

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
Minutes of the Retreat  
July 7, 2011

The meeting of the Board of Trustees of Western Illinois University convened at 8:30 A.M. at Horn Field Lodge, on the campus of Western Illinois University Macomb. Trustee J. Michael Houston, Chair, presided.

The following trustees were present to answer roll call:

Trustee Jesse E. Andrews  
Trustee Carolyn J. Ehlert Fuller  
Trustee William L. Epperly

Trustee J. Michael Houston  
Trustee Steven L. Nelson

Also in attendance:

President Jack Thomas  
Retreat Facilitator Jane Pierson  
Administrative Assistant Kerry Lemaster  
Interim Provost Kenneth Hawkinson  
Vice President for Advancement and Public Services Brad Bainter

Trustee Ehlert Fuller commented on the article included (per request of Trustee Griffin) in the packets and how it relates to rankings and our mission.

Facilitator Jane Pierson talked about the agenda for the day.

Biggest Accomplishments in the last year (and to build on for next year):

- Hiring Jack Thomas - 50% change in Leadership Team
- Working through the selection process (kudos to Bill Epperly)
- Construction of Riverfront Campus, Groundbreaking of PAC, opening of Memorial Hall
- Student support for infrastructure changes
- Football team going to the playoffs
- Decommissioning of the Coal Plant
- 3<sup>rd</sup> River Conference in the Quad Cities in September (kudos to Bill Griffin)
- 1<sup>st</sup> engineering graduates
- Contract with engineering program and Materials Command at the Arsenal
- Hosted NACURH Conference (international participation)
- Got NCA Accreditation
- Moving of Quad Cities Graduate Center to the Moline Campus
- Assumption of WQPT
- Offering classes at Lake County (Chicago)

#### Transition

President Thomas has constructed a Presidential Initiatives plan. He said these are things I have to do as President in terms of the transition.

In first 100 days, I will be meeting with all the groups on campus. I will continue to work with all constituencies. I believe in shared governance. President Thomas talked about his practice of shared governance. Know what shared governance is, is key to being successful. I plan to invite each group to the house to have town hall meeting.

Dr. Thomas will continue to address enrollment. We are on pace to bring in the largest freshman class since 2007. From 2002 to 2011 we had a decline in enrollment and large graduating classes it will take time to show overall enrollment increases. Accepted new students are up 17% and accepted transfers are up 8%. Housing contracts are up 11%. We are watching a drop in GPA and ACT scores. We need to put

Trustee Houston asked about cohorts for teachers, police officers, etc. President Thomas replied that we do have cohort educational programs at WIU.

Thomas is working on this and said we need to have the same rigor in online classes as in-person classes.

Trustee Epperly asked about OAS admits. Can we handle in the increase in students we predict? Dr. Thomas indicated we are prepared to handle the workload. There was discussion of the numbers in the OAS program as well as the admissions process. The admissions process is much shorter now and we are getting more students.

Trustee Houston asked about the shift in geography of students. What are we doing differently there? Can we duplicate it in other areas? President Thomas discussed how the director of admissions can work with our counselors in various locations. Trustee Nelson added the director needs to make sure we have constant and consistent contact with high school counselors. President Thomas agreed and said we need to work more with our feeder schools.

Dr. Thomas said the Western Advantage Scholarships are for the local 10 counties around McDonough Counties and is a new program. WIU has a recruitment day for local students at the University Residence. We want to increase the number of scholarships that we give.

In terms of finances, the state owes us over \$25M for FY2011. We have a process in place to curb spending, including all items beyond \$500 must be approved at the VP level. We still have to purchase essential items to provide students with a quality and well-rounded education. If something is needed for the classroom, we get it. That is very important. We are able to meet payroll. Tuition revenue in August will be used when received for payroll. We want to make sure there are no layoffs and now furloughs. We do not want to demoralize our faculty or demoralize our staff. Our payroll is around \$10M per month. Julie DeWees has done a wonde

Enforcement and Justice Administration. Those are cutting edge programs. Once we do that, we need to work on quality.

Dr. Thomas wants to enhance graduate studies and the First Year Experience (FYE). We want the honors program on the forefront of the institution. The Honors College should be a signature of the institution.

President Thomas will work with Dave Steelman and spend some days in Springfield. The Presiden633.f1.ETBT1 0 0 1 72

- , but feel free to ask if I can be of help
- Will talk to President before making any moves in terms of partnerships, etc.
- Policy decisions (ex. Change of direction) would appreciate being made aware
- Openness, Access to Answers
- Both working together
- Appreciate a degree of frankness
- Heads up on items that could be landmines
- Leadership primary function
- Articulate a vision
- Act as the C.E.O.
- Good communication with both the Board and the campus (two-way street)
- Honest evaluation of what situations are
- Opportunity to get answers to Board questions (related to meetings, etc.)
- Steady communication
- Consistency
- Advocacy
- Be yourself
- Paint a vision for the University, what are the plans to get it done? (cost, timeline)
- Understanding the challenges specific to the job of President
- Incorporate your vision and initiatives in public presentations
- Showing what has been done on the vision and initiatives
- President needs to continue to meet with Board members in their communities during the summer

What does the President need from the Board?

- Support from the Board
- Advice and input
- Serve as a sounding board
- Available for discussion
- Keep President informed as Trustees hear things
- Open and honest
- Wants Board to continue to be able to ask questions
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- Feel free to contact President
- Many are similar to what Board expects from President

The Board discussed its contacts on and off campus and protocol for doing so.

- Board Members are prep90 45d c055002etc.0 TcsF2 10.98 vTewith both

- New leadership team
- New Board members (Trustee Griffin volunteered to assist)
- Review orientation processes
- Being away during the meetings (ex. wintering away)
- Relationship between the two campuses

Suggestion that President Thomas write out a literal plan regarding growth in the Quad Cities and how it relates to Two Campuses One University.

#### Updates from Vice Presidents

Ken Hawkinson, Interim Provost:

- Consistent Standards and Criteria Reasonable Minimum Levels of Teaching and Research
- Faculty have met the standards
- 221 Faculty submitted applications last year for retention/tenure/promotion no negative decisions
- Changes to the PAA Program 171 Faculty earned last year

Summer Session:

- Was in decline. Jack Thomas pulled together a task force.
- Started marketing campaign to enhance the program, etc.
- Up 13% last year in SCH production, up 6% this year

Future of Academic Affairs (handout provided)

Questions:

Joe Rives, Vice President for Quad Cities, Planning and Technology

Good News for WIU:

- Dual-enrollment program will get national exposure via media
- We are considered a benchmark institutions from our colleagues

Quad Cities (handout provided)

University Planning:

- Great time to review Mission and Strategic Plan

University Technology:

- Technology deferred maintenance -





- President Thomas stressed that the new Leadership Team is expected to continue being very careful about approved expenditures

- Fundraising Trustee Nelson is the Trustee representative for the Foundation. He discussed his role at meetings. Trustee Houston indicated the Board has not been used in terms of approaching prospects, etc., in a formalized manner. Trustee Ehlert Fuller said the Board was involved in terms of introducing former President Goldfarb to area leaders. Trustee Houston would like to be more involved.
- Maybe invite groups to socials?

#### Closing Remarks

Jane thanked the Board for a good day.

Closing Words Trustee Houston

I think this was one of our best retreats because we have a new president with new challenges and new issues.

Closing Words President Thomas

This has been a great retreat. This has been invaluable experience and exchange. This has helped me to understand how I should proceed to work with the Board and how the Board will work with me.

Trustee Nelson was also good to have the VPs at the table for the luncheon and presentations.

The meeting adjourned at 3:41 p.m.

J. Michael Houston, Chair

Kerry L. Lemaster, Administrative Assistant to the Board