WQPT represents WIU and WQPT both. Recently WQPT has completed strategic planning and has aligned that with WIU's strategic plan and message.

FACULTY SENATE

Dr. Ilon Lauer

Dr. Lauer provided an overview of what Faculty Senate is, reading from the preamble of the Faculty Senate constitution. Faculty Senate is represented by both campuses, and has a robust governing model that focuses on facilities, budgeting, academic affairs, athletics and conducts evaluations of the President and Provost.

Trustee Lang requested that Faculty Senate develop a faculty recognition program and present it to the Board.

ATHLETIC PROGRAMS

Danielle Surprenant

Ms. Surprenant highlighted the goals of Athletics. The number one priority is to stabilize staffing. The department will also implement a marketing plan, work to curb the deficit and enhance efficiency.

FINANCIAL SUSTAINABILITY, BUDGET AND OPERATIONAL EFFICIENCY

Shannon Sutton and Michael Sowinski

FY22 Preliminary Spending Plan was approved in June at \$106.5M, based on flat appropriation, and the FY22 All Funds Budget will be presented at the September Board Meeting. Enrollment is key but it is important to be mindful of the expenses that do not change with enrollment: payroll, footprint of campus.

To be financially stable: increase enrollment, not rely on state appropriation, reduce expenditures.

Higher Values in Higher Education nuggets:

- Enrollment: Stabilize Enrollment at 10,000 students and student to faculty ratio would naturally be 17:1. National average is 22:1.
- Modernizing technology: Our system works but is inefficient.

President Huang: Resources by definition are limited. Vision without resources is a hallucination.

RECRUITMENT, ENROLLMENT AND RETENTION

Gary Swegan, Doug Freed and Justin Schuch

President Huang began by thanking Gary Swegan for his work with WIU as we have transitioned Enrollment over to Amber Schultz. Gary Swegan said enrollment has stabilized and we are up by four students for summer enrollment.

For fall 2021 graduate international students will make up WIU's enrollment deficit and will get us back on track. The enrollment goal of 10,000 students was set during the 2016-2017 academic year and would have represented a flat enrollment at the time.

Doug Freed thanked his outgoing boss and welcomed his incoming boss. An overview of the strategies are as follows:

- Closer alignment with Marketing (data analysis, digital marketing)
- Expand Discover Western, Explore Western, Academic visits
- Cost is still the number one driver for parents, so scholarships are important

Justin Schuch presented some retention initiatives:

- 69.4% is current retention rate (Fall 2020 Cohort), Hispanic 76.1%
- First Year Advising model
- Phone calls to students
- Early Intervention Program
- Retention Plan formed

Typical students apply to 7 institutions on average (more aspirational due to test optional movement from COVID).

FACILITIES

Troy Rhoads

WIU has over \$500M in deferred maintenance. Since the budget impasse and enrollment decline the master plan is in need of changes to determine where we are at and where we are going. Space utilization studies should be updated, and our facility conditions need to be evaluated. A number of facilities have been taken offline, and though that does cost money, it does reduce deferred maintenance. It is possible to maintain an offline facility so that it looks aesthetically appealing.

The Master Plan is from 2012, Spacialization study is from 2014 and both need to be updated.

OVERVIEW OF ACADEMIC PROGRAMS, HIGHER VALUES IN HIGHER EDUCATION UPDATE

Billy Clow and Dr. Mark Mossman

- It is critical to retain new faculty.
- ABET Accreditation will occur this fall for Engineering.
- Cybersecurity program is up for review and is accredited by the NSA, which would allow us to have Center for Academic Excellence designation.
- The university had a successful HLC assessment and accreditation.

INSTITUTIONAL DISTINCTIVENESS

Darcie Shinberger and President Huang

Distinguished programs:

Retention support for mental health, scholarships and aid is the chief concern for students

Ideas:

Guaranteed admission program

Parent mentoring

Highlighting uniqueness of core values

Set QC campus as the dual enrollment institution

President Huang would like strong programs highlighted and allocate resources to those strong programs but not at the expense of others, continuous improvement.

COVID PROTOCOLS AND FALL RE-OPENING

Dr. David Braverman and Joe Roselieb

Vice President Braverman handed out an overview of the functions of Student Success. Highlights are new food service offerings in the Union, eSports team launch in Macomb, Alumni Plaza ribbon cutting, and COVID planning.

Protect The 'Necks II COVID-19 Fall Plan:

- WIU strongly encourages all members to receive the vaccine
- WIU will require everyone to participate in weekly COVID-19 testing with option to opt out by proving vaccination
- Incentive prizes available
- Individuals can submit proof of vaccination online or in person
- Vaccination clinics will occur on campus throughout the semester
- Free tests at both campuses
- Participating in SHIELD testing and CRL testing
- Testing at Campus Rec and Riverfront Hall
- Results within 24 hours
- Incentive prizes for testing
- Failure to participate will result in student conduct/human resources disciplinary action

Why not mandate the vaccine?

- Our protocol and response is one of the best within the state, region and nationwide.
- Geographic location supports isolation
- No FDA approval and is Emergency Use Authorization only

Face coverings required by all indoors

350 quarantine/isolation rooms

Plan if numbers increase:

Will monitor with Dashboard information, Vaccination proof submissions, Complicity in testing program, Bayliss bed count, 14-day average, Hospital ventilators, Health Dept./IDPH guidance.

Consequences:

- Limited or cancelation of events/activities
- Capacity limits
- Testing frequency requirements

- Enhanced protocols/restrictions related to travel

President Huang thanked the faculty and staff for attending and providing presentations.

BOARD DYNAMICS AND COMMUNICATIONS

Chair Shaw and President Huang

Chair Shaw introduced the Board Agreement

BOARD RESIDENCY

An office will be available for Board member's residency on both campuses.

OTHER COMMENTS

Board of Trustee members further discussed and clarified the previous days action item and their personal thoughts in regards to the difficult decision.

Trustee Stutz made a motion to adjourn, seconded by Trustee Aguilar.

Trustee Aguilar	Yes
Trustee Twomey	Absent
Trustee Lang	Yes
Trustee Stutz	Yes
Trustee Dolieslager	Yes
Trustee Tiemann	Yes
Trustee Shaw	Yes
Trustee Radosh	Yes

Meeting adjourned at 1:46 pm.

Minutes respectfully recorded by Nicky Friedrichsen, Board Staff