

Eastern Illinois University  
Board of Trustees Retreat  
June 22, 2019

Minutes

The Board of Trustees Retreat was convened on June 22, 2019, at 8:00 a.m. at the Mattoon Country Club, Mattoon, Illinois. Ms. Barb Baurer, Chair, presided.

**Roll Call**

Roll was called:

Ms. Baurer	Present
Mr. Cohen	Present
Mr. Dively	Absent
Ms. Edwards	Present
Mr. Hicks	Present
Ms. Madigan	Present
Mr. Ruhaak	Present
Mr. Thompson	Present

Also present were the following:

Dr. David M. Glassman, President  
Dr. Jay Gatrell, Provost and Vice President for Academic Affairs  
Mr. Paul McCann, Interim Vice President for Business Affairs and Treasurer, Board of Trustees  
Ms. Lynette Drake, Interim Vice President for Student Affairs  
Ms. Laura McLaughlin, General Counsel  
Mr. Josh Norman, Associate Vice President for Enrollment Management  
Ms. Judy Gorrell, Executive Secretary to the President and Assistant Secretary, Board of Trustees

Guests:

Dr. Ken Wetstein

**Morning Agenda**

A. **Welcome**

Ms. Baurer welcomed the Trustees, President's Council and guests.

B. **FY20 Strategic Enrollment Plan**

Mr. Norman presented the strategic enrollment plan. He provided the projected enrollment numbers and undergraduate incoming goals until FA2027. He also looked at the 10 year enrollment trend which showed an increase this past year. He next showed the

territory maps of all of the admissions officers and where the majority of incoming freshmen are from. There is increasing competition within the state for where students will attend school as well as decreasing high school graduates in the state of Illinois. The first primary goal is to grow enrollment across all student populations in order to reach the ideal size for supporting student success, focusing on increasing Latinx students, transfers, and non-traditional programs. The second goal is to solidify the EIU brand by increasing awareness and shaping perception in the higher education marketplace through reviewing publications and marketing, a new digital and traditional media plan, and bettering the physical environment. The third primary goal is to develop consistent, intelligent, and systematic recruitment practices that support an effective pipeline of incoming students to create sustainable enrollments for all new student populations. The fourth primary goal is to expand programs and practices that support student success. Finally, the fifth primary goal is to leverage technology to increase efficiency and better serve and inform prospective students through the enrollment process.

C. **Intercollegiate Athletics Operations Overview**

Mr. Michael reported that the Intercollegiate Athletics Department is made up of 20 Division 1 sports competing in the NCAA. The core values of the department are integrity, academic success, student-athlete experience, responsibility, and competitive success. EIU competes in the Ohio Valley Conference and Summit League. There are over 450 student-athletes for EIU every year. Students are recruited to every college within the university and are not biased to any particular majors. Some scholarships that are offered extend 5-6 years. Revenues come from appropriated dollars and local dollars such as donations and conference contributions. Athletics will run a deficit in FY19 due to decreased fee support and medical expenses. Instead of reducing the number of programs, a reduced number of scholarships were offered. 81% of student-athletes graduate and 64% of student athletes had a GPA of 3.0 or higher.

D. **Academic Affairs Operations Overview**

Dr. Gatrell, Vice President for Academic Affairs, discussed the mission, organization and functions of the Academic Affairs office. The mission focuses on offering a superior, accessible education experience with a commitment to diversity and inclusion. Academic Affairs includes the academic units, enrollment management, academic support, administrative support and media. The functions of Academic Affairs are to ensure academic excellence, coordinate compliance activities with HLC and IBHE, and develop enrollment management efforts. Their FY19 budget was \$52.8 million in expenditures with 239 professional staff and administrators and 584 faculty and instructors.

E. **Student Affairs Operations Overview**

Ms. Drake, Interim Vice President for Student Affairs, discussed the functions of Student Affairs and new programs available through the office. Its current resource needs are \$29,514,000 with 410 full-time employees. The new student and family programs provided this past year are orientation, advisement and registration, a 6 week transition program for new students called Prowl, family weekend, and the military student assistance center and student veterans' lounge. Housing and dining services included the

self-operated dining program and 14 different living options. Student programs such as student organizations, Greek Life, and student volunteering opportunities are available on campus. Affordable textbook rental services are included in student's tuition price and career services boasted a 94% career placement rate for May 2018 graduates. Finally, students have health and wellness services available to them as well as legal services, the University police department, and Student Accountability and Support office.

F. **Business Affairs Operations Overview**

Mr. McCann, Interim Vice President for Business Affairs, presented the mission of the office as providing efficient and effective services that are integral to the mission of EIU. Funds are accounted in seven ledgers. Expenditures are delegated into two categories: personnel expenditures and operating expenditures as well as fixed costs. Out of all funds, 58% of expenditures were personnel, 27% were operating, and 15% were fixed cost. Monies requested for Capital projects totaled \$207,132,300; emergency projects totaled \$9,925,000, and capital renewal projects totaled \$32,406,000. He continued by discussing revenue vs expenditures as well as comparing tuition rates. Finally, he looked at FY19 expenditures by vice presidential areas.

G. **University Advancement Operations Overview**

Dr. Wetstein, EIU's new Vice President for University Advancement, who will begin his employment with EIU on July 15 spoke briefly about his background and his EIU connection.

H. **President's Office Operations Overview**

Dr. Glassman oversees Academic Affairs, Student Affairs, Business Affairs, University Advancement, Intercollegiate Athletics, General Counsel and Internal Auditing. For administrative support, Ms. Gorrell is the Executive Assistant with the Office Support Specialist vacant. The primary functions of the President's Office are to provide leadership and vision towards University goals, guide the development of the University Strategic Plan, seek and obtain the necessary resources for university operations and support of faculty and student success, oversee the University's finances and manage budget, to maintain financial sustainability and growth, maintain a campus that is supportive, inclusive and safe, represent EIU to the community, assure compliance for of all federal, state and local laws, and foster a campus of collegiality, collaboration and respect for all.

I. **Labor and Employment Overview**

Ms. McLaughlin, General Counsel, has two offices that report to her. The first is the Office of Civil Rights and Diversity and the Office of Employee and Labor Relations. The Office of Employee and Labor Relations focuses on compliance with all state laws, board regulations, EIU polices and collective bargaining agreements for the current labor organizations on campus. There are 1522 student employees and GAs, 255 negotiated and 236 non-negotiated civil service employees, 403 negotiated, and 44 non-negotiated Faculty and ASPs, and 200 other employees. Finally she discussed complaints handled by the office.

## **Lunch**

The President's Council and the guests left the meeting after lunch. The President and the Trustees continued with the Planning Session.

## **Planning Session with President and Trustees**

- A. Executive Searches and Leadership Plan
- B. FY20 challenges and Opportunities
- C. FY20 Facilities Plan; Capital Projects

## **Executive Session**

Mr. Cohen moved that the Board of Trustees convene into Executive Session to consider employment of employees, as permitted by Section II.C.1 of the Open Meetings Act. Ms. Edwards seconded the motion.

Roll was called and the vote was as follows:

Mr. Cohen	Yes
Ms. Edwards	Yes
Mr. Hicks	Yes
Ms. Madigan	Yes
Mr. Ruhaak	Yes
Mr. Thompson	Yes
Ms. Baurer	Yes

Mr. Thompson moved to return to Open Session. Mr. Cohen seconded the motion.

Roll was called and the vote was as follows:

Mr. Cohen	Yes
Ms. Edwards	Yes
Mr. Hicks	Yes
Ms. Madigan	Yes
Mr. Ruhaak	Yes
Mr. Thompson	Yes
Ms. Baurer	Yes

The meeting was adjourned.