

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES RETREAT

October 20, 2022  
Western Illinois University  
Macomb, Illinois

## October 20, 2022 – Stipes Hall 501, Macomb

### **Motion to Convene to Open Session – 9:00 a.m.**

**Action**

Trustee moved to convene to open session at 9:00 am.

Motion: Twomey

Second: Cornell

#### Roll Call

Trustee Polly Radosh	Yes
Trustee Patrick Twomey	Yes
Trustee Cody Cornell	Yes
Trustee Erik Dolieslager	Yes
Trustee Carin Stutz	Yes
Trustee Kisha Lang	Yes
Trustee Doug Shaw	Yes
Trustee Greg Aguilar	N/A

Motion approved.

Motion to include Trustee Carin Stutz and Trustee Kisha Lang via Zoom.

Motion: Trustee Dolieslager

Second: Trustee Cornell

#### Roll Call

Trustee Patrick Twomey	Yes
Trustee Cody Cornell	Yes
Trustee Erik Dolieslager	Yes
Trustee Polly Radosh	Yes
Trustee Doug Shaw	Yes
Trustee Greg Aguilar	N/A
Trustee Kisha Lang	N/A
Trustee Carin Stutz	N/A

Motion approved.

## **Public Comments**

Patrick McGinty – This University is not just programs, practices and policies it is people. President Huang has taught us the three important R's – Recruitment, Retention and Revenue. Please remember those people on campus that recruit, are part of the UPI, those who are in charge of retention are UPI. Those members create revenue. I ask that we join together to lobby Springfield. We all know the importance of the Appropriated budget. I ask that labor and management work together on those common concerns that we share.

## **Chairperson's Remarks**

Mr. Doug Shaw

- Good to be back in Stipes on the Macomb campus for our meeting and for Homecoming. Thank you to all who are attending the retreat and online. Board training is important and I recommend that we review the Board Agreement and Code of Conduct in June.
- Review of events attended since the last meeting including the groundbreaking for the Performing Arts Center and I was at the MCC as a judge for the Black Student Association Court. I'm looking forward to homecoming events and to winning the game on Saturday.

## **President's Remarks**

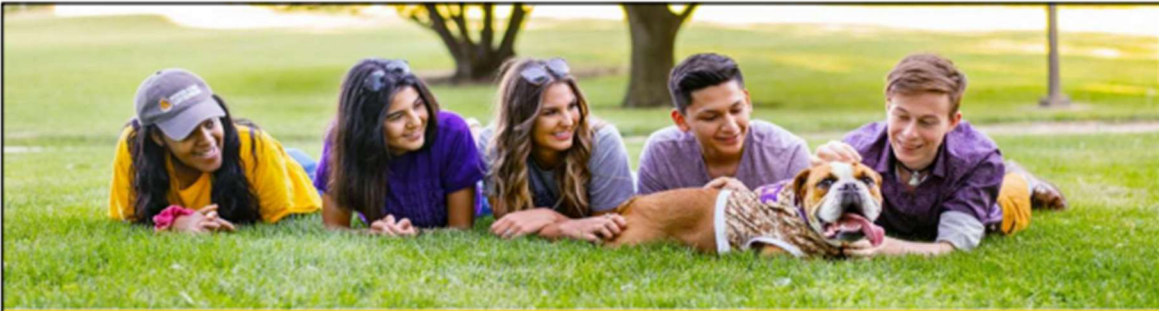
President Guiyou Huang

- Welcome everyone to the board retreat. Let me say a few words about Patrick's comments. I feel we have a good relationship and I am willing to work closely with UPI. We agree that people are the most important here at WIU. People, policies, processes and procedures. Of all of those, people come first. In higher education we make people better.
- Thank you to the trustees for attending in person and via Zoom.
- As a former citizen of China, I have been watching closely what they are doing over there with their policies and how it is affecting higher education. In this country our trustees hold a very important position and I want to say thank you to them for what they do.
- The leadership team we have at the top level at WIU are all here today. As you know we will be losing Darcie soon because she is retiring. She has been here for 30 years and done a fantastic job for me and the University. We will be working closely with her replacement Alisha Looney. She has been trained by Darcie and well educated.
- The new Provost, Manoochehr Zoghi, has been here three and a half months and he hit the ground running. He is very thoughtful and has made positive changes.
- Mike Murtaugh joined us as the Interim Vice President for Advancement, Alumni Relations and Athletics. He has great experience and has had a lot of successes. He has brought fresh ideas about donor base building.
- John Smith is with us as the Interim Vice President for Student Success. He has now been in his role for about three months, though he did this job for two years a while back.

- We have been a very cohesive Cabinet working together closely on important issues. You will hear from some of them today.
- Recruitment, Retention and Revenue, I believe in it. I agree with Patrick that we need to work harder with the state.
- Many of you attended the CPA groundbreaking ceremony. I have been writing a chapter for a book that will be published and it has given me an opportunity to reflect on my career. When I was thinking about the CPA project I realized that the seed was planted 48 years ago for this project. For the last 16 years the seed has grown a little more each year, we have now broken ground. I want to commend the Governor, the Deputy Governor, and the legislature for making this project happen. Troy Rhoads, Jeanette Malafa, Shannon Sutton, and Billy Clow spent hours and hours on this project and it is finally happening. As I talk to people in town they are very excited about the new building. This is a very important development for this University.
- Many offices are working hard to make homecoming successful. I hope you will be able to stay and join us at many events. This will be another great week for WIU and I want to thank all of you for being here for this retreat.
- You will see the names listed here for presentations, but this is your retreat. This is mostly for us to brainstorm and come up with ideas.

### **Agenda**

10am – 11am            Enrollment, Retention and Advising -- Provost and Academic Vice President, Manoochehr Zoghi and Vice President for Enrollment Management, Amber Schultz



## Recruitment, Retention & Student Success

**Amber Schultz**  
Vice President for Enrollment Management  
**Manoochehr Zoghi**  
Vice President for Academic Affairs and Provost



## Demographic decline = Fierce Competition and Price Sensitivity

- Students are questioning if college is worth it
- Median household income has declined
- There is an art and science to establishing price, discount rate, and achieving desired net tuition revenue
  - WIU needs to develop and implement an effective financial aid leveraging strategy



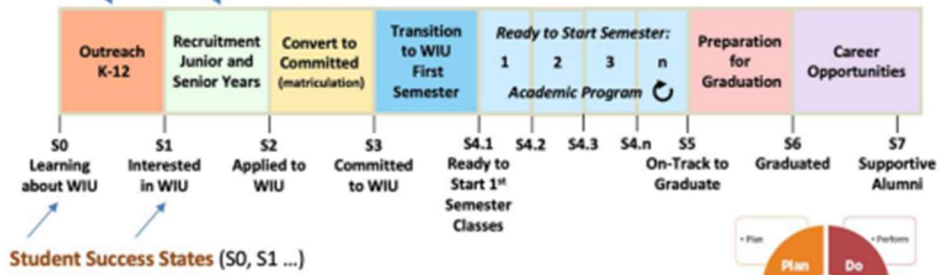
# Shared Objectives

## Enrollment Funnel



# Four Pillars to enable student success at WIU

Student lifecycle flow – Standard process steps to collectively identify and remove barriers



## Four pillars to enable student success at WIU

- I. Academic and career success
- II. Access, affordability, and financial stability
- III. Support personal growth (health & wellness, belonging)
- IV. Promote social responsibility (DEI, service-learning & comm engagement)



# Retention and Graduation Rates

Four-Year and Six-year Graduation Rates



## EM OKR's

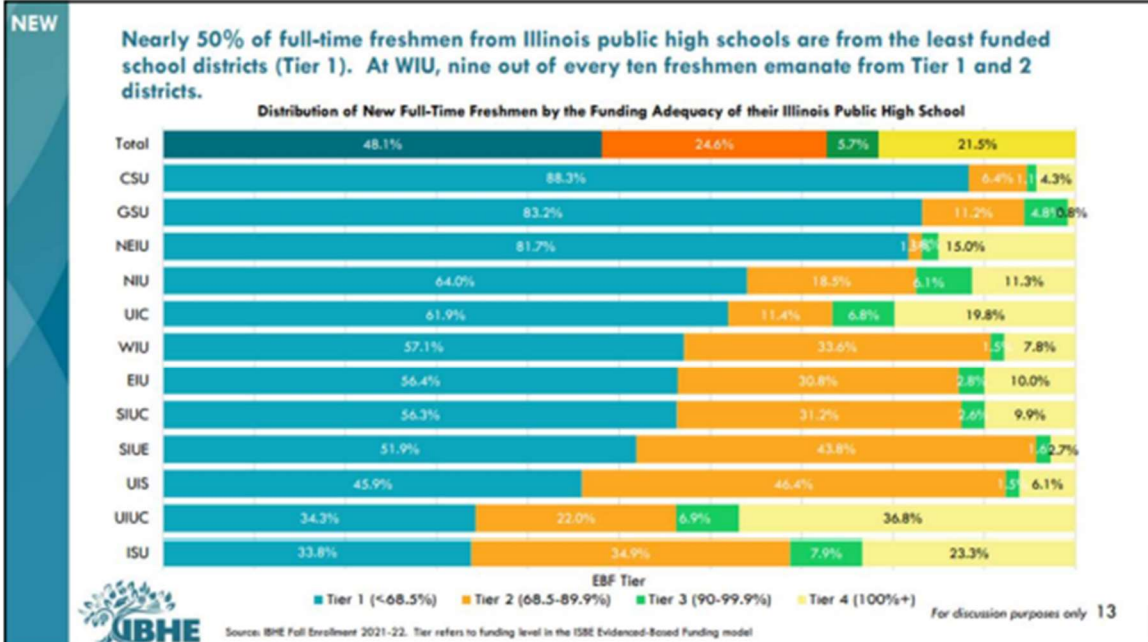
- Objective- Increase enrollment by at least 15% by 2027 via both recruitment and retention
  - Key Results- Increase #'s and conversion along the funnel
    - Lead Generation & Campus visit yield
    - Improve retention through improved student experience- in person, western online, and advising
    - Optimize aid



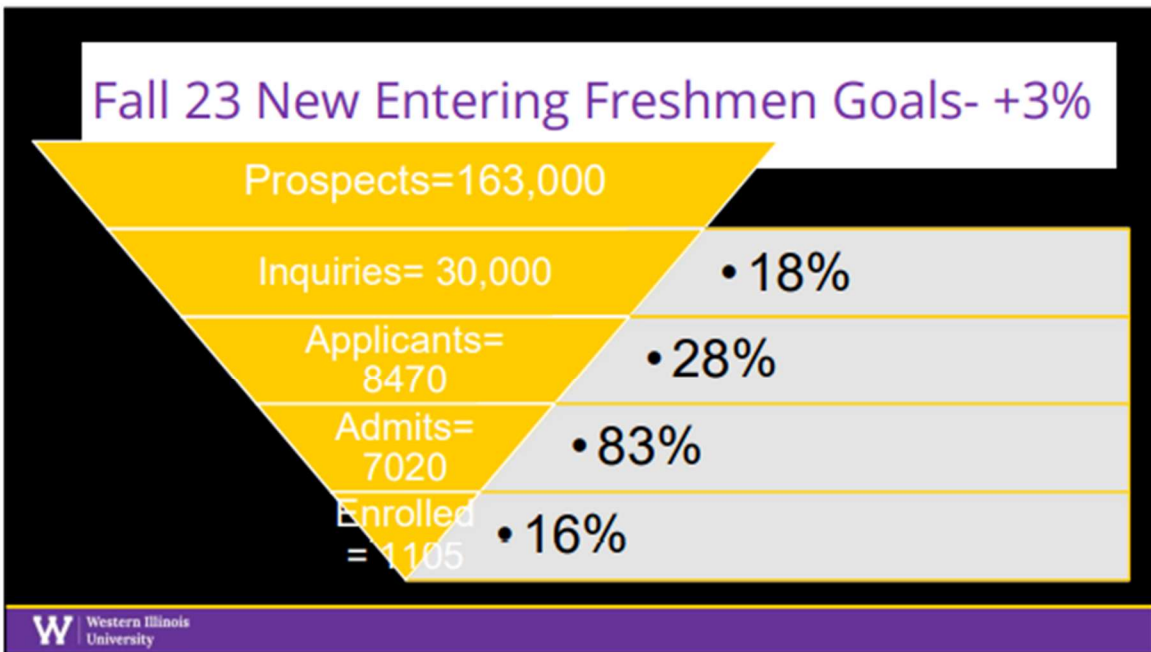
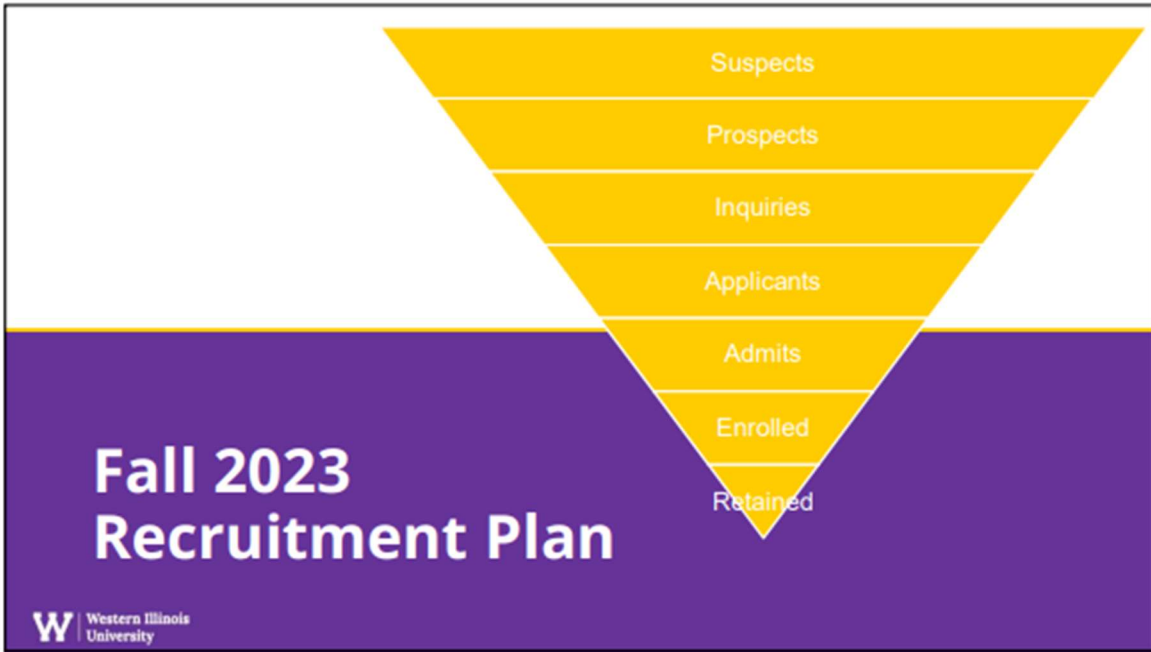
## Fall 22 Enrollment

## WIU- 1 of 4 IPU's with enrollment increase

- Compared to the other IPU's
  - WIU enrolls a larger percentage of low income students and students from underfunded high schools
  - WIU enrolls a significant number of African American students when compared to our peers
  - WIU enrolls a significant number less of Latinx students when compared to our peers
  - WIU has improved but still has significant opportunity gaps between white students and students of color as well as between low-income students and non low income students







## Fall 23 New Entering Transfer Goals - +3%

Inquiries= 7800

Applicants=  
1550

• 20%

Admits=  
995

• 64%

Enrolled  
= 657

• 66%

## Fall 23 New Entering Graduate Goals= +even

Applicants=  
5095

Admits=  
2340

• 46%

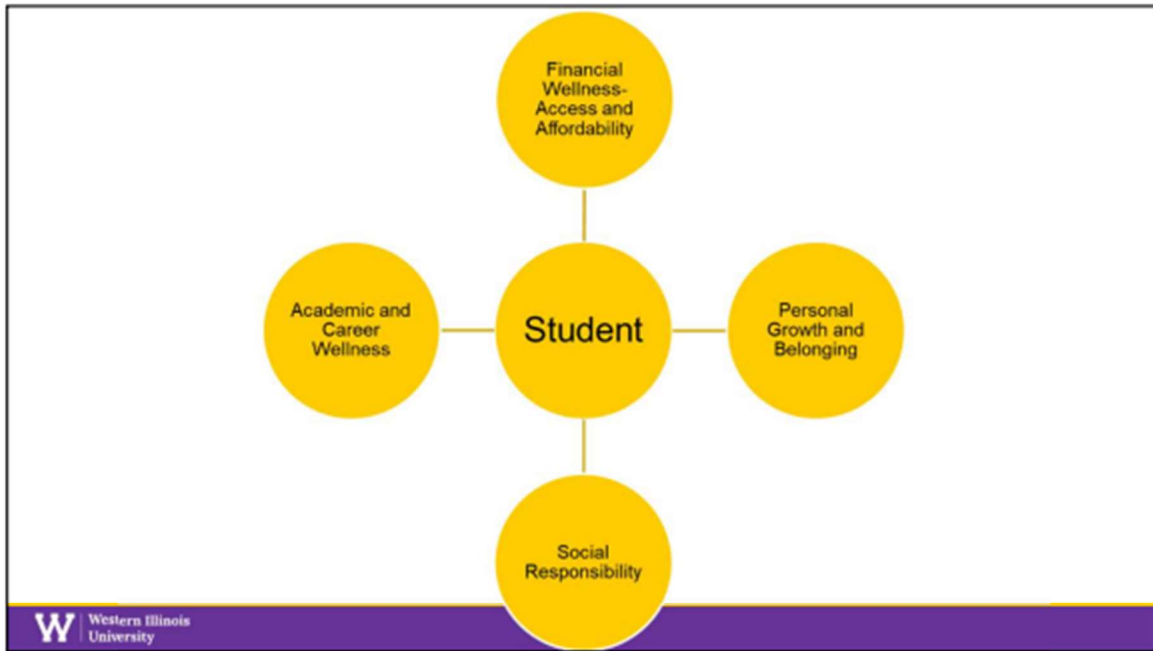
Enrolled  
= 740

• 32%

## Objectives

- Market share recovery goals
- Lead generation
- Personal and Responsive Communication
- Improve the On-Campus Visit Experience
- Strategic Travel
- Sales training
- Non-Cognitive variables
- Slate CRM
- Student Centered Paradigm

# Retention



## Proactive Outreach and Wrap around support

- TEXTING!!!!
- 1<sup>st</sup> 4= Effective on-boarding
- Constantly checking in on students on their financial, social, and academic health
  - Connections Mapping
  - EdSights and Predictive Analytics
  - CARE Referrals
  - FA class activity reports

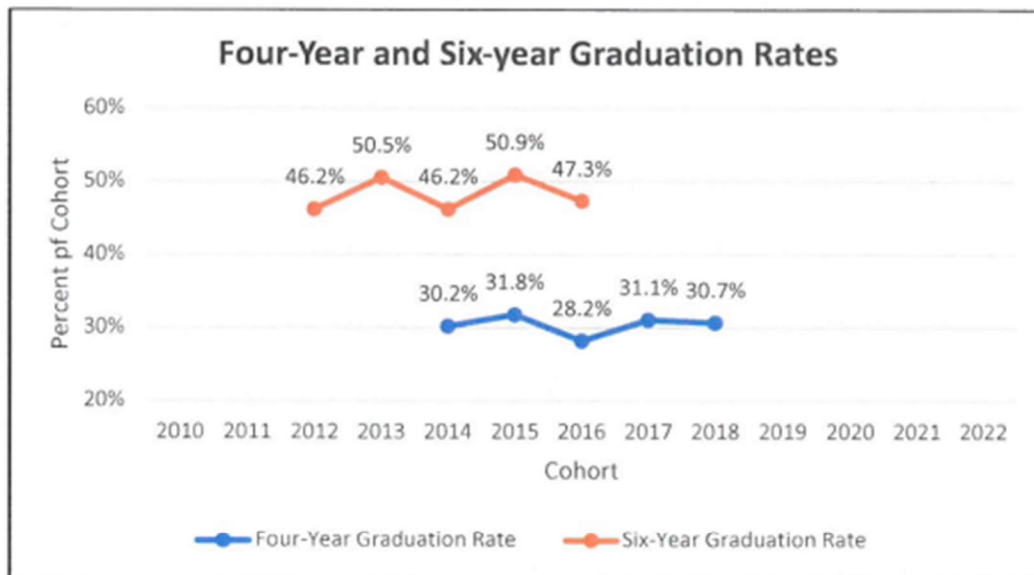
## Alignment and Accountability

- Partnership with Academic Affairs to align the college specific retention plans with the campus wide retention work



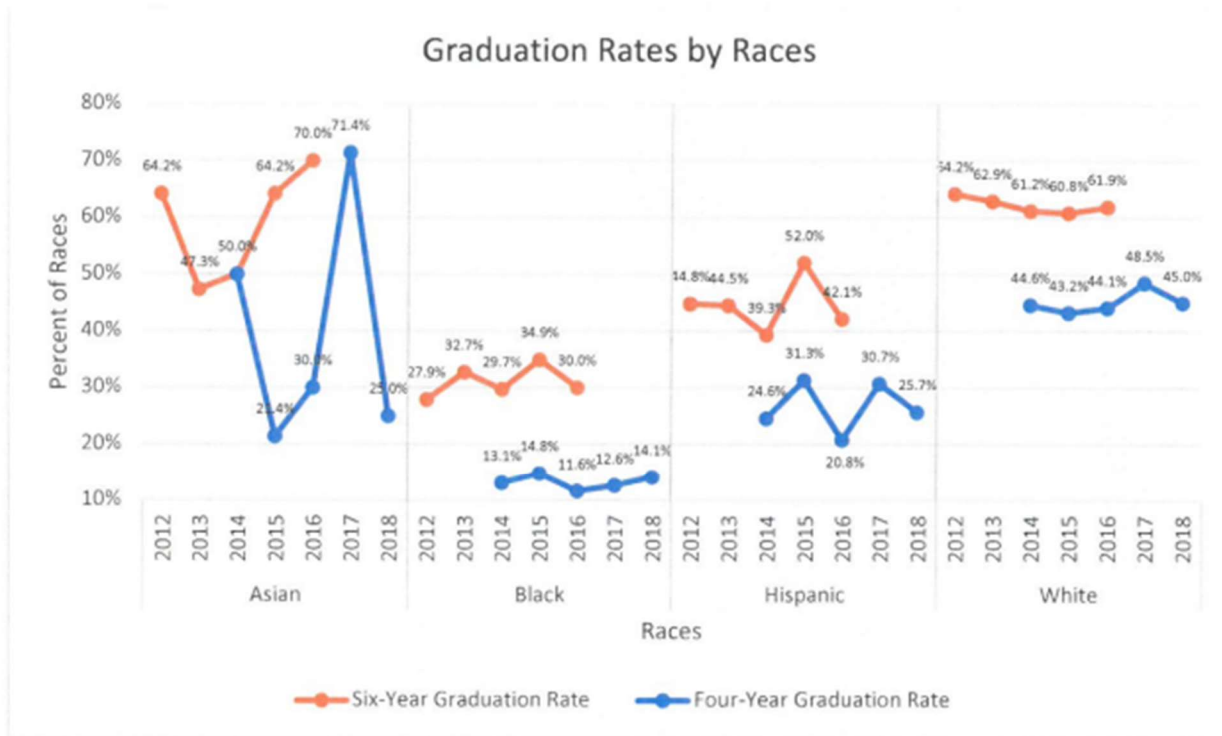
1. Overall Four-Year and Six-Year Graduation Rates (most recent cohorts available):

The most recent four-year graduation rate is 30.7%, which represents the first-time, full-time new freshmen who started at WIU in 2018.

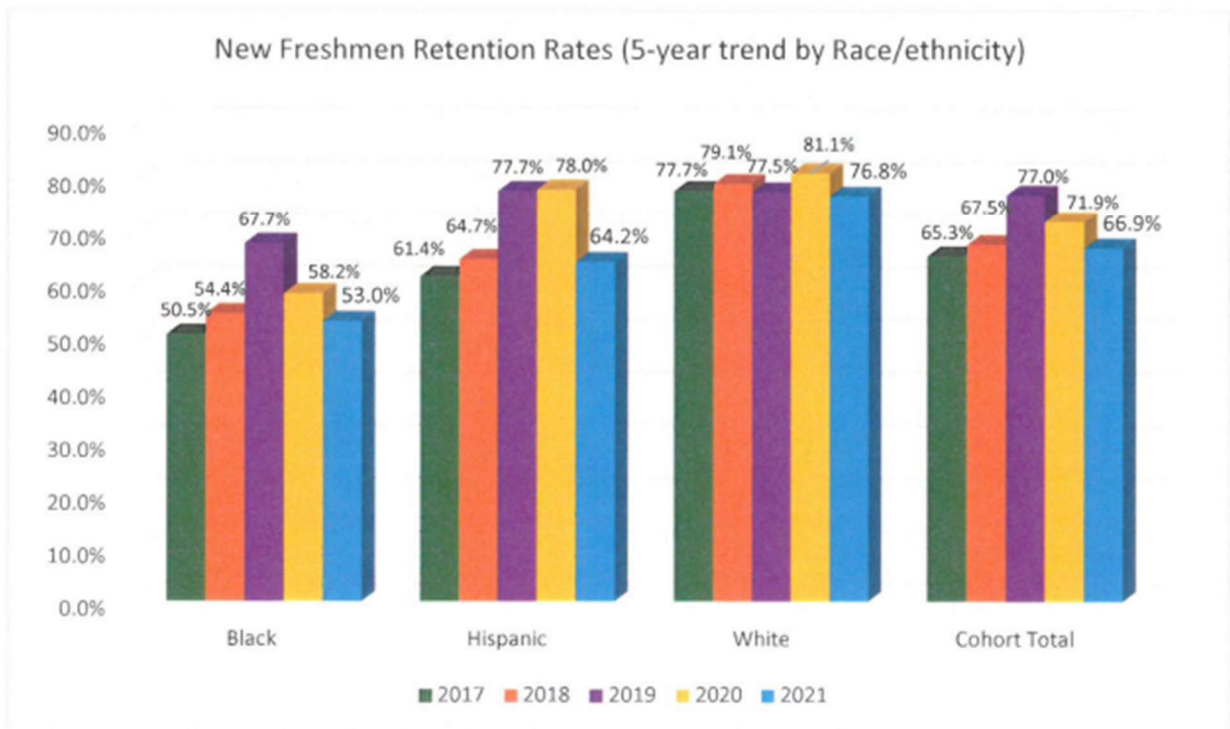


The most recent six-year graduation is 47.3%, which represents the first-time, full-time new freshmen who started at WIU in 2016.

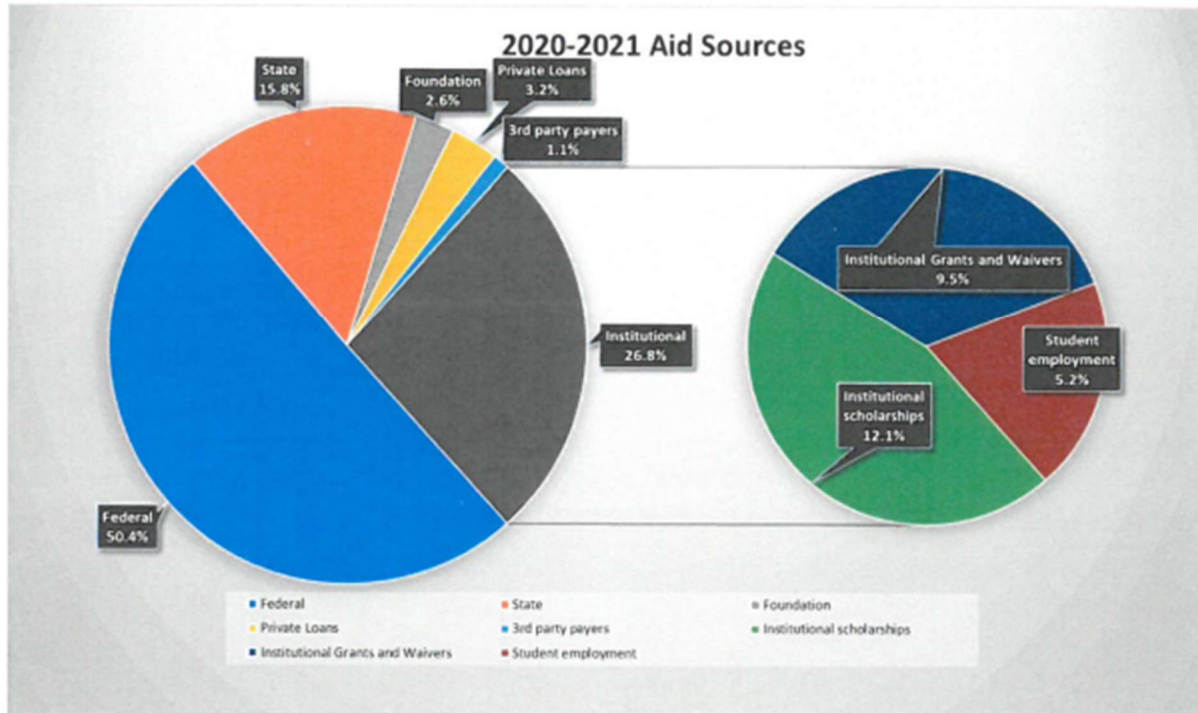
2. Four-Year and Six-Year Graduation Rates by Race/Ethnicity



3. First-Time, Full-Time New Freshmen Retention Rate by Race/Ethnicity



One of Dr. Huang’s Presidential priorities is to achieve fiscal sustainability for WIU. The increased use of institutional dollars to provide financial aid and scholarships to students is a significant vulnerability in our ability to achieve fiscal sustainability. In the past several years WIU’s expenditure on institutional aid has increased exponentially and has increased from less than 20% of the total aid provided to students to 27% of the total aid provided to students.



\*- Institutional dollars include Institutional scholarships, Institutional Grants and Waivers and Student employment and are an **expenditure** not revenue for the institution

Federal	\$49.8 million
State	\$15.6 million
Institutional Scholarships	\$12 million
Institutional Grants and Waivers	\$9.4 million
Student Employment	\$5.1 million
Foundation	\$2.6 million
Private/Alternative Loans	\$3.2 million
3 <sup>rd</sup> Party Payers	\$1.1 million
Total	\$98.8 million



Federal, State, Foundation, Private Loans and 3<sup>rd</sup> party payers are BOTH sources of student aid and institutional revenue. Institutional aid is a source of student aid BUT is an institutional expenditure. Our current decline in net tuition revenue, increasing discount rate, and increased institutional aid expenditure must change, it is not sustainable.

Average Net Tuition Revenue at WIU has declined significantly over the past few years and our discount rate has increased significantly over the past few years. Continuing on our current trajectory is not sustainable and must be addressed ASAP with a strategic institutional discount plan that optimizes our enrollment, increases our net tuition revenue, and decreases our discount rate.

WIU Historical data for context – In order compare WIU to our peers net tuition revenue and discount rate is calculated and track for our first time full time freshmen cohort

	16-17	17-18	18-19	19-20	20-21
Total Amount of Institutional Aid	\$4,077,520	\$3,493, 942	\$2,777,652	\$3,815,579	\$7,065,285
Average Amount of Institutional Aid Awarded	\$5142	\$5013	\$5715	\$5984	\$7173
Average net tuition revenue	\$9872	\$9963	\$9942	\$8940	\$6598
Average discount rate	21.99%	22.75%	23.24%	32.56%	50.44%

The WIU discount rate is higher than the SIU-C, EIU, and NIU (I am still looking at the other peers)

	WIU	SIU-C	EIU	NIU	RNL Public avg
Avg. Discount Rate	50.44%	42.62%	38.25%	41.5%	31.9%
Avg. Net Tuition Revenue	\$6598	\$8666	\$7494	\$7226	\$8384

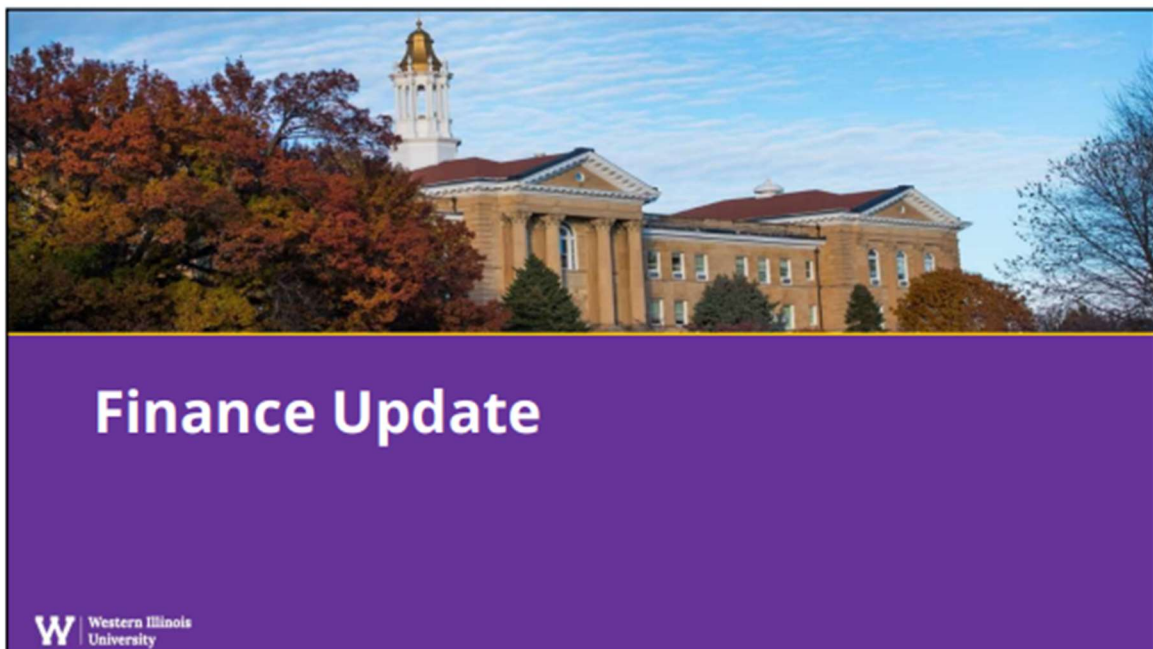
Immediate changes to help address the issue:

- elimination of the Visitor Scholarship
- Eliminating the St Louis and Chicago Leatherneck award and replacing it with the JIDE scholarship
- Requiring FAFSA filing for all students receiving institutional aid
- Modification of order of pay and discontinued cash refunds of excess aid
- Alignment of the FA and Scholarship offices in order to improve the student experience
- elimination of the Principals award

The FA Optimization group intends to bring forward a recommendation and a plan to decrease our discount rate and increase our net tuition revenue overtime. We have yet to determine the ultimate discount rate and NTR targets.

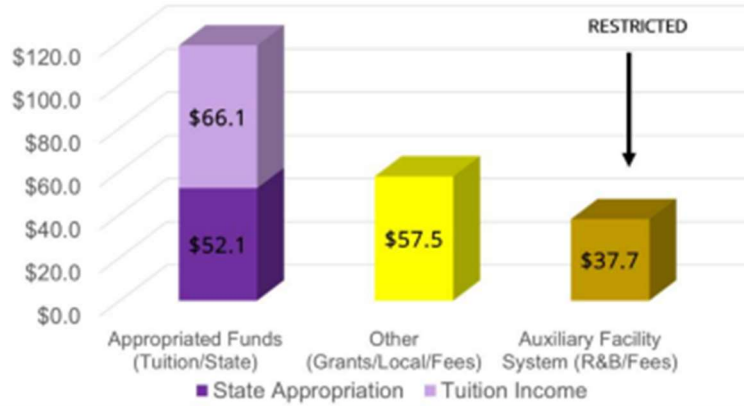
11am – Noon

Finance and Budget -- President Huang and Interim Vice President of Finance and Administration, Shannon Sutton

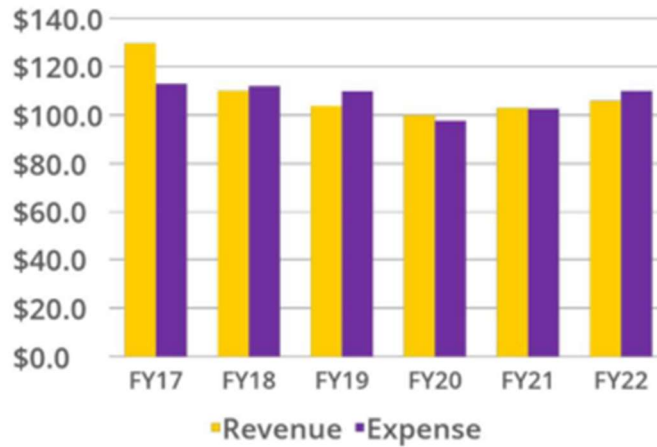


## Distribution of Operating Budget

FY23 Institutional Projected Budget Entities  
(in millions)



## Actual Annual Surplus / Deficit

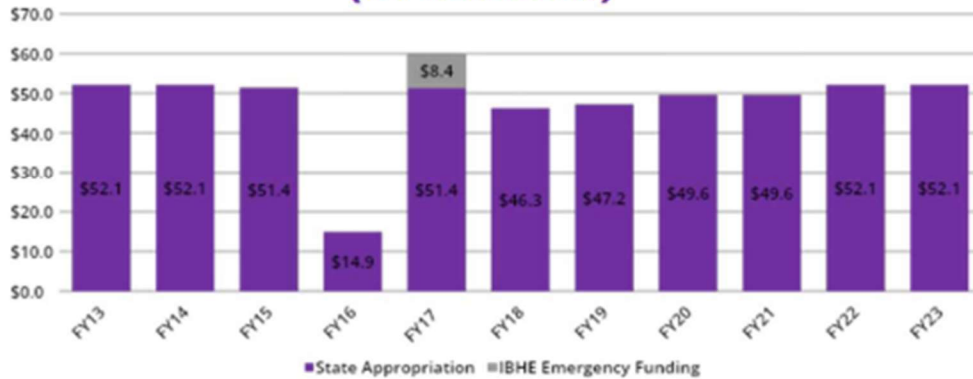


# Actual Annual Surplus / Deficit

Income Fund  
(Dollars in Thousands)

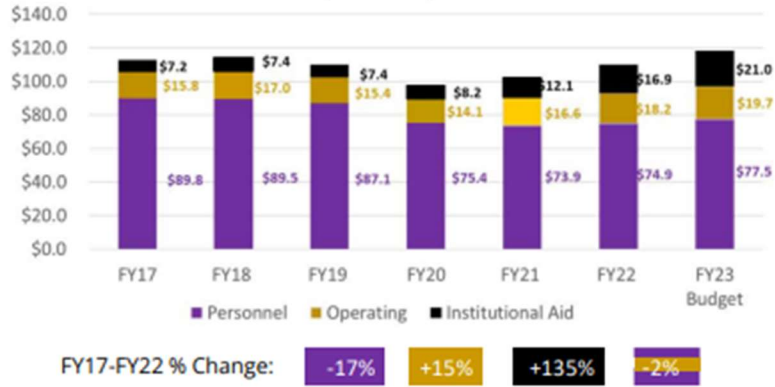
	<u>Revenue</u>	<u>Expenditures</u>	<u>Excess(Deficit)</u>
FY 2013	72,144.1	71,161.3	982.8
FY 2014	73,329.0	73,168.4	160.6
FY 2015	75,673.5	74,870.2	803.3
FY 2016	74,640.7	105,207.8	(30,567.1)
FY 2017	69,739.1	52,875.8	16,863.3
FY 2018	63,771.5	67,215.0	(3,443.5)
FY 2019	56,607.5	62,642.8	(6,035.3)
FY 2020	50,387.7	48,112.8	2,274.9
FY 2021	53,367.9	52,991.6	376.3
FY 2022	53,836.5	57,887.8	(4,051.3)

# Revenue Drivers Appropriated State Funding (in millions)



# Expense Drivers

Appropriated Expenditures  
(In millions)



# Former Budget Director Memo 2012



Handout memo given by Shannon Sutton

## Financial Projections and Recommendations

### Guiding Principles:

- 1) We have a funding and an expense problem. Higher education funding is changing and if our expenses don't change with this and we adjust our models, we will not survive.
- 2) We must accept that the State of Illinois will not have the ability to fund us at levels that compare to our contiguous state. Even if they wanted to fund us they won't have the ability to. They will fix K-12 funding and other agencies before they commit to Higher Education.
- 3) Realization that deficit budgeting and deficit spending is a compounding problem and will have catastrophic implications if we do not respond accordingly.
- 4) Because of cash flow and planning for the unexpected, we need to develop a carry over reserves should not dip below \$10-20 million.
- 5) This needs to be a multi-year approach. Looking at this crisis as a one year decision will be disastrous in later years.
- 6) I am here to sound the alarm. Today we have choices – if there is not substantive action – in coming years there will be no choices about what you can do. In other words – the sky not falling today but it will fall if we do nothing.
- 7) We have been using the budgeted reserve balance each year to fund operating expenditures. This is no longer realistic and we must begin allocated dollars according to our priorities and signature programs.

### Weaknesses in the model:

- 1) It is built on level enrollment and level retention.
- 2) It is essentially built on no inflation for goods and services. I am not sure that I believe this is realistic.
- 3) There is NO growth built into this model for QC phase 2.
- 4) There is no cost built into this model for the funding of the performing arts center should it be built.
- 5) There are no costs allocated for critical infrastructure and critical technology programs.

### Recommendations

- 1) Develop a across university advisory commission to study and make a recommendation on how to proceed.
- 2) Commit to a 5-6% increase in undergraduate tuition for 4 years
  - a) Develop other revenue growth ideas/plans
- 3) Reduce Personal Services base by \$12 - 15M over 4 years.
  - a) Accomplished through salary reductions 2 years at -2%
  - b) Accomplished through layoffs
  - c) Accomplished through furloughs
  - d) Accomplished through elimination of programs/departments
- 4) Any reductions need to preserve the little operating dollars that we have. The only way to consider a reduction in operating dollars is to consider a reduction in services.
- 5) We can't shift burden to other entities such as Auxiliaries or locals. Will have a negative impact on our costs as well as student expenses.
- 6) Move quickly for complete program review. We have to ask the difficult questions such as:
  - a) What are the implications positively and negatively for our athletic program to move to a different division
  - b) What are the implications of developing a consortium model of higher education within the state and how can we align with other struggling schools and save precious financial resources on both the academic side and the administrative side.
  - c) How can we reduce services and not impact the overall experience for our students and staff.

We do not get out of this situation by making the easy decisions. We need to be a leader in the state on this topic.

# Financial Sustainability Taskforce

## Current Committee Members:

- Alicia Wester, Interim Director of Institutional Research and Planning
- Amber Schultz, Vice President of Enrollment Management
- Billy Clow, Dean College of Fine Arts and Communication
- Ketra Roselieb, Executive Director of Financial Affairs
- Manoochehr Zoghi, Provost and Vice President of Academic Affairs
- Mark Mossman, Associate Provost and Associate Vice President of Academic Affairs
- Renee Georges, University Budget Officer
- Russ Morgan, Associate Provost and Associate Vice President of Academic Affairs
- Shannon Sutton, Interim Vice President for Finance and Administration; Chair of the Committee

## Current Subcommittees:

- Financial Aid Optimization
- Student to Faculty Ratio
- Athletics
- Athletics Financial Aid
- Revenue Generation

# Financial Sustainability Taskforce

## Overarching Goals

- Identify additional metrics that measure financial sustainability
- Create goals within these metrics that will allow the institution to make progress towards financial sustainability
- Report with regularity to the President, Senior Leadership, and the University community on progress, new or adjusted metrics, and other aspects of financial sustainability

# Financial Sustainability Taskforce

## Long Term Planning, Organization & Implementation

- **Budget Modeling:** The development of a multi-year planning and budgeting model.
- **Student/Faculty Ratio:** The goal is to have an overall ratio of 17:1. Our current ratio (Fall 2021) is 13:1 (student FTE = 6,068 and faculty FTE = 459). As such, our targets will be as follows:
  - Fall 2024, 15:1
  - Fall 2026, 16:1
  - Fall 2027, 17:1 (student FTE = 7,326 and faculty FTE = 430)  
In order to achieve a 17:1 ratio by 2027, these targets will be adjusted as objectives, practices, and protocols are assessed annually.

# Financial Sustainability Taskforce

## Long Term Planning, Organization & Implementation (cont.)

- **Enrollment and Retention:** The goal is to have a 3% increase in new undergraduate and graduate students, transfer students, and international students every year until 2027. Likewise, the goal is to have a 1% annual increase in student retention in the next five years.
- **Increase Revenue Generation:** The institution will consider every option that will lead to an increase in revenue across the institution, including an analysis of the student cost guarantee, percentage increases in fees, tuition, and auxiliary services.
- **Expense Evaluation:** To be financially sustainable, we must have institutional expenses in line with income on an annual basis, with long term planning and investment in mind. The campus will consider measures that will lead to operational efficiencies within expenses at Western and a balanced all funds budget.
- **Hiring Strategy:** The institution will develop a comprehensive hiring strategy that aligns with the institutional budgeting priorities.



## Curbing Expenditures

### FY23 Current measures

- Financial Aid
  - Changing models
  - Adjusting requirements
- International Students
  - Changing institutional aid
  - Reducing recruitment costs
- Athletics
  - Two subcommittees evaluating expenses including financial aid
  - Increasing revenue opportunities
- Expenditures
  - Memo to Campus Community – essential purchases
  - Loading 75% of operational budgets



Western Illinois  
University

Finance Update

President Huang - The ratio of 17:1 by the year 2027 is manageable. The plan is to increase students to balance the faculty complement. I want to be clear, we are not cutting programs or staff. We can increase the online enrollment and this will help us reach our goal.

Revenue is down by 3% at Western Illinois University. We need to decrease our expenditures. We need to be more thoughtful on spending. In June there was a flood of spending and invoices. We planned for a small surplus but then there was a large deficit.

#### Group discussion topics

- Deferred maintenance is a problem. If we don't make a change the future of deferred maintenance could be disastrous.
- Renewable energy is an avenue to explore. We also need to look at bringing more groups back to campus to get the revenue from the rentals.
- We cannot kick the concerns down the road.
- Most of the 2012 memo is relative today.

#### Motion to include Trustee Greg Aguilar via Zoom.

Motion: Trustee Dolieslager

Second: Trustee Cornell

#### Roll Call

Trustee Patrick Twomey	Yes
Trustee Cody Cornell	Yes
Trustee Erik Dolieslager	Yes
Trustee Polly Radosh	Yes
Trustee Doug Shaw	Yes
Trustee Greg Aguilar	N/A
Trustee Kisha Lang	Yes
Trustee Carin Stutz	Yes

#### Motion approved.

Noon – 12:30pm      Lunch

12:30pm – 1:30pm      Video Played - Comprehensive Campaign and Donor Relations -- Interim Vice President for Advancement, Alumni Relations and Athletics, Mike Murtagh

Murtagh - Our people have two key traits. What are they Cody?

Cornell - They have grit and they are doers.

#### Group discussion topics

- Public phase of the University Campaign. This is a 5-year campaign. The university needs more unrestricted dollars.
- The foundation and unrestricted dollars.

**W** Western Illinois University

**Mike Murtagh**  
Vice President for  
Advancement, Alumni  
Relations and Athletics

Goal:

- Raise \$100 Million by 2027
- Build the team that will drive fundraising success beyond 2027



## Campaign Goal: Raise \$100 Million

- Retain 80% of all Donors
- Develop a culture of philanthropy
- Grow Alumni and donor participation rate by 8%
- Justice, Inclusion, Diversity and Equity
- Faculty Support
- Student Scholarships
  - Raise support for scholarship and financial aid
  - Raise support for experiential learning
- Technology
- Academic and Student Support
  - Enhance the academic experience of every student

## GOAL: \$100 Million by 2027



## GOAL: Build the team of the future

- Create an Advancement Team now that will successfully complete the campaign
- Build the team now that will serve the University far beyond 2027
- Implement best practice aligned with the Future of Fundraising and adapt to our philanthropic realities –
  - Langley, J. M. (2020). The future of fundraising: Adapting to changing philanthropic realities. Academic Impressions.

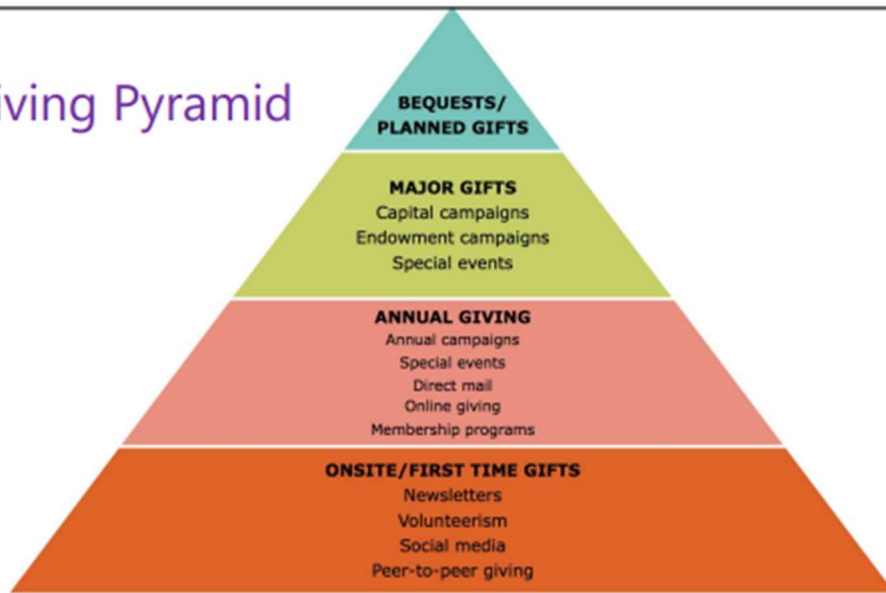
## How we will Achieve Success

- We will make the case for support by:
  - Building and fostering relationships
  - Listening
  - Make the giving transformational not transactional
  - Retain donors
  - Secure new donors
  - Involve donors in making an impact

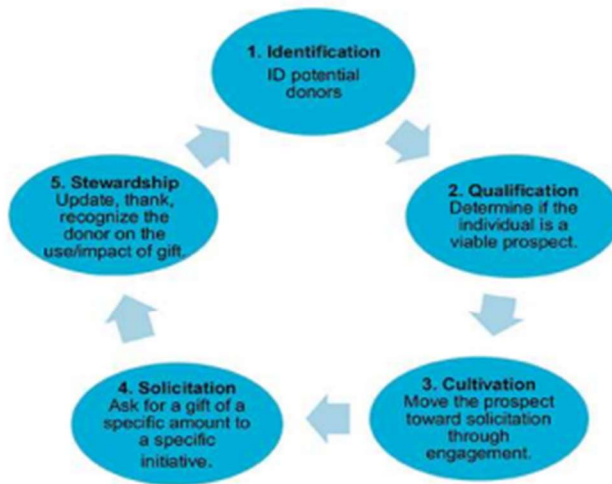
## Budget

- Industry standards call for a budget of 10% of the overall campaign goal to be used for fundraising efforts

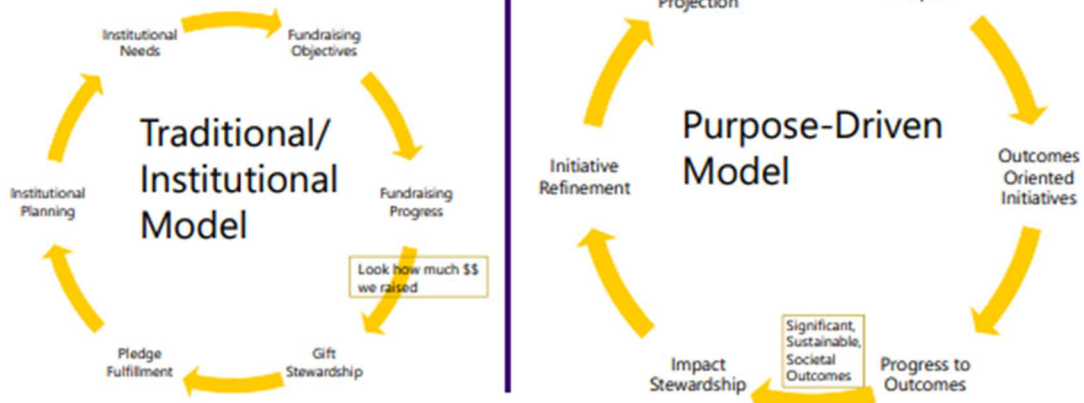
# The Giving Pyramid



# Major Gifts- Evolution of Philanthropy from a traditional institutional model to a purpose driven model



# Major Gifts Evolution from traditional to purpose driven



Langley, J. M. (2020). The future of fundraising: Adapting to changing philanthropic realities. Academic Impressions.



Western Illinois University

DRAFT

MKM1



## PLANNED GIVING

### Leaving a Legacy

Planned gifts will be counted for the campaign if the bequest is written for a donor over 65



Western Illinois University

DRAFT



***WIU's Core Mission: Provide the most for those who have the least***

- Provide opportunities for underserved populations
- Nearly 40% of WIU students are first generation

This plan builds upon the University's Institutional Distinctiveness Report to determine and detail characteristics that set WIU apart



## **Academics**

### **High Demand/High Share**

- Law Enforcement & Justice Administration

### **STEEMAA**

- Science
- Technology
- Engineering
- Education
- Math
- Arts
- Agriculture

### **Unique Minors**

- Stage Combat
- Cannabis & Culture




## **Programs & Assets of Distinction**

- Service Programs/Outreach
  - Illinois Institute for Rural Affairs
  - Quad Cities Manufacturing Lab
  - Seymour Rural Education Center/Great River Teacher Corps
  - Horn Field Campus
  - Kibbe Life Sciences Station & Mississippi River Adjacent Property
- Leathernecks



## Next Steps

- Put Marketing resources behind highlighting unique academic opportunities
- Make QC campus THE dual enrollment campus for QC region
- Reposition WIU as a leader in student success
- Promote & highlight faculty/student connection & faculty achievements
- Re-envision the Honors College
- GIS Center
- Make necessary structural changes to enhance program



Group discussion topics

- 21% of WIU Faculty is international. This is a distinction.
- Damon West (author of *The Coffee Bean*) partnering with WIU to provide the education to 5 incarcerated individuals. Damon West will be visiting WIU in March.

2:30pm – 3:30pm Justice, Inclusion, Diversity and Equity (JIDE) -- President Huang

Group discussion topics

- Continue to work on the BSA eleven demands. There is a new President, Kyra Newson. She is very friendly and willing to work towards the goals.
- The anti-racism task force. Carl Irvine, Director of JIDE is the new co-chair along with Lorette Oden. They will work on the diversity plan.
- JIDE office will have a support staff person that will work part time with Liz Duvall, Legal Counsel.
- The MCC will continue to have nine grad students instead of the four directors' positions.

**Next Meeting**

November 30, 2022 – December 1, 2022 Board of Trustees – Macomb, IL, Heritage Room in the Union

Shaw - Just a reminder I will not be at the next meeting. Erik Dolieslager will be chairing the BOT meeting.

## **Adjourn**

## **Action**

- The meetings audio will be streamed live at <https://www.youtube.com/user/WesternIllinoisU>
- Public comments will be held to a total of 30 minutes. Comments will be limited to 3 minutes for those speaking in person and 500 words for those writing. Those who wish to have your comments read, please email them to Athena Brooks at [AM-Brooks@WIU.edu](mailto:AM-Brooks@WIU.edu) by 12:00 p.m. (noon) on Wednesday, October 19th.
- Trustees will meet in person.

Doug Shaw, Chair  
Athena Brooks, Senior Executive Assistant to the President