

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 12-13, 2019

Western Illinois University  
Macomb, Illinois

Agenda Topic	Page	Action
<b><u>December 12, 2019 – Corbin and Olson Room 1032</u></b>		
<b>Motion to Convene to Open Session – 5:00 p.m.</b>		
<b>Roll Call</b>		<b>Action</b>
<b>Motion to Convene to Closed Session – 5:00 p.m.</b>		
<b>Closed Session</b>		
<b>Motion to Reconvene in Open Session</b>		
<b>Adjourn</b>		
<b><u>December 13, 2019 – Heritage Room, University Union</u></b>		
<b>Motion to Convene to Open Session – 8:00 a.m.</b>		
<b>Roll Call</b>		
Review and Approval of October 3-4, 2019 Open and Closed Session Meeting Minutes.....	04	<b>Action</b>
<b>Public Comments</b>		
<b>Chairperson’s Remarks</b>		
Dr. Polly Radosh		
<b>President’s Remarks</b>		
Dr. Martin Abraham		
Resolution 19.12/1 .....	05	<b>Action</b>
Appointment of President (Chairperson Dr. Polly Radosh)		
Resolution 19.12/2 .....	17	<b>Action</b>
Approval of Presidential Search Process (Chairperson Dr. Polly Radosh)		

<b>Agenda Topic</b>	<b>Page</b>	<b>Action</b>
Resolution 19.12/3 ..... Approval of agreement for Interim President Dr. Martin Abraham (Chairperson Dr. Polly Radosh)	19	<b>Action</b>
Report No. 19.12/1 ..... Diversity Initiatives (Interim EOA Director Sterling Saddler)	21	
<b>Finance</b>		
Report No. 19.12/2 ..... Purchases of \$100,000-\$499,999.99 (Interim Vice President for Administrative Services Letisha Trepac)	25	
<b>Audit</b>		
Resolution No. 19.12/4 ..... Presentation of Internal Auditing Department Charter (Director, Internal Auditing Michael Sartorius)	27	<b>Action</b>
<b>General Discussion and Action Items</b>		
Resolution No. 19.12/5. .... Reorganization (Interim President Dr. Martin Abraham)	32	<b>Action</b>
Resolution 19.12/6 ..... Bond Refinancing (Interim Vice President of Administrative Services Letisha Trepac and James McNulty)	35	<b>Action</b>
Resolution No. 19.10/10 ..... Amendment to the Regulations of the Board of Trustees of Western Illinois University Section VI Subsection (A) Use of University Facilities (General Council Liz Duvall)	38	<b>Action</b>
Resolution No. 19.12/7 ..... Release of Closed Session written Meeting Minutes (General Council Liz Duvall)	40	<b>Action</b>
Resolution No. 19.12/8 ..... Retention or Destruction of Closed Session Audio Recordings	41	<b>Action</b>
Resolution No. 19.12/9 ..... Approval of Trustees to attend AGB Conference	42	<b>Action</b>
Resolution No. 19.12/10 ..... Approved Signatories	43	<b>Action</b>

Report No. 19.12/3.....	44
Enrollment (Enrollment Director Doug Freed, Justin Schuch, Kassie Daley)	
Report No. 19.12/4.....	48
HLC/Planning Update (Sr. Vice President Dr. Joe Rives)	

**General Reports by Vice Presidents and Assistant to President.**

Interim Provost Billy Clow  
Interim Vice President John Smith  
Sr. Vice President for Strategic Planning and Initiatives Joe Rives  
Interim Vice President for Administrative Services Letisha Trepac  
Assistant to the President Jeannette Malafa

**Advisory Group Report and Comments**

Colton Markey – President, Student Government Association  
Christopher Pynes – Chair, Faculty Senate  
Joe Roselieb – President, Council of Administrative Personnel  
Steve Whan – President, Civil Service Employees Council

**Motion to convene to closed session – University Union, Board Room**

**Motion to re-convene to open session University Union Heritage Room 1:00 p.m.**

**Roll Call**

**Old Business**

**New Business**

2020 Meeting Calendar

**Next Meeting** – March 26-27, 2020 University Union Heritage Room

**Adjourn**

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Review and Approval of the Meeting Minutes of:  
October 3-4, 2019

Minutes are available for review at:

**[http://www.wiu.edu/board\\_of\\_trustees/minutes/index.php](http://www.wiu.edu/board_of_trustees/minutes/index.php)**

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

December 13, 2019  
Resolution No.19.12/1

### **Resolution to designate the 12<sup>th</sup> President of Western Illinois University**

**WHEREAS** President Jack Thomas resigned as the 11<sup>th</sup> President of Western Illinois University effective June 30<sup>th</sup>, 2019; and,

**WHEREAS** Western Illinois University needs to select its 12<sup>th</sup> President; and,

**WHEREAS**, Dr. Martin Abraham has served as acting/interim president of Western Illinois University with distinction since July of 2019 through the present date, and

**WHEREAS**, the Board of Trustees is committed to ensuring sound leadership for Western Illinois University, and

**WHEREAS**, the Board of Trustees completed multiple open forums for public comment and a thorough evaluation of Dr. Martin Abraham's performance since appointment as Acting President of Western Illinois University; and

**WHEREAS**, the Board of Trustees reviewed the information obtained through the indicated performance evaluations and determined that the appointment of Dr. Martin Abraham as President of Western Illinois University will best serve the leadership interests of Western Illinois University,

**THEREFORE**, be it resolved that the Board of Trustees of Western Illinois University appoints Dr. Martin Abraham as the President of Western Illinois University for a three year term effective January 1, 2020, and

**THEREFORE** authorizes the Chairman of the Board and the Secretary of the Board to execute a Presidential Employment Agreement in the name of and on behalf of the Board of Trustees, which execution shall be reported to the Board no later than their regularly scheduled meeting in March 2020, and

**THEREFORE** approves an initial annual base salary of \$323,400, with provisions provided in the Presidential Employment Agreement for evaluation on an annual basis utilizing approved metrics, such evaluation to allow for authorization of bonus pay and annual salary increases.

## ***Report of Western Illinois University Board of Trustees' Campus Poll and Evaluation of Interim President Martin Abraham***

The results of the two surveys asking the campus about search procedures, the appointment of Dr. Martin Abraham as the 12th president of WIU, and the evaluation of Dr. Abraham are detailed in the tables below. The first survey, which addressed issues of procedure and the potential appointment of Dr. Abraham, had a response rate of 52.5 percent. Usual social science guidelines interpret 24 percent as a reliable return rate and 33 percent is considered to be very strong. A rate of return of over 50 percent suggests that the campus is engaged in the process, as well as the outcome, of the Board of Trustees' decisions regarding the search. The second survey that evaluates Dr. Abraham's performance to date, had a return rate of 48.8 percent. Both surveys were sent to 1360 employees and 30 Student Government Association (SGA) representatives.

In the first survey respondents were asked to indicate their support of a proposal to appoint Dr. Abraham to the position of president without a traditional search. Standard social scientific interpretation of a strong positive response would indicate that if 53 percent of respondents favored the proposal, that it is approved. The approval in this poll topped two-thirds support, with 67.53 percent of respondents favoring the appointment of Dr. Abraham without a search.

With regard to the type of search the Board of Trustees should conduct if Dr. Abraham is not appointed as president, the majority of respondents favor the use of a search firm to conduct the search. Fifty percent of respondents favor this option, with the second preference as a search committee drawn from the WIU community.

Evaluation of Dr. Abraham indicates very high approval of the job he has done to date. He received his highest endorsement on the question that asks whether he has promoted a culture of inclusion in the area of racial and ethnic diversity. Over 88 percent of respondents agree or strongly agree that he has promoted a culture of inclusion in this area. Faculty, especially, believe that he has done well in this area, with over 91 percent evaluating him as having promoted a culture of inclusion. The *Likert* scale on this item is 4.49, which indicates that almost all respondents evaluate his performance in this area as very strongly positive. Dr. Abraham's lowest approval was in the area of whether he understands the needs of a two-campus university. The majority of respondents believe he has an understanding of these needs, with a the rate of 60 percent approval, but this approval of his performance was lower than all other items, where 75-85 percent of respondents evaluated him as "strongly approve/approve." On the question of overall performance, 76.19 percent of respondents rate Dr. Abraham's performance as "excellent/above average," with the strongest support indicated by faculty who evaluate him on this item at 83.26 percent "excellent/above average." Dr. Abraham's composite score on overall performance is 4.09 on the *Likert* scale.<sup>1</sup> On all items, the modal response was "strongly approve," or the highest possible evaluation.

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<sup>1</sup> For comparison purposes, President Goldfarb's composite approval was 3.62 in 2007-08 and President Thomas's first composite score was 3.35 in 2011-12.

***Western Illinois University Board of Trustees Campus Poll on Appointment of Interim President Martin Abraham to 3- Year Term<sup>2</sup>***

**TABLE 1: Percent Approval and *Likert* Scale: Interim President Abraham Should Be Appointed to an Initial 3-Year Term Without a Search**

<b>Response Group</b>	<b>Strongly Agree/ Agree</b>	<b>Neutral</b>	<b>Strongly Agree/ Disagree</b>	<b>Number</b>	<b><i>Likert</i> 5.0 Scale</b>
Faculty	72.54	10.25	17.22	244	3.94
Civil Service	66.18	11.06	22.79	272	3.67
Administration	61.07	13.79	24.14	58	3.66
Academic Support	66.67	10.26	23.07	39	3.62
Quad Cities	51.35	8.11	40.54	37	3.12
Students	75.00	0.00	25.00	16	3.75
<b>All Respondents</b>	<b>67.53</b>	<b>10.98</b>	<b>22.03</b>	<b>656</b>	<b>3.74</b>

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<sup>2</sup> Response rate: 52.5

**If The Board of Trustees were to conduct a search, which type of search would you favor?**

**TABLE 1-A: Percent Response by Campus Group**

Response Group	WIU Committee	National Search Firm	Regional Search	Internal Search
Faculty	48.40	41.10	8.22	2.28
Civil Service	27.00	56.54	12.66	3.80
Administrator	35.85	49.06	11.32	3.77
Academic Support	33.33	50.00	8.33	8.33
Quad Cities	29.41	52.94	17.65	0.00
Students	37.50	43.75	12.50	6.25
<b>All Respondents</b>	<b>36.02</b>	<b>50.09</b>	<b>10.46</b>	<b>3.43</b>

**TABLE 1-B: Percent Response by Campus Group**

Macomb	93.96
Quad Cities	6.04
Faculty	37.83
Administration	9.04
Academic Support Professionals	5.97
Civil Service	42.57
Students	2.45
Other	2.14



***Western Illinois University Board of Trustees Review of Interim  
President Martin Abraham<sup>3</sup>***

**TABLE 2: Percent Approval and *Likert* Scale, all Questions**

Question	Strongly Agree/Agree	Neutral	Strongly Disagree/ Disagree	Number	<i>Likert</i> 5.0 Scale
Int. Pres. Abraham should be appointed to 3 yr. term without a search	67.5	11.0	22.0	656	3.7
Int. Pres. Abraham has cultivated good relations with your constituency group	77.2	13.1	14.6	563	4.3
Int. Pres. Abraham has cultivated good relations with alumni	77.3	24.9	3.8	397	4.1
Int. Pres. Abraham promotes culture of inclusion in area of race/ethnic diversity	88.5	6.4	5.0	575	4.3
Int. Pres. Abraham promotes culture of inclusion in area of gender diversity	82.1	12.7	5.2	518	4.2
Int. Pres. Abraham responds appropriately to conflict or dissension within university	77.8	13.8	8.4	537	4.1
Int. Pres. Abraham supports interests of students	82.6	10.5	2.9	543	4.4
Int. Pres. Abraham understands needs of a 2-campus university	60.3	29.1	10.6	433	3.8
Int. Pres. Abraham has articulated clear priorities for dealing with current problems	77.2	12.0	8.7	550	4.1
Int. Pres. Abraham has made good decisions for addressing current problems	73.0	19.4	7.9	536	4.0
Int. Pres. Abraham has united campus around common goals for success	70.0	17.7	12.3	537	3.9
Campus morale has improved under Int. Pres. Abraham	77.0	10.6	12.4	548	4.1
	<b>Excellent/ Above Average</b>	<b>Average</b>	<b>Below Average/ Poor</b>	<b>Number</b>	<b>Likert 5.0 scale</b>
Int. Pres. Abraham's overall performance	76.2	17.1	6.6	542	4.09

<sup>3</sup> Response Rate: 48.8

**TABLE 3: Percent Approval and *Likert* Scale: Interim President Abraham Has Cultivated Good Relationships With Your Internal Constituency Group**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	80.86	8.13	11.01	209	4.12
Civil Service	68.26	16.09	15.65	230	3.61
Administration	77.71	11.11	11.11	45	4.13
Academic Support	***	***	***	23	4.04
Quad Cities	***	***	***	24	3.50
Students	***	***	***	7	4.71
<b>All Respondents</b>	<b>77.20</b>	<b>13.14</b>	<b>14.56</b>	<b>563</b>	<b>4.31</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 4: Percent Approval and *Likert* Scale: Interim President Abraham Has Cultivated Good Relationships With Alumni**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	79.84	16.94	3.23	124	4.27
Civil Service	66.49	29.73	3.78	185	3.93
Administration	86.48	10.81	2.70	37	4.43
Academic Support	***	***	***	14	3.93
Quad Cities	***	***	***	13	3.84
Students	***	***	***	5	4.00
<b>All Respondents</b>	<b>77.29</b>	<b>24.94</b>	<b>3.79</b>	<b>397</b>	<b>4.05</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 5: Percent Approval and *Likert* Scale: Interim President Abraham Promotes a Culture of Inclusion of the Area of Racial and Ethnic Diversity**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	91.25	4.61	4.14	217	4.49
Civil Service	86.92	8.02	5.06	237	4.29
Administration	90.91	2.27	6.82	44	4.45
Academic Support	***	***	***	23	4.23
Quad Cities	***	***	***	25	4.12
Students	***	***	***	7	4.57
<b>All Respondents</b>	<b>88.52</b>	<b>6.43</b>	<b>5.04</b>	<b>575</b>	<b>4.36</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 6: Percent Approval and *Likert* Scale: Interim President Abraham Promotes a Culture of Inclusion in the Area of Gender Diversity**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	83.70	12.50	3.81	184	4.38
Civil Service	81.53	13.96	4.50	222	4.17
Administration	85.40	7.32	7.32	41	4.29
Academic Support	***	***	***	20	4.30
Quad Cities	***	***	***	20	4.12
Students	***	***	***	7	4.12
<b>All Respondents</b>	<b>82.05</b>	<b>12.74</b>	<b>5.21</b>	<b>518</b>	<b>4.22</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 7: Percent Approval and *Likert* Scale: Interim President Abraham Responds Appropriately To Conflict or Dissension Within the University**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	80.10	12.94	6.96	201	4.23
Civil Service	77.53	13.66	8.81	227	3.99
Administration	87.50	7.50	5.0	40	4.40
Academic Support	***	***	***	21	4.05
Quad Cities	***	***	***	21	3.95
Students	***	***	***	7	4.57
<b>All Respondents</b>	<b>77.84</b>	<b>13.78</b>	<b>8.38</b>	<b>537</b>	<b>4.12</b>

\* \*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 8: Percent Approval and *Likert* Scale: Interim President Abraham Supports the Interests of Students**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	84.39	13.17	2.44	205	4.40
Civil Service	90.18	7.59	2.25	224	4.37
Administration	90.47	7.14	2.38	42	4.48
Academic Support	***	***	***	23	4.26
Quad Cities	***	***	***	21	4.28
Students	***	***	***	7	4.71
<b>All Respondents</b>	<b>86.56</b>	<b>10.50</b>	<b>2.95</b>	<b>543</b>	<b>4.36</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 9: Percent Approval and *Likert* Scale: Interim President Abraham Has Demonstrated That He Understands the Needs of a Two-Campus University**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	72.51	20.41	9.52	147	4.01
Civil Service	54.06	39.46	6.48	185	3.74
Administration	72.73	13.64	13.64	44	4.00
Academic Support	***	***	***	16	3.94
Quad Cities	***	***	***	24	3.50
Students	***	***	***	5	4.20
<b>All Respondents</b>	<b>60.28</b>	<b>29.10</b>	<b>10.63</b>	<b>433</b>	<b>3.80</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 10: Percent Approval and *Likert* Scale: Interim President Abraham Has Established Clearly Articulated Priorities for Addressing Current Problems Facing the University**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	84.26	7.41	8.33	216	4.22
Civil Service	78.48	13.08	8.44	237	4.02
Administration	82.23	15.56	8.88	45	4.33
Academic Support	***	***	***	24	3.96
Quad Cities	***	***	***	25	3.80
Students	***	***	***	7	3.86
<b>All Respondents</b>	<b>77.20</b>	<b>12.00</b>	<b>8.73</b>	<b>550</b>	<b>4.08</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 11: Percent Approval and *Likert* Scale: When Addressing Current Problems Facing the University, Interim President Abraham Has Made Good Decisions**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	79.05	13.81	7.14	210	4.11
Civil Service	71.61	22.27	6.11	229	3.95
Administration	77.78	15.56	6.66	45	4.08
Academic Support	***	***	***	24	3.75
Quad Cities	***	***	***	25	3.96
Students	***	***	***	7	3.86
<b>All Respondents</b>	<b>72.95</b>	<b>19.40</b>	<b>7.95</b>	<b>536</b>	<b>3.97</b>

\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 12: Percent Approval and *Likert* Scale: Interim President Abraham Has United the Campus Around Common Goals for Success**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	72.07	15.87	12.01	208	4.00
Civil Service	69.10	20.17	10.73	233	3.86
Administration	80.00	8.89	11.11	45	4.00
Academic Support	***	***	***	23	3.87
Quad Cities	***	***	***	25	3.60
Students	***	***	***	7	3.71
<b>All Respondents</b>	<b>70.03</b>	<b>17.69</b>	<b>12.29</b>	<b>537</b>	<b>3.90</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 13: Percent Approval and *Likert* Scale: Campus Morale Has Improved Under Interim President Abraham’s Leadership**

Response Group	Strongly Agree/Agree	Neutral	Strongly Disagree/Disagree	Number	<i>Likert</i> 5.0 Scale
Faculty	81.10	10.60	8.30	217	4.26
Civil Service	73.93	11.54	14.53	234	3.96
Administration	85.96	8.89	11.02	45	4.42
Academic Support	***	***	***	23	4.09
Quad Cities	***	***	***	25	3.68
Students	***	***	***	7	3.57
<b>All Respondents</b>	<b>77.01</b>	<b>10.58</b>	<b>12.40</b>	<b>548</b>	<b>4.07</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 14: Percent Approval and *Likert* Scale: How Would You Rate Interim President Abraham’s Overall Performance as Interim President of WIU**

Response Group	Excellent/Above Average	Average	Below Average/Poor	Number	<i>Likert</i> 5.0 Scale
Faculty	83.26	10.23	6.51	215	4.27
Civil Service	72.22	23.50	4.27	234	4.00
Administration	82.61	10.87	6.52	46	4.19
Academic Support	***	***	***	24	3.79
Quad Cities	***	***	***	26	3.92
Students	***	***	***	7	4.29
<b>All Respondents</b>	<b>76.19</b>	<b>17.16</b>	<b>6.64</b>	<b>542</b>	<b>4.09</b>

\*\*\* Number Is Too Small To Calculate Percentage Comparisons

**TABLE 15: Percent  
Response by Campus Group**

Macomb	94.98
Quad Cities	5.02
Faculty	40.25
Administration	8.30
Academic Support Professionals	4.33
Civil Service	44.40
Students	1.26
Other	1.44



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Resolution No.19.12/2

## **Resolution to designate a process for selection of the 12<sup>th</sup> President of Western Illinois University**

**WHEREAS** President Jack Thomas resigned as the 11<sup>th</sup> President of Western Illinois University effective June 30<sup>th</sup>, 2019; and,

**WHEREAS** Western Illinois University needs to select its 12<sup>th</sup> President; and,

**WHEREAS** past WIU presidential search practices have named co-chairs of the search committee as a Designee of the Chair of the Board of Trustees and the Chair of the Faculty Senate; and,

**WHEREAS** an external search firm was identified and hired to support the search process in 2010; and,

**WHEREAS** the last WIU Presidential Search had a 23-member search committee representing constituency groups from both campuses and communities (Macomb and Moline); and

**WHEREAS** the last WIU Presidential Search took eighteen months to complete with a timeline that extended over a summer session in order to achieve a robust pool of applicants; and,

**WHEREAS** the BOT has the obligation to formalize and begin the search:

**THEREFORE** be it resolved that a search committee be identified to include a minimum of the following representatives:

- Designee of the Chair of the Board of trustees (to serve as co-chair)
- Chair of the Faculty Senate (to serve as co-chair)
- 1 Trustee (selected by the Board)
- 5 Faculty representatives (nominated and elected by faculty in the four colleges and the Library)
- 1 Faculty representative from WIU-QC (nominated and elected by the QC faculty)
- 1 at-large faculty representative (named by the chair of the Faculty Senate)
- 1 Vice President, Associate VP or Designee (selected/appointed by VPs)
- 1 Dean (elected/appointed by Deans)
- 1 Department Chair (elected/appointed by Chairs)

1 civil Service (CSEC) Representative  
1 Council of Administrative services (COAP) Representative  
1 Student Representative from WIU-Macomb  
1 Student Representative from WIU-QC  
1 Alumni Representative  
1 Foundation Representative  
1 Community Representative – Macomb (appointed by the Board)  
1 Community Representative – Quad Cities (appointed by the Board)  
University Professionals of Illinois (UPI) President  
Director of Equal Opportunity and Access (ex-officio)

**And THEREFORE** be it further resolved that a budget be established not to exceed \$250,000 that may be expended for all costs associated with the search process, including any fees to be paid to an identified search firm hired to assist with the process,

**And THEREFORE**, be it further resolved that the search committee shall make recommendation regarding the selection of the 12<sup>th</sup> President of Western Illinois University to the full Board of Trustees no later than the regularly scheduled meeting in the first quarter of 2021.

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

December 13, 2019

Resolution No.19.12/3

**Resolution to approve terms of employment for Interim President  
of Western Illinois University**

**WHEREAS** President Jack Thomas resigned as the 11<sup>th</sup> President of Western Illinois University effective June 30<sup>th</sup>, 2019; and,

**WHEREAS** Western Illinois University intends to conduct a national search through which it will identify its 12<sup>th</sup> President; and,

**WHEREAS**, Dr. Martin Abraham served as acting president of Western Illinois University from since July of 2019 through October 10, 2019, and serves as the interim president from October 11, 2019 through the present date, and

**THEREFORE**, be it resolved that the Board of Trustees of Western Illinois University approves the indicated letter agreement for Dr. Martin Abraham setting out conditions of employment while serving as Interim President of Western Illinois University

**WESTERN ILLINOIS UNIVERSITY**

December 13, 2019

Dr. Martin. Abraham  
Interim President

Dear Dr. Abraham:

On behalf of the Western Illinois University Board of Trustees, I am pleased to offer you the temporary position of Interim President of Western Illinois University at a salary of \$24,500 per month plus the customary benefits and privileges accompanying the post of President of the University. This salary is comprised of an annual salary of \$300,000 less a 2% pay cut, resulting in an annual salary of \$294,000. The period of this interim appointment began on October 3, 2019, and will end June 30, 2020. During the term of this interim appointment, you will possess all the powers and duties of the President. You will retain your rank and tenure in the Department of Engineering. During the period of this appointment, you will not be represented by the Bargaining Unit Agreement. Governing policies for this appointment will be covered by the Board of Trustees regulations.

At the end of this appointment period, or at any time in the interim, you may return to your Provost position or to a full-time tenured position in the Department of Engineering, as per your choosing. In either case, the salary will be calculated as 75% of the current monthly salary as Interim President.

In addition, the Interim President and the Board of Trustees agree to the following:

- A new automobile will be provided for the President’s business and personal use, as deemed appropriate by the President and the Board.
- The Interim President will not be required to reside at the University residence, however full access to the residence will be granted.
- Internet access at the University residence will be provided, and a personal computer will be provided for the President’s business and personal use at his place of residence.
- Reasonable travel expenses will be provided for the President’s spouse to accompany the President on out-of-state professional business trips subject to prior approval by the Board chair.

Your employment is subject to the availability of funds, to the laws of the State of Illinois, and the policies and regulations of the Board of Trustees and the University.

This appointment and the terms thereof are retroactive to October 3, 2019.

THE BOARD OF TRUSTEES OF  
WESTERN ILLINOIS UNIVERSITY

PRESIDENT

BY: \_\_\_\_\_  
Dr. Polly Radosh, Chair

\_\_\_\_\_  
Dr. Martin Abraham

Date: \_\_\_\_\_

Date: \_\_\_\_\_

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

December 13, 2019

Report No. 19.12/1

Diversity Initiatives

To ensure a welcoming, inclusive and diverse University and community, Western has implemented, and is establishing/implementing, under Dr. Abraham's direction, a series of initiatives and action plans. These are just the beginning.

- Seven dialogues have taken place within the Macomb community and at the University to discuss the issues and concerns facing our minority populations and the environment in which they live, work and learn.
- Student forums/town halls, and increased communication from president to student body re: issues, concerns, and action plans have occurred, and will continue.
- Carl Ervin and WIU Alumnus Jerome Halsey have been hired as program coordinator and events coordinator, respectively, for the Multicultural Center. They will each begin Dec. 16. These individuals will serve as resource/support points, advocates and mentors for the diverse student populations served by the MCC.
- Postings for faculty/staff hires have been modified to provide a more definitive description of our diversity goals. Candidates are now required to provide a diversity statement within their application materials, for committees to review in their assessment of the candidates' commitment to our diversity goals.
- The University Diversity Council has been reconstituted, with a new mission, vision and objectives. Faculty, staff, and student members are being identified by the various constituency groups. This council serves in an advisory capacity to the president on issues regarding diversity, equity, and inclusion.
- A Student Diversity Coalition has been formed – comprised of students from our multicultural centers and other representatives, including volunteers who signed up to be part of an action committee – this student-led coalition reports directly to the president. A student from this coalition is also a part of the University Diversity Council.
- A diversity trainer will present half-day workshops to faculty and staff on the Qaud City campus on Jan. 9 and in Macomb on Jan. 10.
- Through the work of Rocio Ayard-Ochoa, Tracy Davis, Andrea Henderson, Laila McCloud

and Janice Welsch, the series, "How to be an Anti-Racist" will begin in January and run through February. Furthermore, online diversity training modules are under review to make diversity training an annual occurrence for the University community.

- Reinvigorate WIU's Expanding Cultural Diversity Project (ECDP) to facilitate action towards greater inclusivity on campus and beyond.
- One of the main topics of conversation brought forward from students is the way student organizations are funded. The Committee on Student Activity Fee (CSAF) structure, policies, and procedures are under review to ensure an equitable process is in place.
- Dr. Abraham has authored letters to our campus, and community members, and submitted op-eds to the Macomb and QC newspapers to share expectations for diversity and inclusion. He, along with many others, continues to advocate for our University communities, and will continue to be allies.
- The Multicultural Center is partnering with the Admissions Office to assist with recruitment efforts by providing presentations and tours to prospective students and families.
- Dr. Abraham, along with other senior leaders, are attending, and will continue to attend student events and maintain a strong presence among our student body. They need to know that senior leadership is approachable and here for them.

The occurrences happening across the nation are not new. However, what has changed is the frequency and brazenness of such acts, and the use of social media to spread messages of hate and discrimination. As illustrated in recent months, Western Illinois University and our host communities are not immune from intolerance. As such, we are reviewing a number of programs, activities, and resources to address Western's immediate concerns in the short term, as well as long-term strategic initiatives.

The work ahead of Western to enact change is going to need an enormous amount of support and collaboration, within our campus and local communities. Issues cannot, and will not, be ignored, and the reaction time from appropriate authorities, administrators, and allies will be immediate and purposeful.

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### **Immediate, short-term initiatives**

- Policy and procedure reviews are underway to ensure transparency and necessary change. Students will be further engaged so they are well-informed of the policies and procedures in place to address their needs and resolve concerns.
- Identify offices where, and/or individuals who, students, faculty, and staff feel comfortable visiting to obtain factual information on policies/procedures, report issues, and receive assistance. The possibility of an ombudsperson to assist in these efforts is under review. This position, which existed at WIU for many years, provides a safe environment for individuals to express issues and concerns with personal and specific resolutions. These individual case studies can then be used as support for needed changes to existing structures
- Review of current reporting practices and their effectiveness: Where are students, faculty and staff going now to receive assistance? Where do they feel most safe? What other mechanisms can

be made available: email, text, phone? How is the campus and local community informed about the outcomes or resolutions to a situation?

- Revise the WIU Code of Student Conduct to include verbiage on civility, and fully engage students in this process. Ensure our students, faculty, and staff are more aware of the code, and the consequences for conduct violations.
- Regular scheduled events will continue to take place to ensure open and transparent dialogues. Events and programming could include coffee chats, brown bag lunches, spoken word events, lecture series, mini conferences/summits, and focus groups across campus to obtain insight and feedback.
- Through CITR and/or IRP, use online tools to gather necessary data in order to reach more individuals.
- Create a newsletter or website dedicated to sharing information, best practices, and outcomes of reported incidents (where allowed and permitted).
- Resume an annual University theme that is embedded throughout the curriculum to further expose students to topics and discourse with such topics as diversity, equity, inclusion, local/national historical perspectives or lessons involving these topics, best practices for addressing issues, self-advocacy, and social justice.
- Create targeted committees/task forces/advisory councils that report directly to the diversity officer to identify issues and provide recommendations for resolutions. In addition to the previously identified reconstituted University Diversity Council and the Student Diversity Coalition, create a Community Advisory Board/Community Engagement Council comprised of diverse community members who can build advocacy networks and promote/support WIU initiatives.
- Engage with local communities to participate in and support University initiatives, including hosting community organizations to train, educate, and lecture at WIU, and sponsor student-centered events and student organizations.

### **Long-term initiatives**

- Disseminate a campus-wide climate survey to obtain information and feedback. Either an in-house instrument can be developed or a nationally available, benchmarked instrument can be used. Feedback is used to address issues impacting faculty and staff including, but not limited to, changes in hiring practices to ensure diverse search committees and applicant pools; resolve concerns with salary equity; include employee diversity in leadership development; assist in resolving biases with the tenure and promotion process; and identify ways in which to make the campus a more welcoming and supportive environment.
- Establish a Diversity Strategic Plan that outlines how the University will engage with students, faculty, and staff, including timelines, areas of concern, and tangible ways to execute needed changes.
- Hire an external diversity consultant to provide feedback on the institution's culture, history, and practices and provide a plan of action to enact University-wide changes. An external consultant ensures further transparency and provides an unbiased opinion, as well as allows participants to

Speak openly about issues and concerns, and pose questions they have about diversity or process/procedures.

- Hiring external coaches and trainers to meet many of the training needs requested by students, faculty, and staff.
  - Designate financial resources for diversity-related initiatives to:
    - re-establish academic programs, curriculum and spaces that previously existed to support the academic work, research, and education of diversity-related topics and programs.
    - hire academic faculty and administrators that reflect the student population.
    - offer greater access to programs, events, and workshops.
    - allow student, faculty and staff attendance at conferences for continued training, education, and participating in research presentations/panels.
    - create new scholarships funding for undergraduate and graduate students pursuing degrees in diversity-related fields.
    - establish research opportunities to support students and faculty conducting research in specific, targeted areas.
- 

There are many things that can be done to ensure that WIU is moving forward in proactive, positive ways. Incidents will not be swept under the rug, nor will former administrators, faculty and staff be blamed for the issues facing Western Illinois University and our communities.

Western Illinois University will establish and reaffirm a strong, visible, and vocal commitment to diversity. We will have difficult conversations in the classroom, and use academic materials that focus on diversity, expand cultural awareness and increase global perspectives.

Among our greatest responsibilities is to ensure a diverse, welcoming, and safe environment, and to prepare our students for the workforce of today and tomorrow. Our students - the leaders of tomorrow – must have specific skills, abilities and sensitivities, and we will develop them to be the best citizens they can be.



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Report No. 19.12/2

## Purchases of \$100,000 - \$249,999

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
None			

## Purchases of \$250,000 - \$499,999 Receiving Presidential Approval

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
Wintersteiger, Inc.; Salt Lake City, UT	Plot combine with head and gooseneck trailer for use with the oilseed pennycress grant for the School of Agriculture.	\$297,140.00	1
Stifel, Nicolaus & Company, Inc.	Investment Banking Services; At least two bond sales  (Award posted not to exceed \$499,999)	\$300,000.00	11

**Purchases \$500,000 and above  
Exempt from BOT Approval**

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
Western Illinois University; Macomb, IL	FY20 disbursement of funds for the Aim High Match – Freshman Book Awards	\$536,000.00	NA
Western Illinois University; Macomb, IL	FY20 disbursement of funds for the Aim High – Western Opportunity Grant (WOG)	\$808,000.00	NA

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

December 13, 2019

Resolution 19.12/4

Presentation of Internal Auditing Department Charter

**Resolution:**

**WHEREAS** Western Illinois University has a need to periodically review and present the Internal Auditing Department Charter to University management and the Board of Trustees to be in compliance with the State of Illinois Fiscal Control and Internal Auditing Act and the Institute of Internal Auditors *International Standards for the Professional Practice of Internal Auditing*; and,

**WHEREAS** the WIU Internal Auditing Department Charter includes the mission, purpose, and organizational structure and authority of the department; statement of professional practice; statement of independence and objectivity; the types of internal audit services provided; departmental objectives; and the duties and responsibilities of the department; and,

**WHEREAS** the Internal Auditing Charter includes the primary responsibilities of the Internal Audit Department, which includes: developing a two-year risk based audit schedule that is updated and approved annually; performing audit assurance engagements, consulting services, special investigations, and follow-up reviews on audit findings issued; reporting material results of audits, reviews, and investigations to University management and the Audit Committee; and providing an annual summary of the Internal Auditing Department activities to the University President and Audit Committee by September 30<sup>th</sup> for the previous fiscal year:

**THEREFORE** be it resolved that the Board of Trustees approves the Internal Auditing Department Charter as presented.

# **Western Illinois University**

## **Internal Auditing Department Charter**

### **Mission:**

The WIU Office of Internal Auditing is dedicated to improving University operations by providing independent, objective assurance and consulting / advisory services. Our mission is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

### **Purpose:**

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The internal audit function is an integral part of the organization's internal control system; however, the internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.

### **Organization and Authority:**

The Department functions in accordance with the Institute of Internal Auditors International Professional Practices Framework (IPPF); the Fiscal Control and Internal Auditing Act (FCIAA) enacted by the State of Illinois (Illinois Compiled Statutes, 30 ILCS 10); the State of Illinois Internal Audit Advisory Board and related Guidance, and the University's Policy on Internal Auditing (<http://www.wiu.edu/vpas/policies/intaudit.php>).

Internal Auditing achieves organizational independence by reporting administratively to the University President and functionally to the Board of Trustees Audit Committee as defined by the IPPF. This reporting relationship permits independent and unbiased judgments essential to the proper conduct of audits. Internal Audit staff have free and unrestricted communication with University management and members of the Board of Trustees.

In carrying out their duties and responsibilities, internal auditors will have full, free, and unrestricted access to all University activities, records, property and personnel. Internal Auditing has the authority to audit, or cause to be audited, the accounts of all organizations required to submit financial statements to the University, including but not limited to the Western Illinois University Foundation. No officer, administrator, or staff member may prohibit the internal auditors from examining any University record, or access to personnel which is deemed pertinent to the audit, review or investigation. Internal auditors will handle any information obtained during a review in the same prudent manner as the custodian of such information.

### **Statement of Professional Practice:**

Western Illinois University is committed to the professional practice of internal auditing. Internal Auditing will ensure conformance with the Institute of Internal Auditors (IIA) International Professional Practices Framework. The mandatory requirements include the *Code of Ethics*, *Definition of Internal Auditing*, *Core Principles for the Professional Practice of Internal Auditing*, and the *International Standards for the Professional Practice of Internal*

## **Western Illinois University Internal Auditing Department Charter**

*Auditing*). Other professional accounting and auditing standards may be followed when applicable.

### **Independence/Objectivity:**

Independence is defined as the freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner.

Internal auditing staff will be independent of the activities that they review. Internal Auditing staff have no direct responsibility or authority over the activities or operations reviewed and may not perform operational duties or direct University employees in the discharge of their duties. Internal Auditing staff may not implement accounting procedures, controls or prepare financial records that could compromise the auditor's independence. Consistent with the IPPF, Internal auditors may act in a consulting and advisory role without adversely affecting their objectivity.

### **Auditing Objectives:**

In an effort to provide value-added services, Internal Auditing assists management and the Board of Trustees in the effective discharge of their responsibilities relating to the University's strategies, key business objectives, associated risks, and risk management processes. To accomplish this, the Department will furnish management with analyses, recommendations, counsel and pertinent information concerning the activities reviewed or investigated. The attainment of this overall objective involves such activities as:

1. Evaluating the organization's governance process and making recommendations to assist in enhancing:
  - a. Strategic and operational decisions.
  - b. Oversight and communication of the risk management and control process.
  - c. Ethics and values programs.
  - d. Organizational performance, management, and accountability.
  - e. Communication of information among the board, external and internal auditors, other assurance providers, and management.
2. During audits, determining if the overall system of internal control is adequate, effective, efficient and functioning properly to reduce risk and achieve objectives.
3. Assessing the reliability and adequacy of the accounting, financial, technology and reporting systems and procedures.
4. Ensuring key risks are identified and managed.
5. Determining if University activities are in conformity with Board of Trustee Regulations, policies and procedures; state and federal laws and regulations; contractual obligations and good business practices.
6. Ascertaining the extent to which the organization's assets exist, are properly accounted for and are safeguarded from losses through theft, fraud or other means.

## Western Illinois University Internal Auditing Department Charter

7. Developing the professional skills and competence of the internal auditing staff.

### **Audit Services:**

The Internal Auditing Department performs internal operational, technology, compliance and financial related audits of programs, functions, services, departments and accounts under the authority of the University.

There are four primary types of audit services provided:

1. **Assurance Services:** an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. These types of audits include financial, operational, compliance, information technology pre-implementations, and due diligence engagements.
2. **Consulting Services:** advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. When performing consulting services, Internal Auditing will not assume management's responsibilities in order to maintain their objectivity and independence.
3. **Special Investigations:** Investigations evaluate allegations of fraudulent business practices and/or financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences. The WIU Policy on Fraud defines the roles and responsibilities for internal audit staff to follow when investigating allegations of fraud.
4. **Follow-up Engagements:** Follow-up engagements evaluate plans and actions taken to correct reported conditions or deficiencies.

### **Primary Duties and Responsibilities:**

1. Ensure conformance with the mandatory elements of the IIA International Professional Practices Framework, Fiscal Control and Internal Auditing Act, and State of Illinois Internal Audit Advisory Board related Guidance.
2. Prior to June 30th of each year, submit a flexible, two-year, risk-based audit plan identifying audits scheduled to the University President and Audit Committee Chairperson for review. FCIAA requires the University President to approve the audit plan prior to the beginning of the next fiscal year. The plan will include risks and control concerns identified by Internal Auditing through the annual risk assessment process, input from management, and address compliance requirements established by FCIAA.
3. Implement the audit plan by performing internal operational, compliance, technology and/or financial audits of programs, functions, services, departments and accounts that are under the authority of the University.

## Western Illinois University Internal Auditing Department Charter

4. Adjust the audit plan and consider special management and Board of Trustee requests when audits or investigations are deemed necessary as a result of potential fraudulent activity, significant internal control weaknesses identified, or emerging issues that may significantly impact the University.
5. Ensure major information systems of internal and accounting administrative controls are reviewed at least once every two years. This includes review of the design of major new information systems and major modifications of those systems before their installation.
6. Report all material results of audits, reviews, or investigations to the appropriate levels of management and the Audit Committee.
7. Provide recommendations to University management when identifying material weaknesses or opportunities to improve governance, risk management and internal controls. Acceptance of the recommendations or alternative risk management processes shall be determined by University management. In instances when Internal Auditing concludes that an unacceptable level of risk has been accepted by management, these risks shall be communicated to the Audit Committee.
8. Prepare an annual report by September 30th, summarizing the scope, results and status of implemented action plans; and the results and activities of the WIU Office of Internal Auditing throughout the previous fiscal year.
9. Report annually to the President and Audit Committee regarding the accomplishments of the Department, the audit plan, operational activities, budget, and staffing of the WIU Office of Internal Auditing.
10. Establish an audit finding follow-up process to monitor and identify if management actions have been effectively implemented, or if senior management has accepted the risk of not taking any action. This includes proper disclosure to the Audit Committee when risks have been accepted.
11. Coordinate with external auditors and regulatory agencies concerning the scope of work to be performed to reduce duplication and optimize audit coverage.
12. Assist management in the coordination of the annual FCIAA certification of internal controls for the University.
13. Assist in the investigation of potentially fraudulent activities as required by the WIU Policy on Fraud and ensure due diligence is performed to identify fraud in planned audits.
14. Periodically communicate and meet with University management, Audit Committee and / or Board of Trustees to review the results of audits, consulting services, and investigations.
15. Periodically present the Internal Audit Charter to the Board of Trustees for review and approval.

**Approvals:** Original Internal Audit Charter Approved by WIU Board of Trustees: June 1, 2007. Annual Internal Audit Charter Review and Approval by WIU Board of Trustees: December 14, 2018

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Resolution No. 19.12/5

## **Resolution to Approve Administrative Reorganization**

**WHEREAS**, the President of Western Illinois University has responsibility for making recommendations on the organization of the University; and

**WHEREAS**, Western Illinois University continues to focus efforts on restoring enrollment, improving retention, improving its financial position, and supporting safe and effective facilities; and

**WHEREAS**, replacing the “Current Organizational Structure” with “New Organizational Structure” provides the infrastructure to further advance the goals and priorities of the University’s Strategic Plan, *Higher Values in Higher Education*; and,

**WHEREAS**, the President has engaged in discussion with relevant constituency groups regarding opportunities to streamline the University structure and improve its operations as set forth in exhibit B “Proposed Organization Chart”; and

**WHEREAS**, the “Proposed Organization Chart” dissolves the Division of Administrative Services and creates new Divisions of Enrollment Management, Budget and Finance, and Facilities; and

**WHEREAS**, Section II. Employees, Subsection A. General, Paragraph 8, Administrative Organization states as follows:

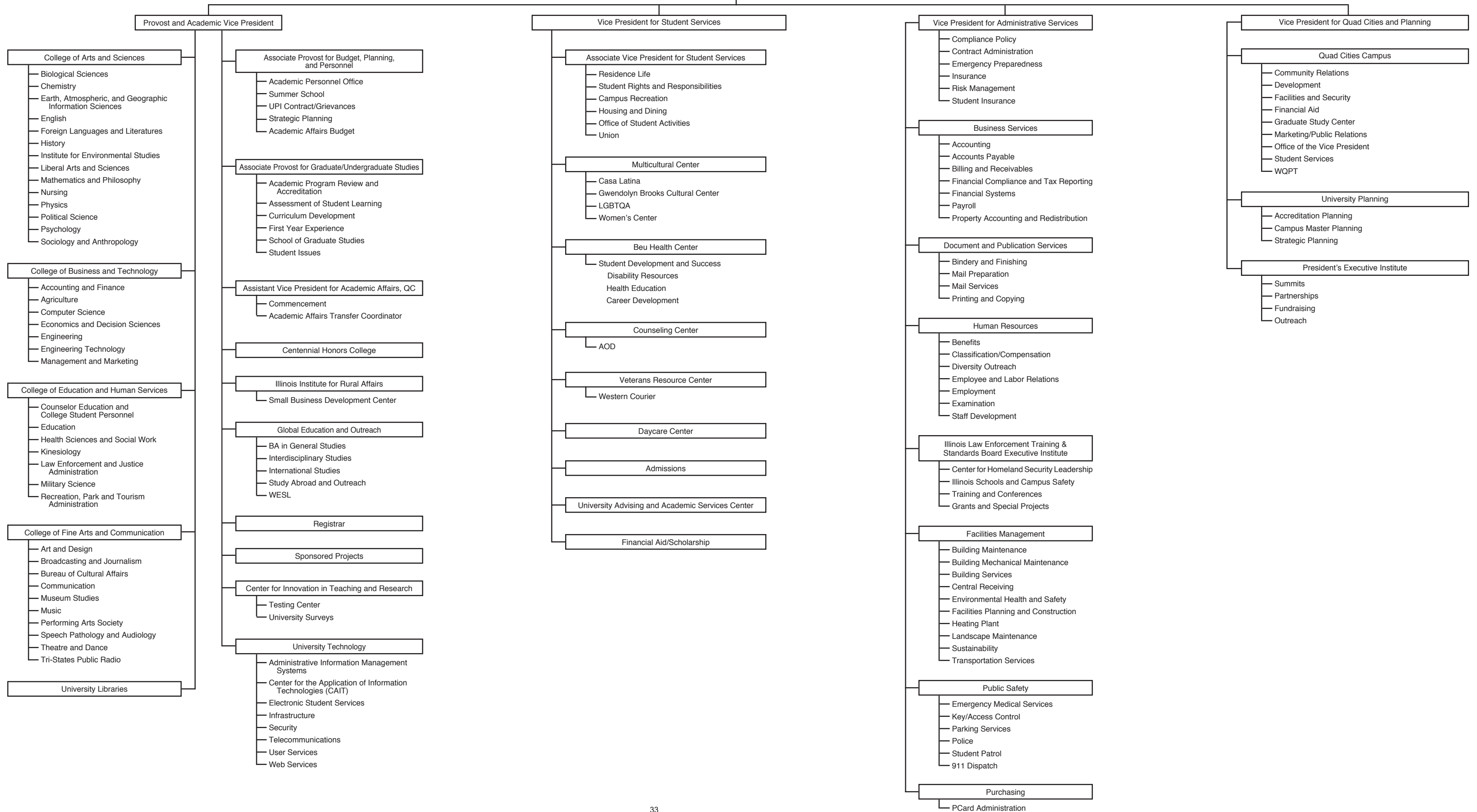
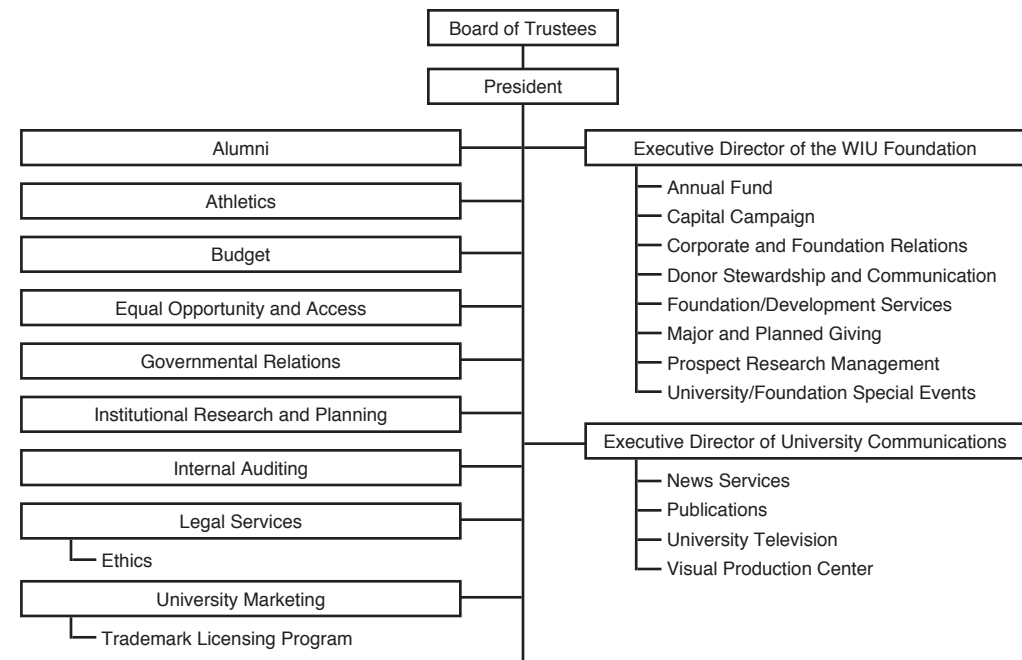
An organization chart of the administrative structure shall be prepared. Board approval shall be required for any significant changes in organization prior to their taking effect.

**WHEREAS**, the Board of Trustees retains final authority to approve significant reorganization;

**THEREFORE**, be it resolved that the Board of Trustees approves the reorganization described in exhibit B as “Proposed Organizational Chart.”



**Exhibit A**  
**FY 2020 FUNCTIONAL ORGANIZATION CHART**  
**FOR**  
**WESTERN ILLINOIS UNIVERSITY**  
**(AS OF OCT. 1, 2019)**



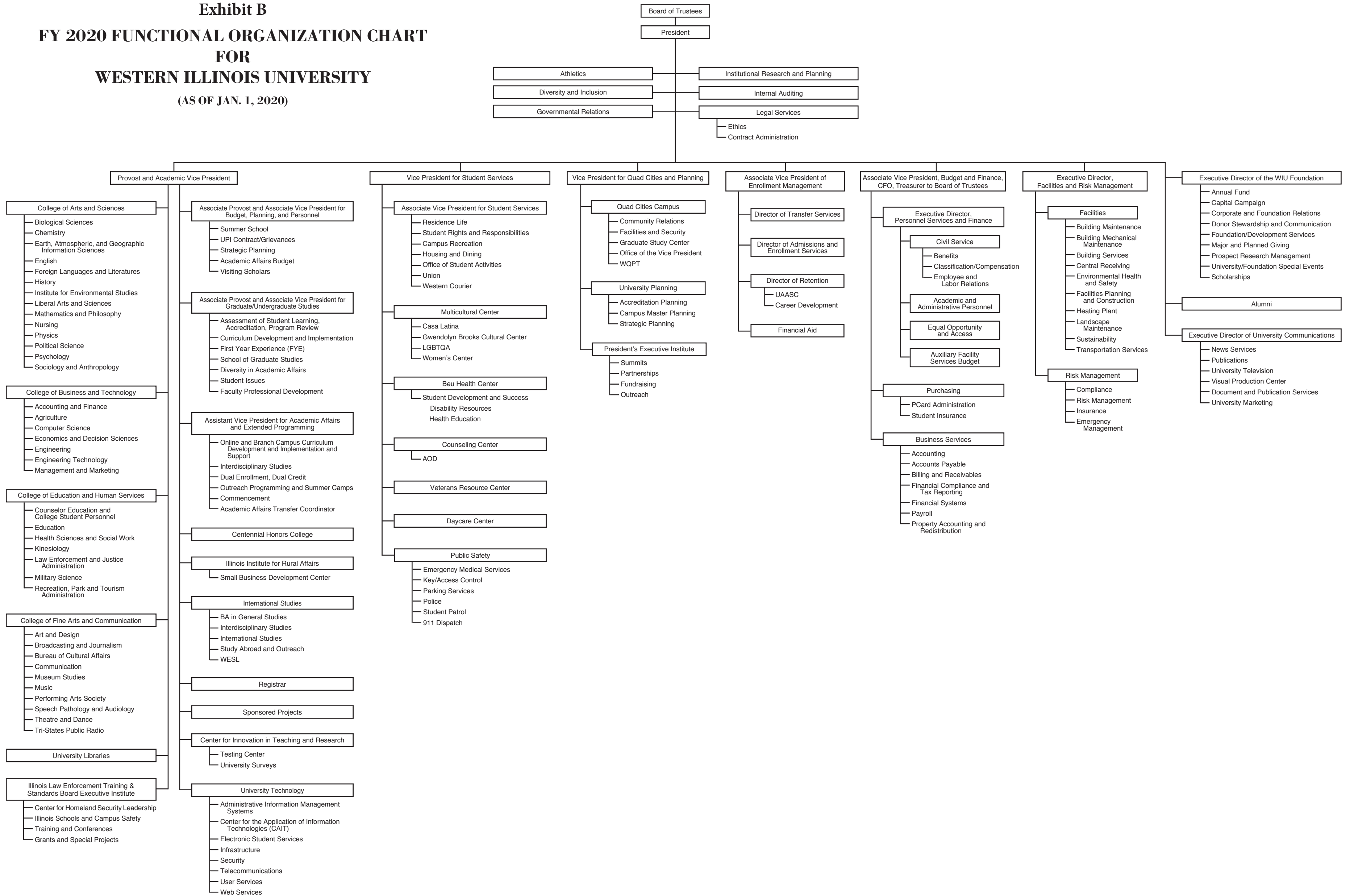
# Exhibit B

## FY 2020 FUNCTIONAL ORGANIZATION CHART

### FOR

## WESTERN ILLINOIS UNIVERSITY

(AS OF JAN. 1, 2020)



WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

December 13, 2019

Resolution No. 19.12/6\_\_

Resolution Authorizing the Issuance of  
Auxiliary Facilities System Refunding Revenue Bonds

WHEREAS the Board of Trustees of Western Illinois University (the “*Board*”) has determined it to be necessary and desirable to approve the refunding (the “*Refunding*”) of all or a portion of the Board’s outstanding Auxiliary Facilities System Revenue Bonds, Series 2010 and Auxiliary Facilities System Revenue Bonds, Series 2012; and

WHEREAS the Board has authority pursuant to the Western Illinois University Revenue Bond Law, 110 ILCS 691/36-1 *et seq.* (the “*Act*”) to issue and sell auxiliary facilities revenue bonds in connection with the Refunding; and

WHEREAS the Board hereby determines that it is desirable to grant approval for the Refunding and to finance the Refunding and related costs through the issuance of auxiliary facilities revenue bonds under the Act;

THEREFORE Be It Resolved by the Board of Trustees of Western Illinois University in regular meeting assembled, that:

1. The Board hereby grants approval for the Refunding and delegates authority to the Treasurer of the Board to determine such time, if any, that market conditions are such that the Refunding is in the best interests of the Board.

2. The Board hereby authorizes the issuance of its Auxiliary Facilities System Refunding Revenue Bonds, Series 2020 in one or more series (the “*Bonds*”) to provide funds for the Refunding and to pay the costs of issuing the Bonds. The final terms of the Bonds will be approved by the Treasurer of the Board or his designee, at his discretion and within the following parameters: (i) the Bonds shall be in an aggregate original principal amount (net of original issue discount or premium, if any) not to exceed \$48,500,000; (ii) the final maturity of the Bonds shall be no later than April 1, 2038; (iii) the Bonds shall be sold at a price not less than 97% of the par amount thereof; and (iv) the true interest cost (TIC) of borrowing for the Bonds will not exceed 5.00%. The Bonds shall be issued on a parity with the Auxiliary Facilities System Revenue Bonds of the Board issued and to be issued pursuant to the resolution adopted on December 5, 1985 by the predecessor to the Board, as amended, establishing the Auxiliary Facilities System, all as provided in the Twelfth Supplemental System Revenue Bond Resolution, a form of which has been presented to this meeting (the “*Twelfth Supplemental Resolution*”).

3. U.S. Bank National Association, Chicago, Illinois, is hereby authorized to serve as Bond Registrar and Paying Agent for the Bonds.

4. Pursuant to the Board's existing contract, the firm of Chapman and Cutler LLP is hereby retained as Bond Counsel to the Board.

5. Pursuant to the Board's existing contract, the firm of Blue Rose Capital Advisors, LLC is hereby retained as Municipal Advisor to the Board.

6. The Treasurer of the Board or his designee is hereby authorized to enter into a Bond Purchase Agreement with Stifel, Nicolaus & Company, Incorporated, as lead managing underwriter (the "*Managing Underwriter*"), and Backstrom McCarley Berry & Co., LLC, as co-managing underwriter (or their successors and assigns) for the sale of the Bonds for not less than 97% of the par amount thereof (exclusive of any original issue discount). The fees for services of the underwriters shall be contingent upon the actual sale of the Bonds.

7. The Board approves the preparation and distribution of a Preliminary Official Statement and the execution and delivery of an Official Statement in connection with the sale of the Bonds. The Board approves the form of the Preliminary Official Statement, a copy of which is on file with the Secretary of the Board for recording. The Treasurer of the Board or his designee is hereby authorized and directed to execute the Official Statement in the name of and on behalf of the Board in substantially the form of the Preliminary Official Statement presented to this meeting, but with the final terms of the Bonds set forth therein, and with such other changes as may be approved by the officer of the Board executing the same, his/her execution thereof to constitute conclusive evidence of the Board's approval of all changes from the form of Preliminary Official Statement presented to this meeting.

8. The Board approves the form of each of the Twelfth Supplemental Resolution, the Bond Purchase Agreement and the Continuing Disclosure Agreement, copies of which are on file with the Secretary of the Board for recording. The Chair and the Secretary of the Board or their designees are hereby authorized and directed to execute the Twelfth Supplemental Resolution, and the Treasurer of the Board or his designee is hereby authorized and directed to execute the Bond Purchase Agreement and the Continuing Disclosure Agreement, each in the name of and on behalf of the Board in substantially the forms presented to this meeting, and with such changes as may be approved by the officer or officers of the Board executing the same, his/her or their execution thereof to constitute conclusive evidence of the Board's approval of all changes from the forms thereof presented to this meeting.

9. In the event the Managing Underwriter determines that the acquisition of bond insurance for the Bonds is economical, the Treasurer is hereby authorized to agree to comply with the terms and provisions of such bond insurance, if such terms are approved by the Treasurer of the Board to be in the best interests of the Board.

10. The members, officers, agents and employees of the Board are hereby authorized and directed to do all such acts and to execute all such documents as may be

necessary to carry out and comply with the provisions of this Resolution and with the actions of the members, officers, agents, and employees of the Board which are in conformity with the intent and purposes of this Resolution, whether heretofore or hereafter taken or done, which actions shall be and are ratified, confirmed and approved.

*Supporting Attachments* are available at

[http://www.wiu.edu/board\\_of\\_trustees/minutes/index.php](http://www.wiu.edu/board_of_trustees/minutes/index.php)

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 4, 2019

## Resolution No. 19.10/10 Amendment to the Regulations of the Board of Trustees of Western Illinois University Section VI Subsection (A) Use of University Facilities

### **Resolution:**

**WHEREAS**, the regulations of the Board of Trustees of Western Illinois University allow the board to act as follows when amending the regulations pursuant to Section 1 Board Procedures, Subsection A Board of Trustees: Authority, Paragraph (2)(b) states as follows:

*Board action on the proposal shall not be taken earlier than the next regular meeting following first reading. During the interim between first reading and Board action, the President shall publicly post to the University community for comment the proposed revisions. Up to ten days prior to the Board meeting at which action is to be taken, members of the faculty, staff, and student body may submit their views and comments in writing to the President for distribution to the Board together with the President's recommendation for action on the proposal.*

**WHEREAS**, the Board of Trustees will have first reading of this Resolution on October 4, 2019 and second reading with final approval at the December 13, 2019 meeting.

**THEREFORE**, be it resolved the Board of Trustees of Western Illinois University make the following changes to Section VI Subsection A as follows (words struck through to be deleted):

The University shall develop policies concerning the use of University facilities. The policies and any changes shall become effective when approved by the President.

The policies shall include the following provisions and such other provisions as are necessary and appropriate:

1. Protection of the right of free speech, subject to reasonable limitations on the time, place, and manner of exercise of that right.
2. ~~Restriction of the use of University facilities to events and meetings sponsored by (a) University groups and organizations, (b) non-University groups and organizations, (c) individuals.~~ University facilities may be used by individuals or non-University groups and organizations. ~~only when the event or meeting is of educational, cultural, or social~~

~~significance or serves the general community welfare.~~ Use of University facilities for official activities or by University groups and organizations shall have priority over use by individuals or non-University groups and organizations.

3. Prohibition of fund raisers, canvassers, solicitors, vendors, and their agents from pursuing their occupations on University property ~~except on official University business or~~ in accordance with approved University regulations.
4. Provisions concerning compliance by individuals, groups, and organizations using University facilities with University requirements regarding insurance to protect the Board, its members, and employees.

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Resolution No. 19.12/7

## Release of Closed Session Written Meeting Minutes

### **Resolution:**

**WHEREAS**, the Board of Trustees of Western Illinois University must comply with the Illinois Open Meetings Act 5 ILCS 120/1 et seq;

**WHEREAS**, the Illinois Open Meetings Act requires public bodies to periodically review the minutes of their Closed Session written minutes on at least a semiannual basis to determine what parts of the minutes should be made available to the public because they no longer require confidential treatment;

**WHEREAS**, pursuant to Section 2.06(d) of the Open Meetings Act, the Board of Trustees has reviewed the written minutes of the closed session minutes of December 17, 2015; January 25, 2016; March 10, 2016; April 20, 2016; June 9, 2016; July 14, 2016; October 6, 2016; December 15, 2016; March 30, 2017; June 8, 2017; July 14, 2017; September 28, 2017, December 14, 2017; March 22, 2018; April 5, 2018; April 30, 2018; May 18, 2018; June 1, 2018; June 7, 2018; June 28, 2018; July 12, 2018; August 23, 2018; September 27, 2018; March 29, 2019; June 13, 2019; June 14, 2019; October 3, 2019 and October 4, 2019 to determine whether the need for confidentiality still exists with respect to all or part of the minutes;

**THEREFORE**, be it resolved the Board of Trustees of Western Illinois University as follows:

1. The Board has determined that the need for confidentiality of the written minutes dated December 17, 2015; January 25, 2016; March 10, 2016; April 20, 2016; June 9, 2016; July 14, 2016; October 6, 2016; December 15, 2016 and March 30, 2017 no longer exists and the minutes shall be released.
2. The Board has determined that the need for confidentiality of the written minutes dated June 8, 2017; July 14, 2017; September 28, 2017; December 14, 2017; March 22, 2018; April 5, 2018; April 30, 2018; May 18, 2018; June 1, 2018; June 7, 2018; June 28, 2018; August 23, 2018; September 27, 2018; March 29, 2019; June 13, 2019; June 14, 2019; October 3, 2019 and October 4, 2019 remains.
3. The Board will review the minutes listed above again at the March 26 -27, 2020 meeting to make a determination regarding release.



# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

December 13, 2019

### Resolution No. 19.12/8 Retention or Destruction of Closed Session Audio Recordings

**Resolution:**

**WHEREAS**, the Board of Trustees of Western Illinois University must comply with the Illinois Open Meetings Act 5 ILCS 120/1 et seq;

**WHEREAS**, the Illinois Open Meetings Act requires public bodies to periodically review the minutes of their Closed Session Minutes on at least a semiannual basis to determine what parts of the minutes should be made available to the public because they no longer require confidential treatment;

**WHEREAS**, the Illinois Open Meetings Act permits the Board of Trustees to approve the destruction of the verbatim record no less than 18 months after the completion of the meeting;

**WHEREAS**, the Board of Trustees has reviewed the dates of the verbatim recordings of the following meetings: June 8, 2017; July 14, 2017; September 28, 2017; December 14, 2017; March 22, 2018; April 5, 2018; April 30, 2018; May 18, 2018; June 1, 2018; June 7, 2018; June 28, 2018; July 12, 2018; August 23, 2018; September 27, 2018; March 29, 2019; June 13, 2019; June 14, 2019; October 3, 2019 and October 4, 2019 to determine whether the need for confidentiality still exist and whether to destroy the verbatim recording;

**WHEREAS**, pursuant to Section 2.06(c) of the Open Meetings Act and no less than 18 months have passed after the completion of the closed session meetings, the Board of Trustees of Western Illinois University may eliminate and destroy the verbatim records of June 12, 2017, July 14, 2017, September 28, 2017 and December 14, 2017;

**THEREFORE**, be it resolved the Board of Trustees of Western Illinois University as follows:

1. The Board has determined that the need for confidentiality of the verbatim recording dated June 8, 2017; July 14, 2017; September 28, 2017; December 14, 2017; March 22, 2018; April 5, 2018; April 30, 2018; May 18, 2018; June 1, 2018; June 7, 2018; June 28, 2018; July 12, 2018; August 23, 2018; September 27, 2018; March 29, 2019; June 13, 2019; June 14, 2019; October 3, 2019 and October 4, 2019 still exists and the recordings shall be retained as confidential pending further review in the future to determine their eligibility for release.
2. The verbatim records of the closed session meetings dated June 12, 2017, July 14, 2017, September 28, 2017 and December 14, 2017 are hereby approved for destruction.
3. The Board will review the minutes listed above again at the March 26 -27, 2020 meeting to make a determination regarding release.

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

## Resolution No. 19.12/9

Approving Trustees to attend the Association of Governing Boards of Universities and Colleges (AGB) 2020 National Conference on Trusteeship

**Resolution:**

**WHEREAS**, the Association of Governing Boards of Universities and Colleges (AGB) is an organization that promotes the education of governing boards in higher education; and

**WHEREAS**, the Board of Trustees of Western Illinois University acknowledges the importance of providing educational opportunities to our Trustees; and

**WHEREAS**, the 2020 National Conference on Trusteeship is scheduled for April 5-7, 2020 in Washington, DC; and

**WHEREAS**, the members only registration fee is \$1,245.00 plus hotel and travel costs.

**THEREFORE**, be it resolved the Board of Trustees of Western Illinois University as follows:

1. The Board approves the AGB Conference budget to not exceed \$10,000.00 to cover the registration fee, hotel costs and travel costs.

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

December 13, 2019

Resolution No. 19.12/10  
Approved Signatories

**Resolution:**

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

**WHEREAS** as of December 6, 2019, the following University positions and names to withdraw funds is being requested: **Associate Vice President for Budget and Finance**, Letisha Trepac, and President, Martin Abraham; and,

**WHEREAS** guidelines established by the President were followed; and,

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

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

Report No. 19.12/3

## Enrollment, Recruitment and Retention Report Report

### **Retention Initiative Update**

The Connections Mapping initiative has continued to be a cornerstone of our retention efforts. By identifying student connections to campus in comparison to other decisions students make during their first weeks of the semester, the Office of Student Rights, Responsibilities, and Retention Initiatives has been able to determine students at risk earlier in the semester to intentionally provide one-on-one follow-up and campus resources.

This semester data focused on student involvement, event attendance, class attendance, conduct history, and meal plan use allowing for the development of the mapping program. Using these parameters, 320 first-year students were identified on the Macomb campus considered as minimal risk of retaining, 383 first-year students identified as mild, and 145 first-year students were identified as a high risk of not retaining for the spring semester.

The Office of Student Rights, Responsibilities, and Retention Initiatives along with the Student Development and Success Center staff and volunteer Building Connections Mentors then reached out to all students identified at risk with direct meetings and phone calls to share resources, offer assistance, and get students connected to campus. Connections Mapping data was also shared with University 100 instructors, advisors of the students in our Reach program, and Athletics to assist with intentional follow up with students. Through intentional follow-up conversation and resource allocation, Connections Mapping allows staff to intervene during critical weeks in the semester.

In the near future, the Connections Mapping initiative will expand as staff from Student Rights, Responsibilities, and Retention Initiatives collaborate with the Quad Cities team on developing the Connections Mapping initiative for the QC campus. The process for follow-up conversation will also continue to be improved in the coming semesters as focus is given to training of academic advisors to best utilize Connections Mapping data during student interactions.

This past fall, Building Connections Mentors met with not only students identified through Connections Mapping, but all students in University 100 and those who opted into the Building Connections Mentorship program. Mentor interactions were tracked to provide insight on themes from student needs and so the effectiveness of the program can continually be assessed.

As of December 1st, over 250 care reports were submitted from faculty, staff, and families allowing the Student Development and Success Center and other offices throughout Student Services to follow up with intentional support and resources. Ranging from academic concerns to home-stressors, staff have been able to assist students in identifying and using the many avenues of support offered throughout campus.

With Fall 2019 being the first semester of the Leatherneck Care Referral program, staff are excited for the current use and look forward to expanding into the spring semester.

## **Undergraduate Admissions Report and Enrollment**

### **Introduction**

2018-19 was a challenging year in the admissions/enrollment area. Structural, staff and other changes within the University created an environment of uncertainty. Combined with outside forces, these were formidable obstacles to face.

For 2019-20 and beyond, stability and consistency are needed to allow strategies, tactics and initiatives to be developed, implemented and maintained. A recruitment plan is in place and actively being implemented.

The enrollment challenge did not occur overnight and will not be solved overnight. Stability and consistency of new and existing strategies and tactics will allow more alignment among campus constituencies, enhancing internal partnerships among alumni, faculty, and others who share the goal of increasing enrollment. We will continue to build the infrastructure to support enrollment moving forward.

### **Enrollment Management is a complex interplay of:**

- Image
- Perception
- Competition
- Cost
- Service
- Academic Program
- Marketing
- Physical Campus Environment

These elements are strategically being developed and managed to position the University for enrollment success moving forward.

### **Prospective Student Comments**

There is interest in WIU and many students are excited to attend. Here are a few of the positive comments from prospective students:

“I have seen the campus when I did a campus tour and I thought it was spectacular.”

Victoria

Huntley High School

“I’m so impressed by the nursing facility and I can’t wait to get to school next fall.”

Erin

Glenbrook North High School

“I really want to go to WIU.”

Aria  
United Township High School

## **Overview of Selected Strategies and Tactics**

These are selected tactics conducted and occurring within each strategic area.

### **Off-Campus Events**

Admissions counselors promote WIU at high school and community college visits, fairs and panel presentations. Nearly 700 visits have been made this year.

Hosted a Chicago high school counselor breakfast to engage high school counselors and promote academics, along with a prospective student reception for students and parents.

Conversations and recurring meetings with different community college constituents to discuss ways to improve transfer pathways for students to attend WIU.

### **On-Campus Events**

A variety of strategies and tactics are being planned and developed for fall 2020 yield (converting admits to enrolled students). Events will include several overnight visits options and a day event with a focus on academic departments.

Hosted several events for high school and community college counselors to have the opportunity to visit campus, receive updates on the University and provide professional development.

### *Fall 2020 Orientation*

Orientation for 2020 will consist of a one-day program in May and June and then a second-day program in August right before classes begin. The early program will focus on connecting with students, registration and advising. The second program will focus on involving students in academic success strategies, engaging in success strategies and connecting with peers.

### **School Speaker's Program**

We have added a School Speakers website to promote faculty presenting in high schools and community college classes. More than a dozen requests were received in the first two weeks of launch.

### **Improving and Enhancing Electronic Communication**

A college's website is the most influential information source for prospective students, according to the 2019 RNL *E-Expectations* survey. A concerted effort is ongoing to improve the Admissions, Scholarship, Transfer and Dual Enrollment websites, in conjunction with the Marketing Office. The sites have been updated and streamlined, eliminating duplicate information and adding relevant content.

### *Email, Text and Print Communication*

Email is the most used strategy by universities to reach students, according to a *National Association of College Admission* survey and also a key influencer according to the *E-Expectations* survey. E-mail is a key component of WIU strategy, as well, along with other channels, including face-to-face, texting, print and direct mail. It addresses the need to include various campus constituents into recruitment to build strong networks and relationships to influence the student's decision on multiple levels and through multiple channels.

### *Academic Program Connection*

Academic departments are receiving lists of fall 2020 prospective and admitted students on a weekly basis and are able to follow-up with those interested in their program.

**Transfer Admission Guarantee (TAG)**

The Transfer Admission Guarantee program was rolled out in fall 2019. This program allows students to claim their intent to transfer to WIU. The benefit of this program is to be able to be in communication with students earlier in the process in order to give them guidance on courses to take at their community college and start the dialogue of the processes sooner so that their transfer experience is a positive transition.

**Admissions Application Processing**

Average freshman admissions application time from day of application to admission decision improved 525% from fall 2018 to fall 2020, decreasing from 42 days to eight. Average transfer application processing time improved 369% from fall 2018 to fall 2020, decreasing from 59 days to 16.

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 13, 2019

## Report No. 19.12/4 HLC/Planning Update

Criterion for Accreditation from the Higher Learning Commission include that the governing board is knowledgeable about the institution; provides oversight of the institution, and meets its legal and fiduciary responsibilities. As such, this Report to the Board of Trustees has four parts:

**Western Illinois University's Renewal to Host Museum Studies at the Figge Art Museum in Davenport Iowa and to Offer Distance Education to Iowa Residents:** *Iowa Code* (state statute) requires out-of-state institutions to apply for renewal every two years when offering approved programs at Iowa location(s) and/or when providing distance education opportunities (courses, certificates, and/or degrees) to Iowa residents.

**FY20 Teach Out Plan Update:** HLC requires an annual report on the enrollment, persistence and completion of the 26 undergraduate majors enrolled in African American Studies, Philosophy, Religious Studies, and Women's studies at the time (spring 2016) the programs were disestablished by WIU. Such reporting is required until all 26 students have graduated or are no longer enrolled at the University.

**FY20 Master Plan Update:** *Campus Master Plans for Macomb and the Quad Cities* guide the future physical development and renovation of the University's campuses. Annual Master Plan Updates ensure that the University is transparent and accountable to the successful advancement of institutional goals and priorities.

**University Planning Calendar** displays the status of actions on the University's Fiscal Year 2020 Planning Calendar to keep the Board informed as it follows HLC Criterion and delegates day-to-day management of the institution to the administration.



**Part I**  
**Western Illinois University's Renewal to Host Museum Studies at the Figge Art Museum in  
Davenport Iowa and to Offer Distance Education to Iowa Residents**

In maintaining Western Illinois University's ongoing relationship with the Higher Learning Commission, the University's 2019 *Application for Registration (Authorization) of Postsecondary Schools and Supporting Attachments* are available at [http://www.wiu.edu/board\\_of\\_trustees/minutes/index.php](http://www.wiu.edu/board_of_trustees/minutes/index.php). The Board's review of these materials meets Commission expectations for institutional governance and oversight of off-campus and distance education instruction.

**Part II**  
**FY20 Teach Out Plan Update**

The Western Illinois University Board of Trustees approved disestablishing academic majors in African American Studies, Philosophy, Religious Studies, and Women's Studies at its June 2016 meeting (*Western Illinois University Board of Trustees Resolution 16.6/5*). While courses in these disciplines remain at the University in support of General Education, academic minors in these areas, and for elective hours, the Higher Learning Commission requires an annual institutional response from the President on how the University serves students majoring in the four disestablished areas until all students in these majors have graduated from or are no longer enrolled at the University.

Copy of Interim President Abraham's 2019 response to the Commission is included on the pages that follow. The Board of Trustees review of this response maintains the University's ongoing relationship with the Commission. Accreditation criteria related to mission and governance require the Board approve program establishments and disestablishments, and retain related correspondence in their records. The Board's review of the President's letter meets Commission expectations.

December 3, 2019

Dr. Barbara Gellman-Danley  
President, Higher Learning Commission  
230 South LaSalle Street, Suite 7-500  
Chicago, IL 60604

Dear Dr. Gellman-Danley:

Former President Thomas originally wrote with regard to the disestablishment of four undergraduate academic majors at Western Illinois University (WIU) on June 30, 2016. In maintaining the WIU's ongoing relationship with the Higher Learning Commission, rationale for the University's decision, teach out data, and a summary of teach out protocol is summarized below.

**Rationale**

The Western Illinois University Board of Trustees voted upon recommendation of the Interim Provost and Academic Vice President to disestablish bachelor degree programs in African American Studies, Philosophy, Religious Studies, and Women's Studies at its June 10, 2016, meeting. Reasons for these program disestablishments were low enrollments and a low number of degrees conferred.

**Data**

Twenty-six enrolled undergraduate majors were effected by the Board's decision, representing 0.3% of the University's total Spring 2016 census day undergraduate enrollment. Of these 26 students, the next page shows that 19 (73%) graduated and seven (27%) are no longer enrolled at WIU as of fall 2019.

Teach Out Data Spring 2016 Census Day					
	<u>Freshmen</u>	<u>Sophomores</u>	<u>Juniors</u>	<u>Seniors</u>	<u>Total</u>
African American Studies	--	--	3	3	6
Philosophy	2	5	2	4	13
Religious Studies	--	1	--	--	1
Women's Studies	--	1	2	3	6
Enrolled Changed Majors					
Current Enrollment Total	<u>2</u>	<u>7</u>	<u>7</u>	<u>10</u>	<u>26</u>
Teach Out Data Fall 2017 Census Day					
	<u>Freshmen</u>	<u>Sophomores</u>	<u>Juniors</u>	<u>Seniors</u>	<u>Total</u>
African American Studies	--	--	1	2	3
Philosophy	--	--	1	1	2
Religious Studies	--	--	--	--	--
Women's Studies	--	--	--	1	--
Enrolled Changed Majors	--	--	2	--	2
Current Enrollment Total	--	--	<u>4</u>	<u>2</u>	<u>6</u>
Number Graduated					<u>11</u>
No Longer Enrolled at WIU					<u>9</u>
Total Students					<u>26</u>

Teach Out Data Fall 2018 Census Day					
	<u>Freshmen</u>	<u>Sophomores</u>	<u>Juniors</u>	<u>Seniors</u>	<u>Total</u>
African American Studies	--	--	--	--	<u>--</u>
Philosophy	--	--	--	4	<u>4</u>
Religious Studies	--	--	--	1	<u>1</u>
Women's Studies	--	--	--	1	<u>1</u>
Enrolled Changed Majors	--	--	--	2	<u>2</u>
Current Enrollment Total	--	--	--	<u>8</u>	<u>8</u>
Number Graduated					<u>13</u>
No Longer Enrolled at WIU					<u>5</u>
Total Students					<u>26</u>

Teach Out Data Fall 2019 Census Day					
	<u>Freshmen</u>	<u>Sophomores</u>	<u>Juniors</u>	<u>Seniors</u>	<u>Total</u>
African American Studies	--	--	--	--	<u>--</u>
Philosophy	--	--	--		
Religious Studies	--	--	--		
Women's Studies	--	--	--		
Enrolled Changed Majors	--	--	--		
Current Enrollment Total	--	--	--		
Number Graduated					<u>19</u>
No Longer Enrolled at WIU					<u>7</u>
Total Students					<u>26</u>

### **Protocol**

With annual monitoring and reporting on this teach out plan now complete, the following documents the steps used in the teach out process for the historic record.

1. No new students were admitted into these majors after teach out plans were announced. Reference to these majors was eliminated from institutional websites and the Western Illinois University *Undergraduate Catalog*, while information about continuing courses and minors remains.
2. Academic Advisors originally communicated with students about the closure of their majors in spring 2016. Students had the opportunity to complete degree requirements in their disestablished majors, or in other academic programs at the University provided that they met programmatic admissions criteria published in the Western Illinois University *Undergraduate Catalog*.
3. Academic Advisors kept *Individual Study Plans (ISPs)* for each effected student. These *ISPs* were reviewed with each student every semester to ensure timely degree completion. All *ISPs* remained on file at the University in case there was need for Commission review.
4. The Senior Vice President for Strategic Planning and Initiatives worked with the University Registrar and Institutional Research and Planning to complete teach out reporting.

Western Illinois University affirms its status as a comprehensive university committed to providing a well-rounded and high-quality educational experience. Courses from the disestablished majors continue in the University's General Education curriculum and/or as academic minors. Philosophy courses are now offered in the Mathematics and Philosophy department. Coursework and academic minors in African American Studies, Religious Studies, and Women's Studies are housed in the newly established Liberal Arts department.

Thank you for continued support of Western Illinois University. Please contact me if you have any questions or concerns about the materials in this letter.

Sincerely,

Dr. Martin Abraham, Interim President

cc: Dr. Stephanie Brzuzy, Vice President for Accreditation Relations  
Mr. William Clow, Interim Provost and Academic Vice President  
Dr. Joseph Rives, Senior Vice President, Strategic Planning and Initiatives/  
Accreditation Liaison Officer

**Part III**  
**FY20 Master Plan Update**

**Macomb Campus Master Plan Accomplishments**

The *Campus Master Plan 2012-2032: Enhancing the Student Experience* represents a 20-year vision for facilities, grounds, and infrastructure; updates the *2007 Macomb Campus Master Plan*; and emphasizes five guiding principles for campus construction and renovation.

***Enlivening the Academic Environment*** establishes new learning facilities, reconfigures existing buildings, and enhances technology to support the University's values of academic excellence and educational opportunity. Accomplishments in these areas include:

The Board of Trustees submitting Fiscal Year 2021 Capital Budget Recommendations to the Illinois Board of Higher Education (IBHE) including priorities for Science Building Phase II renovation, Tillman Hall renovation, Stipes Hall renovation, and a new Education Building.

Members of the academic community and Facilities Management reconfiguring existing buildings to serve the academic mission of the University.

- Kinesiology and Military Science opened the Injury Prevention and Rehabilitation Clinic that serves military science cadets and offers hands-on training opportunities to athletic training students in the Brophy Hall Athletic Training Laboratory.
- Music installed a Wenger Practice Room (WPR) in Sallee Hall. This modular soundproof room permits acoustical adjustments to hear how performances will sound in different venues. The School of Music has eight WPMs, with a goal of 19 to meet National Association of Schools of Music accreditation standards.
- Earth, Atmospheric and Geographic Information Sciences purchased a Doppler Radar from the Furuno company for use academically and by the McDonough County Emergency Services and Disaster Agency office.
- Agriculture Professor Win Phippen received a \$10 million federal grant to further refine Pennycress as a new winter-annual cash cover crop for use in the biofuel industry. Researchers from Illinois State University, Ohio State University, University of Wisconsin-Platteville, and the University of Minnesota will join Phippen's team.

Technology enhancements include the Board of Trustees approval of a 10-year, \$2.8 million contract with Unified of Chicago for an enterprise resource planning (ERP) system to modernize and increase efficiencies of the University's technology systems. WIU's technological infrastructure supports a high-quality distance education program. US News and World Report's 2019 rankings placed WIU in the top 22% of 348 colleges and universities nationwide in providing distance education.

***Enhancing the Student Experience*** supports renovation to athletic, dining, housing, and recreational facilities to support personal growth and social responsibility. It also includes reallocating space to better serve students.

- University Housing and Dining Services enhancements include adding new Living Learning Communities in Business and Agriculture Studies, offering freshman living options in Lincoln-

Washington Halls to respond to student requests for updated accommodations and proximal dining options, investigating locations for an Esports Arena and Tech Center, and planning for the replacement of the Thompson Hall Chiller (Air Conditioning) this spring/summer

- Athletic facilities enhancements include a new baseball halo, softball shed, scoreboard in Western Hall, as well as track resurfacing/restriping and branding in the coaches hallway.
- Space reallocations include placing the new Student Development and Success Center in Memorial Hall near the University Advising and Academic Support Center, and moving the LGBT\*QA Resource Center from the University Union to increase visibility and space for the Center and its Unity student organization.

***Strengthening Campus Identity*** focuses on enhancements to iconic facilities, pronounced entry to Western Illinois University, and proud display of the University's identity. This also relates to the end-user's experiences in university facilities.

- University Marketing is leading a Brand Refresh that includes the installation of new WIU banners on campus.
- WIU received \$9.4M in FY19 funding for permanent improvements related to roof repairs/replacements (\$2.7M), chiller replacements (\$4.3M), and building system water replacement (\$2.5M).
- An additional \$28.9M in capital renewal funding for WIU was appropriated for FY20. However, funds have not been released.
- The Board of Trustees Fiscal Year 2021 Capital Recommendations to the IBHE include \$24.3M in capital renewal funds for classroom modernizations; Heating, Ventilation, and Air Conditioning improvements; plumbing and electrical enhancements; and sidewalk, drive, and exterior stair renovations.

***Engaging the Strategic Plan*** supports priorities related to campus safety, health and wellness, accessibility, sustainability, community engagement, and economic development. This year's accomplishments focused on sustainability, university traditions, and community and economic development.

- WIU received [Tree Campus USA designation](#) by the Arbor Day Foundation for the seventh consecutive year in January 2019. The national Tree Campus USA program was created in 2008 to honor colleges and universities for effective campus forest management and engaging students, faculty, and staff in conservation goals.
- WIU participated in the national collegiate RecycleMania competition for the 13<sup>th</sup> consecutive year. Participating institutions recycled 69.9 million pounds of recycling and food waste in 2018.
- WIU honored former employees and those who have served our country at the Memorial Tree Planting and Veterans Memorial Tree Grove Planting.
- WIU is seeking IIN funding to support advanced and additive manufacturing in the School of Engineering and the training/application of data analytics, visualization, and artificial intelligence in rural communities through the Illinois Institute for Rural Affairs.

***Developing Visionary, Yet Implementable Strategies*** emphasizes large-scale projects discussed in this *Update*, as well as smaller scale projects that enhance interactions between students, faculty, staff, and guests of the University. This year's accomplishments include hosting high profile events that attract members and guests of the University. Examples include hosting special exhibitions by high school artists in the University Art Gallery, the Phantom Regiment, WIU Marching Band Classic, outreach activities at Horn Field Campus, Fourth of July Celebration, and the Summit League Track and Field Championship.

### **Quad Cities Campus**

The Western Illinois University Board of Trustees approved a *Campus Master Plan* for the Quad Cities in 2006. The *Plan* focused on a three-phase development for the new campus, recognizing that the University had outgrown its 60<sup>th</sup> Street facility. *Master Plan* accomplishments for 2019 relate to:

- Enhancing the campus experience by replacing all campus banners, and restriping/repairing all parking lots.
- Responding to student requests for repurposing Room 2102 to serve as an Esports Arena.
- Engaging in permanent improvements by sealing the Riverfront Hall foundation to prevent water penetration, engaging in Building B tuckpointing, and replacing a multi-stack unit that supports geothermal heating and cooling.
- Supporting sustainability by piloting migratory bird protection window coverings, engaging in We Care activities, and preparing the Victory Garden that will provide fresh produce to the campus food pantry.
- Continuing the fundraising campaign to increase WQPT's signal radius and reliability. As of December 3, 2019, \$1.4 million in pledges and \$618,000 in cash has been raised towards the \$2.1 million goal.

The University also continues experience growth in areas near the Quad Cities Campus. This includes opening of a second restaurant at The Millis and IH Mississippi Valley Credit Union's Corporate Headquarters next to The Mills.

### **Future Master Plan Actions**

WIU is well positioned for future master plan actions when state capital funding is unfrozen and funds are released. The Center for the Performing Arts remains on the State's Capital Re-Appropriations List, and capital funds have been appropriated (but not released) for Phase I of the Science Building. This new building, which is proposed to be built on the campus' north side, will consolidate some of the science programs housed in Currens, Waggoner and Tillman Halls. The tentative plan includes a combination of a new building and renovation of Currens Hall.

WIU also had funds allocated to seek Leadership in Energy and Environmental Design (LEED) certification for the Quad Cities Complex. The Complex was designed as a LEED Gold Facility. Prior the freeze on state capital funding, a programming study for WIU-QC Phase III and selection of an architectural and engineering firm (Holabird and Root) was completed. Governor Quinn had allocated \$5.0 million to the ongoing growth and expansion of the Quad Cities campus.



## Cumulative Master Plan Accomplishments

Displayed below are cumulative master plan listings for both campuses. Such information is necessary for the Higher Learning Commission's next onsite and four-year reviews scheduled for Academic Years 2020-2021 and 2024-2025, respectively. Documentation of *Macomb and Quad Cities Master Plan* successes will continue with the Fiscal Year 2021 Master Plan Update that will be presented to the Western Illinois University Board of Trustees in December 2020.

Table 1  
Completed Macomb Master Plan Projects

### 2019

- Opening the Injury Prevention and Rehabilitation Clinic
- Adding an 8<sup>th</sup> Wenger Practice Room for the School of Music
- Receiving a \$10 million grant in Pennycress application

### 2018

- Opening Arthur D. and Roslyn Chown Golf Learning Center
- Dedicating the McCamey Crime Lab
- Unveiling the School of Music's new Steinway & Sons Model D Grand Piano
- Remodeling Athletic Training Rooms in Western Hall and Brophy Hall
- Establishing the Food Pantry

### 2017

- Opening the third phase of the Greenhouse
- Demolishing East Village
- Imploding Higgins Hall
- Remodeling office space in Western Hall, installing lockers for Volleyball, and refinishing Western Hall and Brophy Hall Athletic floors.
- Unveiling the Rock Hanson Statue at Hanson Field
- Adding 26 additional Rocky on Parade statues

### 2016

- Opening the second phase of the Greenhouse
- Updating one electronic classroom
- Leasing land for a new cellular tower
- Installing new seating in Western Hall
- Completing construction on a new Track & Field/Cross Country Team room in Western Hall
- Preparing for decommissioning of Higgins Hall and East Village
- Adding six additional Rocky on Parade statues

### 2015

- Purchasing and removing four houses to protect the integrity of the formal entry to Western Illinois University
- Removing the University Cinema Building
- Updating 21 classrooms and 29 electronic classrooms
- Completing Phase II of the Alumni Legacy Project
- Remodeling Tanner Hall Lobby

### 2014

- Constructing Memorial Hall replacement parking
- Opening the Agriculture Greenhouse and New Residence at Horn Field Campus

2014 (continued)

- Updating 15 classrooms and 17 electronic classrooms
- Renovating the University Union and Thompson Hall Lobby

2013

- Completing the Grand Entry to Western Illinois University
- Updating 22 classrooms and five electronic classrooms
- Installing a video board at Hanson Field
- Finishing Steam line upgrades and Thompson Hall renovations

2012

- Completing Phase I of the Alumni Legacy Project
- Renovating Corbin, Olson, Lincoln, and Washington Halls
- Decommissioning properties at 300 W. University Drive
- Opening the Three Dimensional Art Center in the Heating Plant Annex
- Imploding Wetzel Hall and creating Wetzel Park

Table 2  
Quad Cities Master Plan Accomplishments

2019

- Creating an Esports Arena
- Preparing the Victory Garden to support the Food Pantry

2018

- Receiving \$494,917 from the Roy J. Carver Charitable Trust to support laboratories and instructional technologies in the areas of robotics and three-dimensional printing.
- Unveiling of the second Rocky on Parade statue on campus.
- Opening a Procurement and Technical Assistance Center for government contracting.

2017

- Selling the 60<sup>th</sup> Street facility
- Transforming campus retention pond areas into natural wetlands and habitats
- Reallocating space to open a Small Business Development/International Trade Center

2016

- Installing a Rocky on Parade Statue
- Expanding the CAD classroom and creating an Innovation Laboratory as a result of a \$161,000 donation from the Roy J. Carver Charitable Foundation
- Providing facilities to support the University's first Ph.D. program (Environmental Science)
- Receiving State of Iowa approval for Museum Studies to remain located at the Figge Art Museum

2015

- Installing AEDs in all campus buildings and thumb locks in all campus classrooms and conference rooms
- Creating a United States Flag Display in the Quad Cities Complex Atrium to mirror the International Flag Display in Riverfront Hall's Goldfarb Atrium
- Redistributing furniture, fixtures, and equipment from 60<sup>th</sup> Street to Macomb and Central Management Services
- Applying for renewal to keep Museum Studies located at the Figge Art Museum

2014

- Opening Phase II of the Western Illinois University-Quad Cities Riverfront Campus
- Completing the Phase III Programming Study
- Receiving design funding for Phase III

2013

- Beginning Riverfront Campus Phase II construction
- Initiating Riverfront Campus Phase III programming study
- Receiving State of Iowa approval for Museum Studies to remain located at the Figge Art Museum

2012

- Opening Phase I of the Western Illinois University-Quad Cities Riverfront Campus
- Relocating the School of Engineering from the Caxton Building to Riverfront Phase I

2010

- Initiating renovation on Riverfront Campus Phase I

2009

- Receiving state funding for renovating the former John Deere and Company Technical Center to create Riverfront Campus Phase I, and the design and construction funding for Phase II of Riverfront Campus
- Leasing the Caxton Building to house the School of Engineering

2008

- Receiving State of Iowa and Higher Learning Commission-North Central Association of Colleges and Schools approval to house Museum Studies at the Figge Art Museum in Davenport, Iowa

## Part IV University Calendar Update

The following displays the status of actions on the University's Fiscal Year 2020 Planning Calendar. Items in bold text represent actions and/or accomplishments since the last Quarterly Planning Update (October 2019).

- Prepare the Academic Year 2020-2021 Strategic Plan Supplement:
  - **The SRTF has meet 10 times and shared revised drafts of Criteria 3-5 with the University community for review and feedback through monthly Strategic Plan Updates.**
  - The Task Force will prepare a Strategic Plan Supplement that identifies actions needed to ensure that Western meets and exceeds all Higher Learning Commission criteria, core components, subcomponents, and federal compliance requirements for accreditation. This will be presented to the Board in June 2020.
  - The Academic Year 2019-2020 Social Responsibility Task Force (SRTF) has been appointed. Membership is displayed in the *September 2019 Strategic Plan Update* ([www.wiu.edu/university\\_planning/planningupdates.php](http://www.wiu.edu/university_planning/planningupdates.php)).
- Maintain the University's ongoing relationship with the Higher Learning Commission by submitting required reporting and attending training.
  - **An annual update on student enrollment, persistence, and completion in programs entering Teach-Out during FY16 was submitted this quarter.**
  - **Institutional application to participate in the National Council for State Authorization and Reciprocity Act (distance education delivery outside Illinois) was submitted and approved this quarter.**
  - **Institutional application to deliver online courses to Iowa residents, and host Museum Studies at the Figge Art Museum in Davenport (IA) was submitted this quarter.**
  - **The Senior Vice President for Strategic Planning and Initiatives attended five webinars on the criteria for accreditation to ensure that Western is current with accreditation requirements.**
  - The University was not required to submit a Fiscal Year (FY) 20 Financial Recovery Plan. Western was required to submit required plans for the two previous fiscal years due to financial ratios reflecting the effects of the statewide budget impasse.
- Continue to advance the goals and priorities of the President's Executive Institute (PEI):
  - A status report on PEI goals and priorities was made in the *August 2019 Strategic Plan Update*.
- Participate in the Illinois Innovation Network:
  - **The first meeting of the Quad Cities Innovation Center (QCIC) resulted in Black Hawk College, Carl Sandburg College, Eastern Iowa Community College, the Quad Cities Chamber of Commerce, Rock Island Arsenal, and Saint Ambrose University joining WIU's QCIC.**

- **The Senior Vice President is meeting with the individual partner institutions this quarter to help draft a “playbook” on how each of the partners will support additive and advanced manufacturing.**
- **The Senior Vice President was asked to present the Quad Cities Innovation Center at the December 2019 Illinois Innovation Network meeting in Champaign.**
- The Interim CIO and a Computer Science faculty member are exploring cybersecurity grant, curriculum, and application partnerships.
- The Senior Vice President for Strategic Planning was elected to a two-year term on the four-person Executive Committee that will oversee implementation of Network polices.
- Institutional participation in the Network’s four standing committees: Research and Collaboration, Entrepreneurship, Public Policy and Funding, and Education and Workforce Development begin in Quarter 1 of FY20.
- Advance Military Partnerships
  - **The Rock Island Arsenal’s Participation in the QCIC includes Army Sustainment Command, Army Contracting Command, Joint Manufacturing Technology Center, and US Army Corps of Engineers.**
  - The Military Task Force sent care packages to deployed WIU students, alumni, and friends; launched university advertising on the Rock Island Arsenal (RIA) for first time; and successfully advocated for the removal of the University 100 degree requirement for veterans.
  - The Directors of the School of Law Enforcement and Justice Administration and the MBA program are exploring offering courses, as soon as Spring 2020, on the RIA.
  - The Executive Director of the School of Distance Learning and Outreach is also exploring General Studies enrollment partnerships with RIA personnel.
- Complete service to the Higher Learning Commission:
  - The Senior Vice President for Strategic Planning and Initiatives:
    - **Completed the first of two location visits for East Central University (OK) this quarter. The second visit will be completed in the next quarter.**
    - Serves as a Student Success Mentor for Dakota State University (SD), and Institutional Actions Council (IAC) member. The IAC is the primary decision-making body for the Commission.
    - Completed training to serve as a chairperson for IAC hearings.
- Prepare planning materials for Western Illinois University Board of Trustees meetings:
  - **December 2019 Topics:**
    1. **Institutional Application to Host Museum Studies in Davenport and Offer Distance Education to Iowa Residents**
    2. **Teach Out Update**

**3. FY20 Master Plan Update**  
**4. University Planning Calendar**

- October 2019 Topics:
  1. University Planning Calendar
- Distribute monthly Strategic Plan Updates:

<u>Month</u>	<u>Topic</u>
<b>December 2019</b>	<b>Revised Draft of HLC Criterion 5</b>
<b>November 2019</b>	<b>Revised Draft of HLC Criterion 4</b>
<b>October 2019</b>	<b>Revised Draft of HLC Criterion 3</b>
September 2019	Social Responsibility Task Force membership, charge, and process.
August 2019	FY19 President's Executive Institute goals, priorities, and accomplishments.
July 2019	Summary of institutional accomplishments on the <i>FY19 Positioning Western Illinois University for the Future Plan</i> .