

**MINUTES OF THE RETREAT OF THE
BOARD OF TRUSTEES OF
EASTERN ILLINOIS UNIVERSITY
CHARLESTON, IL**

June 12-13, 2005

A retreat of the Board of Trustees was convened on June 12-13, 2005. The retreat began on Sunday, June 12 at 1:00 p.m. Ms. Julie Nimmons, Chair of the Board, presided.

Board Members Present June 12, 2005

Roger Detro
Adam Howell
Roger Kratochvil
Julie Nimmons
Robert Webb
Leo Welch
Don Yost

Others Present June 12, 2005

Andrew Berger, Student Trustee 2005-2006
Louis Hencken, President
Jill Nilsen, Vice President of External Relations
John Moore, Moderator, President of Indiana State University

Ms. Nimmons welcomed the Board and guests and defined the purpose of the retreat.

Dr. Moore and the Board engaged in a conversation on the following topics:

What is the nature of a presidency?

What are the responsibilities of a board in public higher education?

What does a president and a board have the right to expect of each other?

What are the current best practices in a board/president relationship?

President Hencken reviewed with the Board the progress achieved on the goals established by the Board for 2004 and 2005 and outlined the University's goals and directions for 2005 and 2006.

Current practices between the Board and the President which facilitate an effective relationship were discussed. Current communication practices which could be enhanced were identified.

Dinner was served Sunday evening for those present at the meeting. Also, the President's Council attended the dinner.

The retreat reconvened Monday morning at 8:30 a.m.

Board Members Present June 13, 2005

Adam Howell
Roger Kratochvil
Julie Nimmons
Robert Webb
Leo Welch
Don Yost

Others Present June 13, 2005

Mr. Andrew Berger, Student Trustee 2005-2006
Mr. Louis Hencken, President
Mr. Jeff Cooley, Vice President of Business Affairs and Treasurer, Board of Trustees
Dr. Blair Lord, Vice President of Academic Affairs
Dr. Dan Nadler, Vice President of Student Affairs
Dr. Jill Nilsen, Vice President of External Relations
Mr. Joe Barron, General Counsel
Ms. Judy Gorrell, Executive Secretary to the President and Assistant Secretary, Board of Trustees
Ms. Cynthia Nichols, Director of Civil Rights and Diversity
Mr. Brad Ingram, Board Counsel
Dr. John Moore, Moderator, President Emeritus of Indiana State University

The Board generated the following ideas in response to questions posed by Dr. Moore.

What does the Board have a right to expect of the President? To be kept informed; to make sure that all policies are observed, don't make up rules and regulations that are contrary to Board policy; honesty; someone who is going to work hard at fundraising both public (working with legislators) and private (working with donors); leadership; good communication with all shareholders; competency; belief in goals and objectives of the Board; cooperative; work with all University communities (students, faculty, staff) to further the goals and welfare of the University; effectively carry out the duties of running the institution; being the public face for the institution and to represent it whether in times of pride or ridicule; loyalty; trust; respect; put together a cabinet to run the University; good rapport with faculty and students; function for the betterment of the institution as opposed to building a resume; good work ethics; sense of community spirit for the whole university and not just his own special interest; follow through with stated goals and expectations of the President's work objectives; attentiveness; care in dealing with all facets of the university community; care in dealing with local/regional officials; establishing and maintaining relationships at the state level; vision for the University; future positioning of the University.

What does the President have a right to expect of the Board? Support (public); help in setting direction of the University – mission; let administrative team “run” the University – do not micromanage – a fine line between listening to concerns (opinions) of constituents and telling President to “do” these issues; trust; honesty; dedication; support; informed and knowledgeable regarding all issues being voted on by the Board; evaluate itself and the President’s performance on a regular basis; promote the goals and general welfare of the institution; make decisions in the best interest of the institution with a cooperative attitude with the President or let the President know what is done wrong to help correct the problem so the institution can move forward; loyalty; support to show a level of cooperation to work together to reach goals of the University; never to discuss with Board any subject matter except for Board Chair; mutual respect; be involved in fund-raising; communicate; function for the well-being of the institution; remember you serve the public trust; respect of his ability to recommend action items that have been well thought out; ability to disagree and move on to another day; preparations for meetings; attendance at meetings; willingness to participate in University events; understanding of role of Board member -- and state guidelines.

What do Trustees have a right to expect of each other? Listen to everyone’s opinions; prepare for Board meetings, read materials that are sent; mutual respect; mutual trust; open communications; loyalty; commitment to the institution; trustees should expect a cooperative and respectful attitude towards one another; ask questions and seek answers when there is confusion; to be open with each other, to be willing to discuss issues with each other; respect for one’s opinions; never to publicly embarrass a fellow board member or the university; to work objectively to do what is best for the university; to follow and uphold our required duties; be willing to generate a consensus; utilize the principle of compromise; ability to work together and operate continually even those you do not agree with, the majority of four members in unison will dictate policy (majority); attendance of meetings; voice/opinion to be heard; participation in discussions.

What current practices (i.e. attitudes and behaviors) are facilitating an effective relationship and therefore should be continued? Transparency in communications and sharing information; willingness to accept and consider suggestions; most of the “best” practices in the power point presentation are being utilized; what I gather from discussion is that the Board and the President seem to have a partnership relationship unlike the pyramid model discussed earlier. This appears to be working because both parties seem to know and understand each other’s roles and respect one another; a good working relationship between the Board and the President, a solid level of reciprocated trust between Board and President; we appear to understand and respect our roles; we, (Board and President) put what is best for the institution first; Communication is very effective between the President’s Council and the Board; personal relationships are established between the President’s Council and the Board; sharing of information, proactive style; open communication between Board and President; asking questions if unclear about BOT protocols; a genuine care about EIU that all BOT members possess; committee meetings; monthly memos/packets; social gathering before meeting.

What current practices are inhibiting an effective relationship and therefore should stop?
Should all Board members be more involved in planning and setting the Board agenda?; believing that everything is okay (it is) with our President to the extent we do not take advantage of the situation to prepare for his replacement; (five Board members had no major concerns at all).

What practices should we initiate or start because they will facilitate an even more effective relationship and collective performance? Formal policy and procedures for evaluation of the President; the academic affairs committee should be initiated; Board seminars, time permitting; develop a policy for getting a new president, using our current president to assist us; develop a long term vision and policy to be reviewed on 1-5 year plan; further engagement between the Board and the student population; allow for and support an informative/education system about the Board to the students; involve the Board further in institutional fund-raising and legislative action; better orientation for new BOT members; As we examine our BOT regulations, put in section on Presidential search and Board responsibility; how do we make sure there is a focus on long-term strategy?; university calendar of events, when is the info available; meet with trustee (chair) of faculty, staff, student senate; improve relationship between Board and Alumni Association (not that it is bad, but beside staff presence, not much contact); policy for presidential search and transition in/out; combine academic and student affairs committee.

Adjournment

Meeting was adjourned at approximately 12:00 p.m.