

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Retreat
July 20, 2007

The meeting of the Board of Trustees of Western Illinois University convened at 8:30 A.M. at the Kibbe Life Science Station, on the campus of Western Illinois University. Trustee William L. Epperly, Chair, presided.

The following trustees were present to answer roll call:

Trustee Robert J. Cook
Trustee Carolyn J. Ehlert
Trustee William L. Epperly
Trustee Donald W. "Bill" Griffin
Trustee Jessie L. Kallman
Trustee Steven L. Nelson

Absent: Trustee George J. Guzzardo, Trustee J. Michael Houston

Also in attendance:

Jane Pierson, Retreat Facilitator
Alvin Goldfarb, President
Kerry Yadgar, Administrative Assistant to the Board of Trustees

The meeting opened with comments from Chair Epperly and President Goldfarb, followed by comments and an agenda review from Jane Pierson.

Small group activity: Trustees divided into small groups and discussed accomplishments of the University – specifically what they are most proud of and any soft spots.

Proud of: Master Plan and outreach to get everyone's perspective on campus; new nursing program and other new programs – good to see time, effort, thought and partnerships that went into creating these programs; faculty review – working environment comments; Presidential leadership; significant changes; relationships between Macomb and the QCs; fundraising leadership team in the QCs and QC community being "drawn in by University" and partners, integrated, connected; improved ranking and national recognition; perception of WIU (incl. quality of education); doing with what we have and financially getting the job done and keeping the student in mind; activism of the Board – very active and engaged; agreement of faculty to four-year agreement (UPI); continued and ongoing implementation of the Strategic Plan and the monthly summaries of action; new initiatives in IIRA, etc.; new director of Institute of Environmental Studies; growing in quality, substance, outreach despite financial constraints.

From President Goldfarb: proud of FYE (First Year Experience), new doctoral program, will be totally wireless by fall 2007, fiber loop being laid, multicultural center/recreation center/Hanson Field construction, sprinkling of residence halls, renovations in Memorial Hall and variety of others (including lots of new desks and chairs for classrooms), diversity numbers have increased in faculty/staff/students.

Soft spots: relations between faculty/administration/students (not necessarily bad, but maybe absent); student government – no guidance or orientation; student engagement in government; public officials/partnerships – want more information so that they can be active and want to know how to help (this is positive but can be a burden); infrastructure energy issues (chillers); full Board participation.

Construction information: Master Plan Construction Projects and Current Renovations & Repair Projects maps with timelines were distributed. A “Rocky Builds” website is forthcoming. President Goldfarb addressed the different projects so that Trustees would be able to answer questions on the progress and have a better awareness of what is going on. President Goldfarb also explained the progress in technology, including laying fiber loop and partnerships.

President Goldfarb reviewed the *Higher Values in Higher Education* handouts, including a report card of action on the Strategic Plan. The report includes specific details on how each item was categorized in the summary report card. The plan is nearly five years old and a committee will be put together to review the plan and President Goldfarb hopes that the Trustees will review the document and think about how they’d like to be engaged in the upcoming review process.

Trustee Griffin read the Vision of Western Illinois University, the Mission Statement and our Values (all written 2002-2003). President Goldfarb talked about how the Board served as a focus group during the original creation of the Strategic Plan. This is what he would like to do with the Board again during the upcoming review and revision of the Strategic Plan. The Trustees discussed the term “comprehensive” that is used in the Vision statement and if another term is better to use for better understanding.

Jane Pierson asked the Board to think about what the Vision statement means. What might WIU look like in 20 years? What will it do? Trustee Ehlert asked if we need the University to carve a niche and separate itself from the pack. Ideas of what we might be and do included: expanding educational opportunities on- and off-campus. Values need to apply to both campuses – we need one university with two campuses; flexible to the needs of society; realistic school (tuition/costs); global and international interests; best student-teacher ratio; best retention rates; shoot at graduation rates (leading institution); balancing between higher expectations for admissions and accessibility and opportunities; most attractive for students; what are the characteristics to make our vision happen?; rural accessibility (Macomb) and non-traditional socio-economic accessibility (QCs) balanced with higher regular admissions; heighten the exit value of the degree in Vision; on-campus student experience and/or support; offer a best private school experience with public school accessibility. Chair Epperly discussed the length of the mission and asked if it should be amended so that faculty/staff/administration knows what it is. The Board discussed possible rewrites of the Mission Statement.

President Goldfarb talked about marketing at WIU. In the QCs, there have been billboards, bus wraps and a more clear message. There are also billboards, bus wraps and wraps on L stations. Kristin Dunstan provided grants to the colleges so that they could do their own marketing.

President’s goals:

President Goldfarb discussed his goals in terms of his self-evaluation for FY 2007. One addition to his self-evaluation accomplishments would be a tentative agreement for the UPI contact. He recognized Ken Hawkinson on the Administrative Negotiating Team for his extensive work in the contract negotiations. One of the goals is to continue to manage budget issues. President Goldfarb remarked that we have no budget at this time; even if the state government shuts down, WIU will not. The Performing Arts Center and QC Campus, comprehensive campaign, B.S. in Nursing (both degree completion and full four-year degree), needs assessments underway for small engineering program in the QCs, Provost search, multicultural center, recreation center, Hanson Field renovation, key leadership positions.

Board reactions, additions and questions and ideas included: dialog on what characteristics the President would like to see in the next Provost, public policy and lobbying in the state and in Washington, D.C., goals for infrastructure (VP Thompson is addressing this).

Managing in Challenging Times:

John Maguire speaks for the University and the Chair of the Board speaks for the Board. John Maguire knows to work with President Goldfarb to have a unified media approach. President Goldfarb makes sure to let the Board Chair know and makes sure to contact the Board as appropriate. The University is in the midst of reviewing its Emergency Operations Plan (this is a constant review in a changing world with changing needs). The Board has also received a copy of the current Pandemic Flu Plan, which will also be constantly updated. The President sits on the Governor's Campus Security Task Force.

Macomb-Quad Cities Communication & Future Planning of QC Campus:

The communication strategy between the Quad Cities and Macomb campuses as well as how leadership structure in the QCs may need to be adjusted as the campus grows and the construction of the buildings begins. The Board discussed its vision for the campus and contemplated different models of leadership for WIU-Macomb and WIU-Quad Cities as the QC Campus grows to its estimated numbers.

Role of the Assistant for the Board of Trustees:

The Assistant to the Student Trustee would be the ears for the campus in which he/she represents, listen to and relay information back and forth to the campus, attend meetings, report information from their campus to the student Trustees. Work closely with the student Trustees. They do not vote and do not attend executive session meetings but are invited to regular meetings. They do not attend official functions as this is the job of the Trustee. Assistants serve as ex-officio members of the SGA of their respective campus and update their SGA on issues relative to students. Assistants are encouraged to attend events on their respective campus, and if the student is a Macomb student, should serve on CUPP (Community-University Partnership Program). For official events on their campus, attend events that the Trustee is unable to attend.

Annual Board Assessments and Responsibilities:

The Board discussed Trustee participation and report card responses. Overall, the Board evaluated itself fairly high on multiple areas and evaluated themselves in areas that needed work. Maybe add a place for narrative? Kerry will add multiple narrative questions to the report card and forward to the Trustees for comments and recommendations.

Trustee Griffin had a question about the future retreats and possible collaboration with area and regional leaders. The Trustees talked about the pros and cons of doing something like this in the future. Another option would be to have Trustees meet with area and regional leaders in small groups of two so that discussions can be more frank and informal. The Board could tell the President what they heard and how they could follow up on these targeted conversations. President Goldfarb commented on the feedback that Trustees Ehlert and Nelson had from the Mayors of Moline and Macomb that can help the Board and the University become more aware of comments and concerns.

A possible Board goal would be to go to pair up and go to three communities to talk to leaders and report to the Board at a future retreat. Different areas were discussed. This would be optional for Trustees and maybe they could have a local student and/or an alumnus join them on the meeting.

Jane Pierson discussed the Board's role on policy and implementation. The Board's role on policy is pretty high and its role on implementation is low. The administration's role is fairly high on policy and very high on implementation.

The Trustees talked about its role and issues related to management or micromanagement and where they fit in the campus. President Goldfarb encouraged interactivity between the Board and campus.

The Trustee-In-Residence program is one year old. Trustee Nelson visited the new printing building and spent the afternoon at Beu Health Center to learn about University health care, he spent another day at the QC campus and also went to a variety of unique locations on the Macomb campus with former Provost Rallo. He mentioned that the Board has also added an evening tour to its meeting agenda. VP Johnson gave Trustee Nelson a tour of some of the dining facilities and he sees this as a potential selling point for the University. Trustees Cook and Griffin shadowed Provost Rallo and Assistant to the President Rives. Trustee Griffin also visited VPs Johnson, Hendricks and Thompson. Trustee Griffin would like to establish contact with the new Provost and VP Johnson in the future. Trustee Griffin would like to meet with the Deans this coming year. Trustee Cook also attended a Dean's Council Meeting. They enjoyed their experiences and recommend it to everyone.

Primary Areas for President and Board Focus:

President Goldfarb discussed his goals earlier and doesn't have anything to add. He says that we are making good progress and wants to keep a focus on strategic planning. Minor issues include technology. A process for determining computer replacement will be created and an inventory of computer classrooms and replacement of those classrooms will also be forthcoming. The structure for technology on campus is another project underway. The next step in Master Planning is a building condition assessment and this will be underway in FY 08.

The Board will focus on outreach and a community presence. The Board will continue to support and lobby for capital and budget. Trustee Kallman will work with President Goldfarb to do something social so that students and administrators can get to know each other and develop some working relationships. They will talk about timing and structure. Trustee Ehlert would like to see what the process is for getting student approval on items like fees, tuition, etc. Trustee Nelson would like to see if the Trustee-In-Residence program can be expanded. If a Trustee-In-Residence program takes place, other Trustees would appreciate knowing about it so that they can come along, etc. They are welcome to contact Kerry Yadgar or Joe Rives for assistance. President Goldfarb would like to see the Board engage in a revision of the Strategic Plan. Chair Epperly would like to see the Board continue to be involved in advocacy, either on their own or in consultation with President Goldfarb. Trustee Griffin discussed partnerships being developed with the Corps of Engineers.

Does the Board want to do the self-assessment again next year? The Board agreed that it was valuable with the additions suggested earlier.

Chair Epperly opened the floor and each person made comments to the group.

Chair Epperly, the Board and President Goldfarb extended their thanks to Facilitator Jane Pierson for facilitating the retreat (she also facilitated last year's retreat).

The consensus is that the retreat is worth repeating annually. Trustee Kallman appreciates having a retreat in July or August to best help the student Trustee. The Board will look at July 11, 2008 as a date. The Board would like to explore returning to Kibbe next year. Kerry Yadgar will check into facilities availability.

The meeting adjourned at 3:05 p.m.

William L. Epperly, Chair, Board of Trustees
Robert J. Cook, Secretary, Board of Trustees
Kerry L. Yadgar, Administrative Assistant to the Board of Trustees