



July 29, 2019

To: Dr. David Glassman
EIU President

Fr: Barbara Baurer
Chair, EIU Board of Trustees

Re: Annual Performance Review for Fiscal Year 2019

The Board of Trustees met on June 22, 2019, to discuss your performance for the 2019 fiscal year. In addition, I solicited input from Trustee Joe Dively who was not in attendance at that meeting and Tim Burke who was chair for a majority of the 2019 fiscal year.

Overall feedback on your performance was extremely positive. The Board of Trustees continues to have great confidence in your leadership. Specific comments regarding major expectations of your performance are discussed below.

1) Provide leadership and vision toward achieving University goals.

You are perceived as being tough but fair in your decision making. This has been very important as changes were necessary due to budget constraints and as a result of EIU's strategic Vitalization recommendations.

Examples cited include:

- continued focus on strengthening student success indicators;
- balancing limited dollars with infrastructure/safety improvement demands;
- improved enrollment processes leading to impressive results with both freshman and overall enrollment increasing for Fall 2018 and Winter 2019;
- emphasis by you and the new Provost on organizational effectiveness and competitiveness by introducing multiple new academic programs and a new structure for our colleges to better align with market opportunities and demands;
- continued progress on dual credit and online learning programs; and,
- filling multiple senior positions with strong leaders who are committed to EIU's mission.

2) Provide guidance to development of university strategic plan.

Your shared governance Vitalization process, objectives, and continuing advocacy have led to important changes at the University which should position us well for the future. The initial impacts are impressive.

Examples cited include:

- development of a strategic enrollment plan that has resulted in significant improvements in public awareness of EIU's academic and scholarship programs as well as targeted, timely communications to prospective students;
- efficient, effective and timely, implementation of new programs which are market/demand focused and developed at a much faster pace;
- continued development of new programs for rollout in 2020; and,
- creation of processes that appear better at projecting enrollment activities.

3) Obtain necessary resources for operations and support of faculty and students through Governmental advocacy and donor relations.

Examples cited include:

- your recent appointment to one of Governor Pritzker's transition committees reflects positively on your leadership within the State of Illinois;
- your continued advocacy for a new life sciences building is another area of achievement with the recent passage of the Capital Bill; and,
- successful hiring of VP of Advancement.

4) Oversee the university's finances and manage budgets to maintain financial sustainability and growth.

Even with continued pressure on finances, it appears this year will end with a slight positive and 2020 budget appears to be balanced depending upon where enrollment ends up. This has been incredibly difficult given recent declines in state funding levels, out-of-state migration patterns, and enrollment trends

Examples cited include:

- additional cuts were required this year to achieve a balanced budget and you (with your team) accomplished these while still supporting the key mission of the university and investing in new areas like marketing and program development; and,
- implementation of a plan towards balancing the Athletic Department's budget while meeting the needs of student-athletes.

5) Maintain a campus that is supportive, inclusive and safe.

A plan with supporting actions was developed to enhance the inclusive atmosphere on campus. This was accomplished through collaboration with multiple constituencies across campus.

6) Serve as the university's official representative to the external local community.

Our local community representatives confirm that you have maintained a great relationship with all stakeholders – faculty, students and local community. Your working relationship with the city of Charleston is strong. We recognize your service to the local Chamber of Commerce and the Sarah Bush Lincoln Health System Board. It appears that you have the community's respect even in times of tough decisions.

7) Responsible for compliance of all federal, state and local laws.

Examples cited:

- Your strong support and working relationship with EIU's internal auditing function helps to ensure this is met;
- Additionally, the Board had the opportunity to meet privately with the State's Auditor to receive their independent assessment of EIU's support and compliance; and,
- The hiring of an experienced and talented General Counsel

8) Foster a campus of collegiality, collaboration and respect for all

Representatives from students and faculty indicate they hold you in high regard. As reported, we've had good labor relations with little to no grievances. You have successfully negotiated several collective bargaining agreements, including ones with UPI. From all reports it appears morale continues to rebound among employees as they see changes being made along with small wage increases.

Additional 2020 Objectives

The Board concurs with your 2020 goals as outlined in your memo to the Board. We would like to encourage you to place special emphasis on the following:

- ensure Vitalization is not a one-time process but rather a framework for continuous improvement
- complete the process to fill interim leadership positions
- provide direction and oversight to new VP Advancement so he gains a fast start in this important area to achieve an increase in activity with a corresponding overall increase in donations
- identify and support the most critical functions and personnel for enhanced EIU success

The Board appreciates all that you have done for Eastern Illinois University during your time as President. We recognize our recent progress and successes are due in a large part to your outstanding leadership.