

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES RETREAT

October 11, 2024
Western Illinois University
Macomb, Illinois

The meeting of the Board of Trustees of Western Illinois University convened at 11:15am on October 11, 2024 in the Macomb Union, Capitol Room. Chair, Carin Stutz presided.

October 11, 2024 – University Union, Capitol Room, Macomb

Trustee moved to convene to open session at 11:15am.

Motion: Trustee Shaw
Second: Trustee Radosh

Roll Call

Trustee Kisha Lang	Yes
Trustee Cody Cornell	Yes
Trustee Derek Wise	NA
Trustee Polly Radosh	Yes
Trustee Doug Shaw	Yes
Trustee Erika Lowe Mullins	Yes
Trustee Kirk Dillard	Yes
Trustee Carin Stutz	Yes

Motion approved.

The following Trustees were present:

Trustee Cody Cornell
Trustee Polly Radosh
Trustee Kirk Dillard
Trustee Carin Stutz
Trustee Kisha Lang
Trustee Doug Shaw

11:20am Trustee Derek Wise entered the room to join the meeting

The following Trustee was on-line

Trustee Erika Lowe Mullins

Also present for the meeting of the Board of Trustees:

Interim President, Kristi Mindrup
Interim Legal Counsel, Victoria Smith
Senior Executive Assistant to the President, Athena Brooks

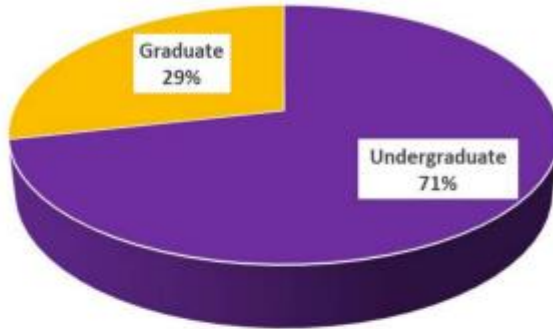
Agenda Topic

1. Enrollment Management - Interim Vice President for Student Success, Justin Schuch and Interim Provost and Academic Vice President, Mark Mossman

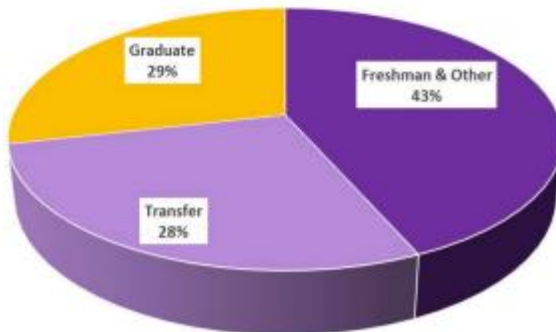


Enrollment Overview

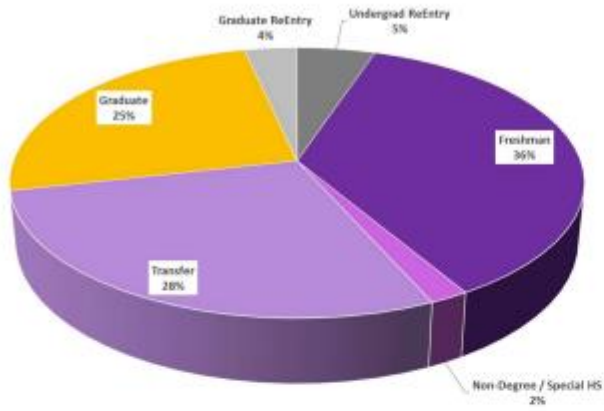
Overall Enrollment



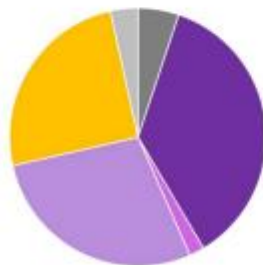
Overall Enrollment



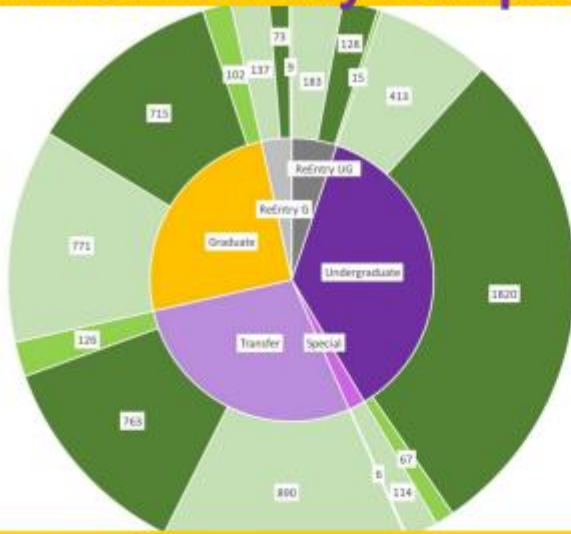
Overall Enrollment



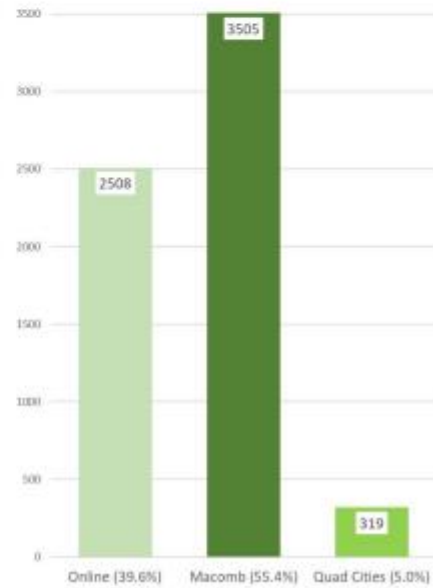
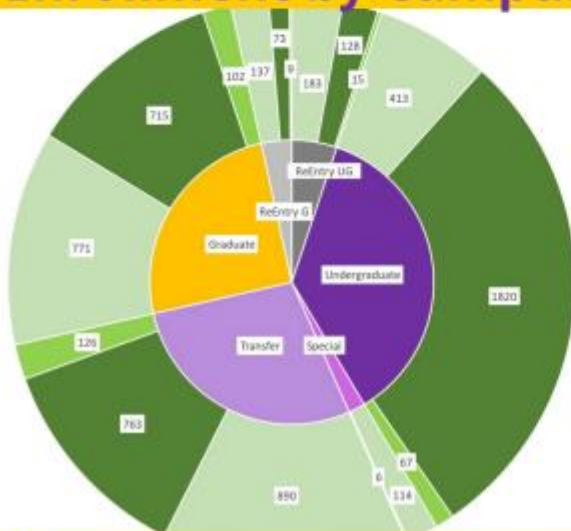
Enrollment by Campus



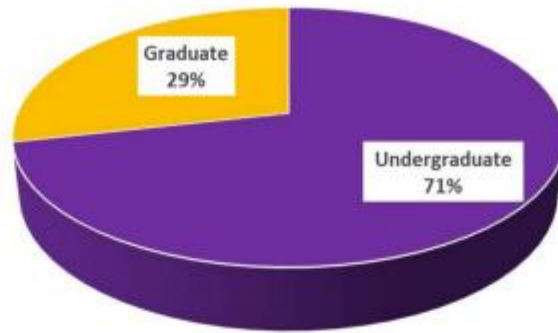
Enrollment by Campus



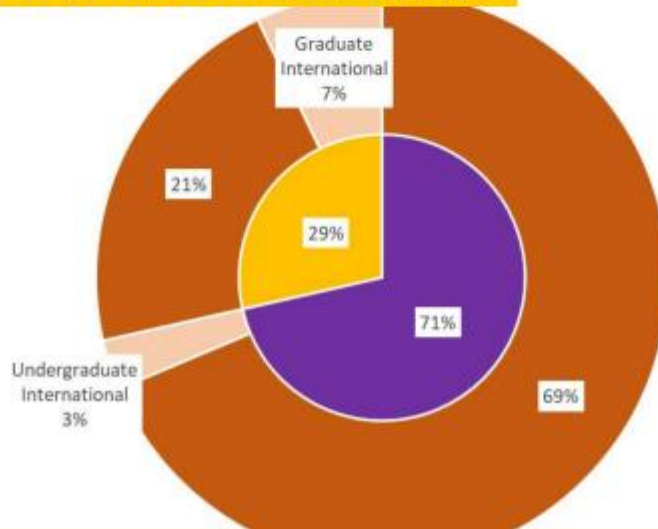
Enrollment by Campus



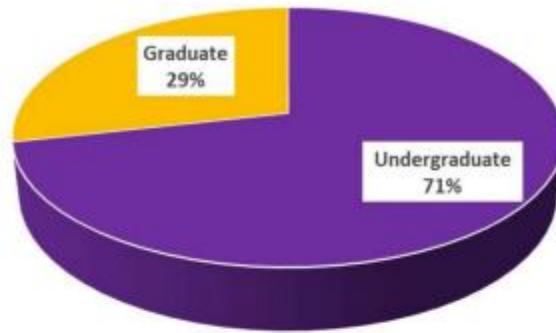
International Enrollment



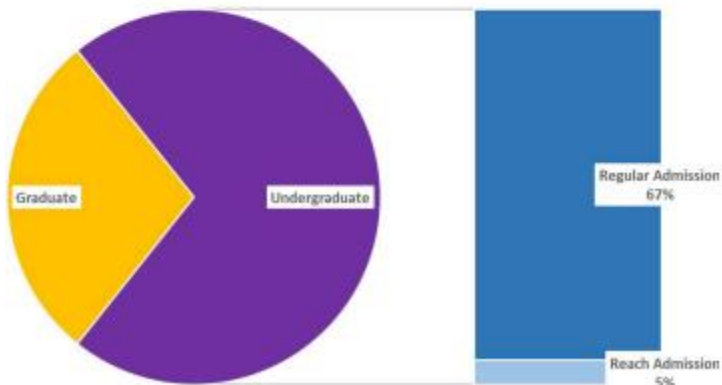
International Enrollment



Reach Program Enrollment



Reach Program Enrollment





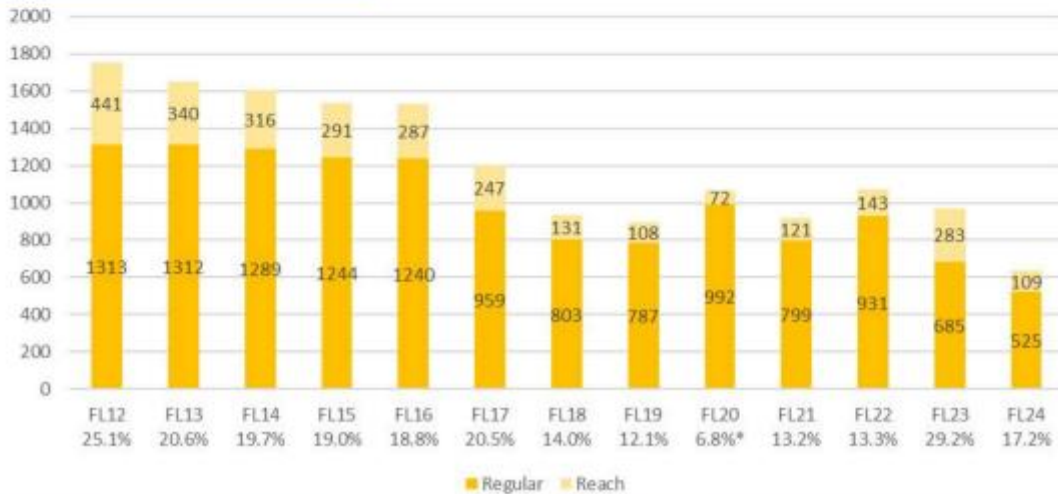
Reach Admission

WIU's Reach Program connects students with mandatory additional help to stay on track towards college graduation. It is an excellent option for students to receive support and guidance.

- Consult with Reach advisors every 2 weeks
- Attend 4 hours of weekly study tables, tutoring, or additional academic support
- Create personalized involvement plan
- Take University 100 Course

Students entering WIU under a 3.0 are considered for admission through the Reach program.

Reach Trends





Enrollment Trends

Enrollment





Graduate School Enrollment



Recruitment

Enrollment Funnel



Sources for name generation

- Student Information
 - college fairs, visits, etc.
- Name purchases
- Website “request more info”
- Referrals

Communication

	Freshmen	% Increase	Transfer	% Increase
Fall 2023	683.41	42.46%	497.38	41.24%
Fall 2022	479.71	57.62%	352.14	76.41%
Fall 2021	304.35	57.34%	199.62	53.57%
Fall 2020	193.44	130.84%	129.99	88.25%
Fall 2019	83.80		69.05	
2019-23 Change		715.53%		620.32%

Connecting & Communicating

Events
On Campus
Off Campus
Digital Communication
Print Pieces
Direct Outreach
Passive Opportunities



Continued and Renewed Focus

First Year Students
Transfer Students
Post-Traditional Students
Re-Entry Students





**Western Illinois
University**

2. Financial Sustainability - Vice President of Finance and Administration, Ketra Roselieb

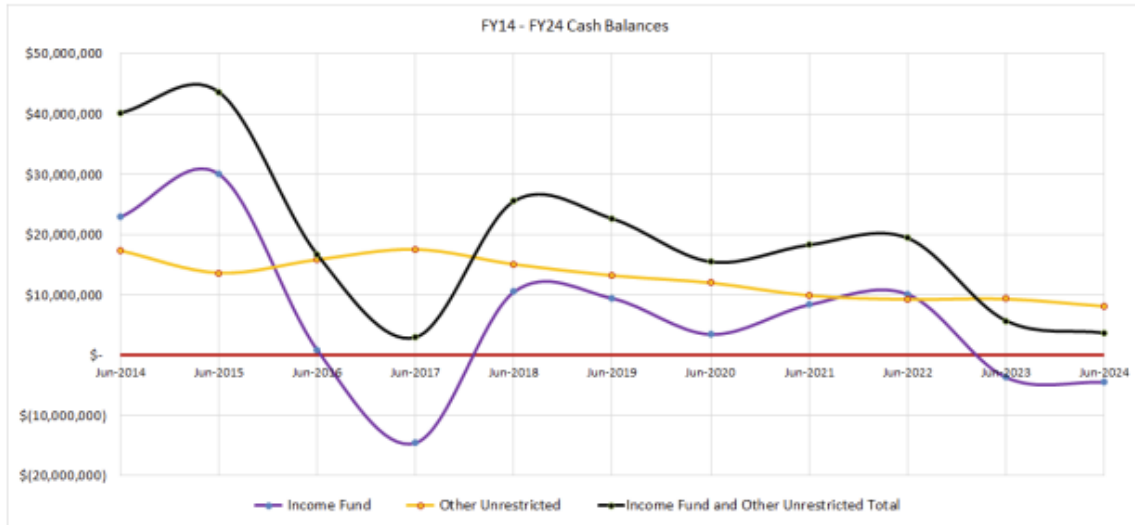


**Western Illinois
University**

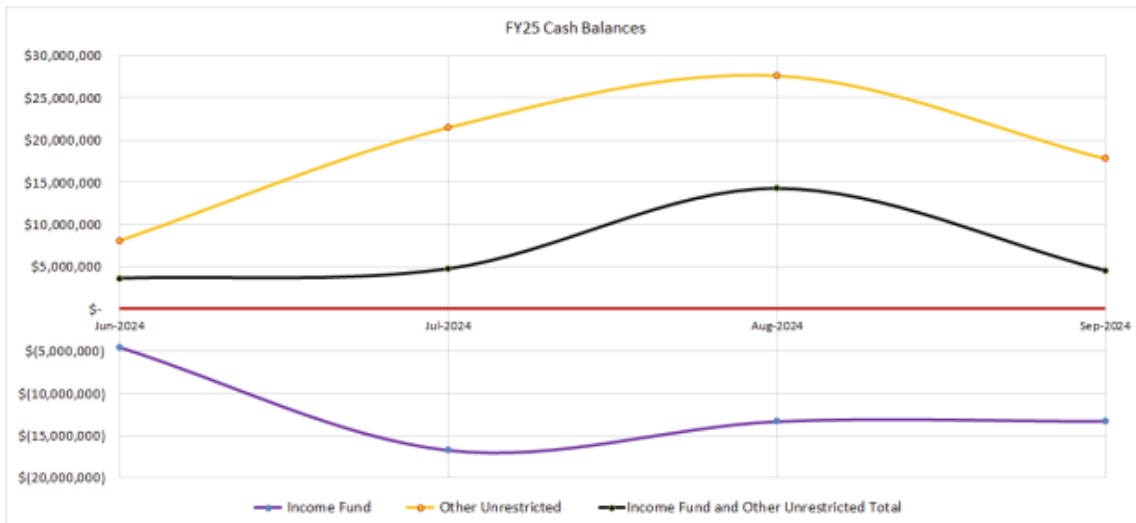
Financial Sustainability

- Fiscal Year 2025 Reality
 - Cash Flow
 - Budget Adjustments
- Five Year Financial Projections
- Strategic Budget Alignment
 - Considerations
 - Measurable Goals

Fiscal Year 2025 Reality



Fiscal Year 2025 Reality



Fiscal Year 2025 Reality

Mitigating Cash Flow - Short Term Solutions

- Spending Freeze (travel, non-essential purchases, etc.)
- Prepayment of Services from Restricted Funds
- University Foundation
- Continued Evaluation of State Prompt Payment Act
- Reduction in Operating Dollars
- Evaluation of Vacant Positions
- Evaluation of Furloughs
- IBHE Assistance with Collection of Grant Funds
- Additional Grants (Veterans, Mental Health, etc.)
- MAP Reimbursement Schedule

Fiscal Year 2025 Reality

Mitigating Cash Flow - Long Term Solutions

- Capital Development Board Discussion
 - \$13.8 M -Capital Renewal Allocation
 - Release for previous fiscal year expenditures
 - Release for immediate deferred maintenance needs
 - \$6 M - Use of Previous Remaining Allocations
 - Additional Capital Renewal Allocation
- QC Innovation Campus Appropriation
 - \$7 M Operating to Support QC Innovation Campus

Fiscal Year 2025 Reality

- **Budget Adjustments for FY25**

- Personnel - \$9,600,000
- Realignment of Institutional Aid - \$3,000,000
- Operational Efficiencies and Reductions - \$1,300,000

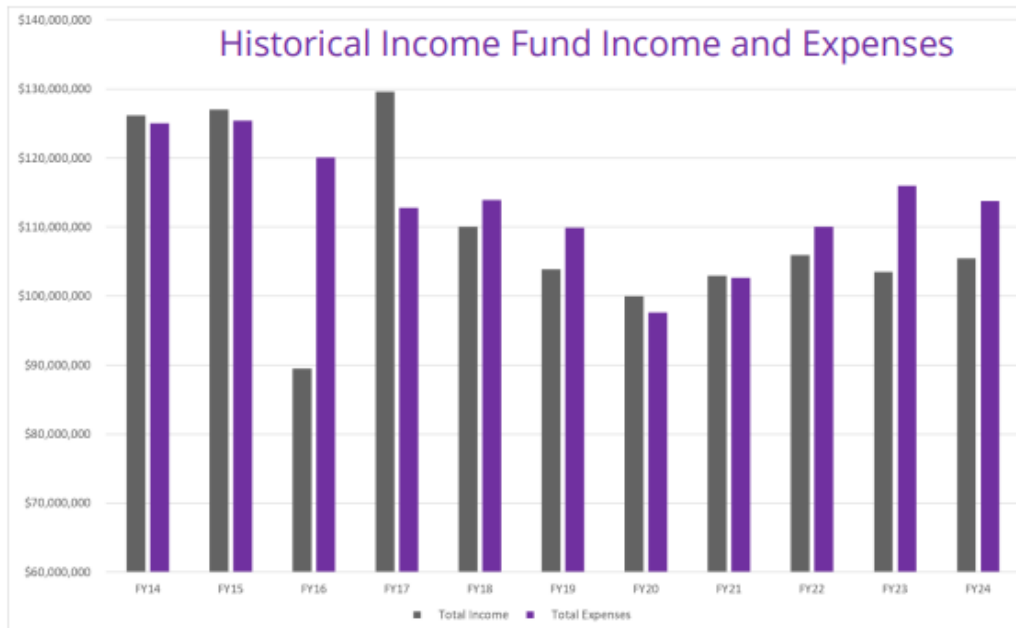
- **Budget Adjustments for FY26 and Beyond**

- Personnel
- Continued realignment of Institutional Aid
- Review of Services and Offerings
- Deferred Maintenance Prioritization and Campus Master Plan Review

*Although these measures have been identified, they are (and will continue to be) offset by increasing costs (contractual, mandated, inflation, etc.) and will not be reflected 1 for 1 in budget projections.

Five Year Financial Projections

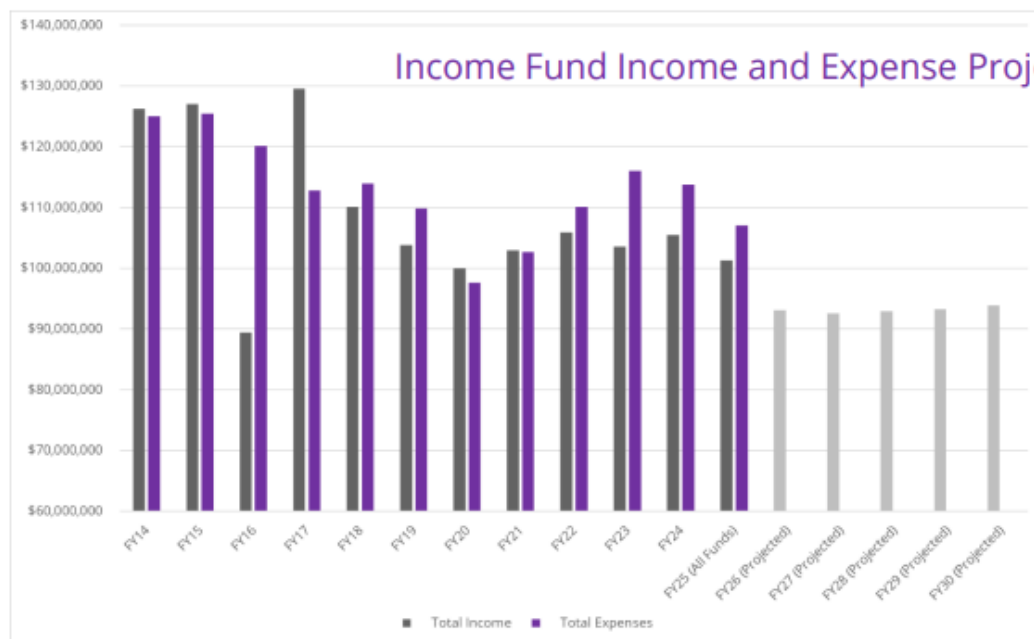
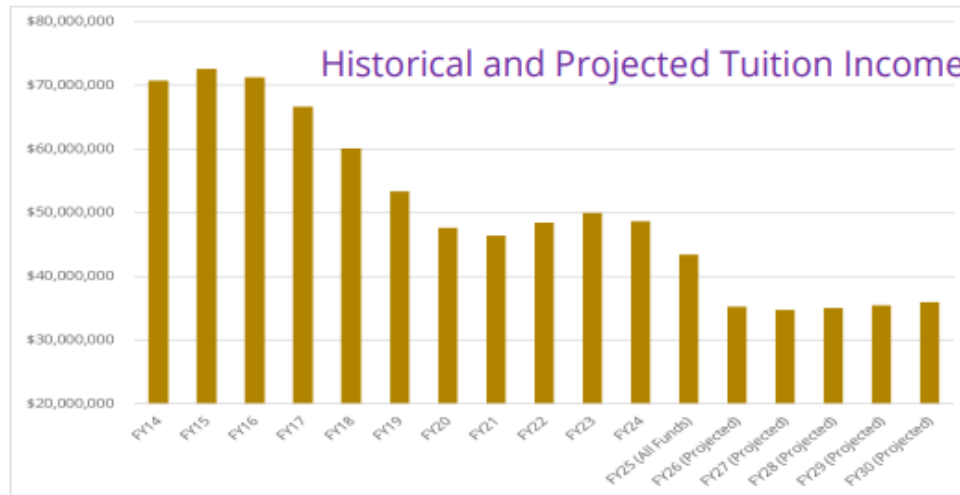
	State Appropriated	University Income	Auxiliary Facilities System	Other Non- Appropriated	Total
Personnel Services	\$ 54,081,700	20,118,300	\$ 9,700,000	\$ 14,200,000	\$ 98,100,000
Medicare	800,000	500,000	100,000	950,000	2,360,000
Contractual Services	-	12,100,000	14,000,000	15,500,000	41,600,000
Travel	-	100,000	15,000	400,000	515,000
Commodities	-	725,000	500,000	1,600,000	2,825,000
Equipment	-	1,520,200	100,000	1,600,000	3,220,200
Awards/Grants & Matching Fun	-	14,500,000	1,200,000	18,200,000	33,900,000
Telecommunication Services	-	95,000	850	205,000	300,850
Operation of Automotive Equip.	-	115,000	60,000	225,000	400,000
Permanent Improvements	-	110,000	50,000	470,000	630,000
CMS Health Insurance	1,944,800	-	-	1,350,000	3,294,800
Other	-	290,000	9,464,150	4,000,000	13,754,150
Total FY2025 Operating Budget	\$ 56,826,500	\$ 50,173,500	\$ 35,200,000	\$ 58,700,000	\$ 200,900,000



Five Year Financial Projections

- **As we shift the conversation to a future outlook, the following are considerations and assumptions we have built in for the next five fiscal years:**
 - State Support Remains Level
 - Enrollment and Retention Stabilize
 - Moderate Tuition and Fee Increases

Five Year Financial Projections



Strategic Budget Alignment

- **Align programs and personnel with enrollment and offerings**
- **Continue to invest in areas that support students needs, through personnel, facility improvements, services, etc.**
- **Remain cognizant of ongoing and continued financial needs**
 - Negotiated and contractual salary increases
 - Minimum wage
 - Department of Labor - FLSA Overtime Threshold
 - Changes and upgrades in technology
 - Inflation
- **Continued deferred maintenance needs**
 - Review and update facility plans

Strategic Budget Alignment

- **Facility Review**
 - Campus Involvement
 - Review Usage
 - Evaluate Scheduling
 - Needs
- **Analysis and Recommendations completed in the next few months**

Strategic Budget Alignment

- **Advocate for Equitable Funding Formula and Continued State Support**
- **Continue to evaluate revenue growth**
- **Expand innovation opportunities that support student learning and experience**
- **Invest in remaining infrastructure and expand partnerships**
- **Position WIU for future cash positions that enable investment and growth**

3. Academic Planning - Interim Provost and Academic Vice President, Mark Mossman



Who We Are: October 2024

Mission:

Western Illinois University empowers students, faculty, and staff to lead dynamic and diverse communities. We provide student-centered undergraduate and graduate programs characterized by innovative teaching, research, and service, grounded in interdisciplinary, regional and global perspectives. We engage our students in educational opportunities guided by a professional and diverse faculty and staff in collaboration with alumni and community partners.

Carnegie Classification: M1 Master's Colleges and Universities; Community Engagement [clear public good mission]

A Traditional Residential Campus

- ▶ Rural, in west central Illinois
- ▶ Approximately 5000-6000 students
- ▶ Students who are traditional age, diverse, and primarily from St. Louis, rural communities surrounding the campus, and Chicago

An Emerging Innovation Campus

- ▶ Urban, in the Quad Cities
- ▶ Programming focused on health care, manufacturing, and education
- ▶ Students who are post-traditional, commuter, interested in high-level credentialing

A Significant Number of Online Offerings

- ▶ Approximately 25% of courses are online

What We Will Become: The Right Size and the Right Shape

It is imperative for the University to evolve into the right size and the right shape— to become, in other words, a more efficient and more mission-focused institution.

In Academic Affairs, this is how this evolution happens:

- Purposeful, mission-driven review of the course schedule and delivery of classes
- Attention to the University's student-faculty ratio
- Reduction in staff where necessary
- Reduction in programs where necessary
- Budget approach that allows the clear reallocation of funds to support, enhance, and develop programs that have demonstratable growth potential
- Coherent definition of campuses and campus roles in achieving the institution's mission
- Retention rate increase, with a focus on first-year students
- External grant and funding increase
- Increase DEI initiatives and commitment to diversity
- Strategic planning that aligns with state and national initiatives

Our Plan: Higher Values in Higher Education, 2022-2027

Our work at WIU aligns perfectly with IBHE's higher ed planning document, A Thriving Illinois, and HLC's strategic plan, EVOLVE (Equity, Vision, Outcomes, Leadership, Value and Engagement).

Our planned work focuses on the following:

- ▶ Stability and sustainability in budget and finances
- ▶ Excellence and value in programming that leads to student success (as indicated by our recent social mobility rankings)
- ▶ University-wide commitment to provide transformative experiences for our students
- ▶ Inclusion and equity in every aspect of our institution
- ▶ Commitment to the University's long-term development and evolution

Significant Changes, Personnel and Programming, SP24-FL24

Over the last six months the division has enacted the following policies and changes, with a main objective being to lengthen the runway for cashflow AND to align with a balanced budget:

- ▶ Overload cap per contract (9 hours)
- ▶ Teach to contract (21-24 ACES)
- ▶ Return to campus (Increase residency and activity on campus and in our community)
- ▶ Outside employment policy
- ▶ Necessary staff reductions
- ▶ Retirements
- ▶ Gen ed revision
- ▶ Graduate School programming
- ▶ Summer School programming

WIU Innovation Campus @ Quad Cities

The WIU Innovation Campus will serve as a regional catalyst for innovation and economic development through partnerships, research, and workforce and economic development

- ▶ Initial Ideas to Advance the Innovation Campus

- Recruiting Businesses to the WIU Innovation Campus @ QC—Incubator

- Procurement Office on the WIU Innovation Campus @ QC

- Expanded Small Business Development Center (SBDC) and Addition of SBDC International Trade Center

- Secure IIN Funding in Partnership with UI System, IIN, and QCMI

- Provide Community Technical Assistance on Fee-for-Service Basis

- Connect WIU Innovation Campus @ QC Activities Directly to the IIN and Western's Mission and Fiscal Initiatives

- Build on Existing Academic Programs (Engineering, Education, Counseling)

- Propose New Programming (Healthcare, credentials, certificates, and training)

- ▶ Current focus: stakeholder engagement, conducting a feasibility study, business plan development, site visits, and funding requests

Conclusion

To conclude I will note that the Provost's Office is determined to have continued engagement with other VP areas and our shared governance groups as we move forward.

4. Campus Revitalization Initiative - Vice President for Advancement, Alumni Relations and Athletics, Clare Thompson

Review of the Kansas State University Foundation Flip This Classroom initiative:

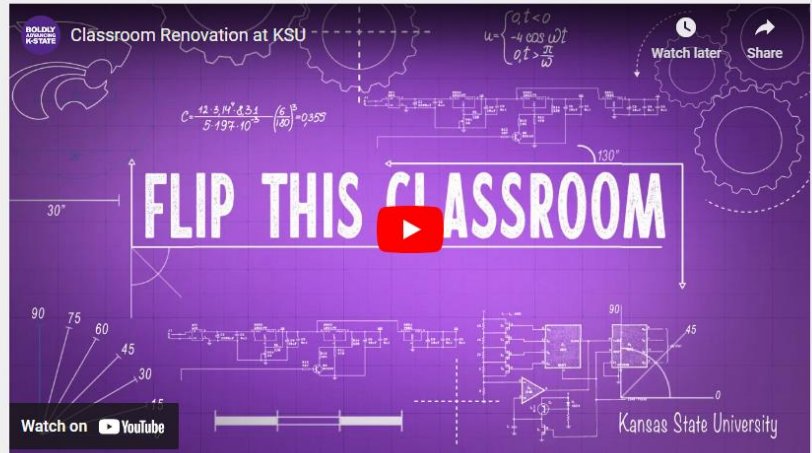
<https://ksufoundation.org/give/current-initiatives/flip-this-classroom/>

Flip This Classroom

We can't educate the leaders of tomorrow in the classrooms of yesterday.

If you walk into one of K-State's 275 classrooms today, there's a good chance the space might seem a little ... familiar. That's because many haven't been significantly updated in decades. The Flip This Classroom initiative will raise \$7 million to overhaul 67 of K-State's most-used — and most outdated — classrooms.

[Give to Flip This Classroom](#)



Old Business

New Business

Trustee Wise nominated for the Chair of the Audit Committee

Trustee Wise accepted the nomination for December 2024

Next Meeting

December 6, 2024 - Closed Session and Open Session - Macomb, Union Capitol Room

ADJOURN ACTION

Trustee moved to adjourn the meeting of the Board of Trustees at 2:20pm.

Motion: Trustee Lang

Second: Trustee Wise

Roll Call

Trustee Derek Wise	Yes
Trustee Polly Radosh	Yes
Trustee Doug Shaw	Yes
Trustee Kirk Dillard	Yes
Trustee Carin Stutz	Yes
Trustee Kisha Lang	Yes
Trustee Erika Lowe Mullins	Yes
Trustee Cody Cornell	Yes

Motion approved.

Carin Stutz, Chair
Athena Brooks, Senior Executive Assistant to the President