

**WESTERN ILLINOIS UNIVERSITY  
FACULTY SENATE  
Regular Meeting, 28 November 2017, 4:00 p.m.  
Capitol Rooms - University Union**

**A C T I O N   M I N U T E S**

**SENATORS PRESENT:** M. Allison, B. Bellott, V. Boynton, G. Delany-Barmann, R. Hironimus-Wendt, A. Hyde (via teleconference), N. Lino, B. Locke, S. Macchi, H. McIlvaine-Newsad, B. Perabo, J. Plos, R. Porter (via teleconference), S. Rahman, T. Roberts, S. Rock, M. Sajewski, D. Sandage, C. Tarrant, T. Westerhold  
Ex-officio: Kathy Neumann, Interim Provost; Tej Kaul, Parliamentarian

**SENATORS ABSENT:** S. Czechowski, K. Pawelko, F. Tasdan

**GUESTS:** Lori Baker-Sperry, Mark Bernards, John Biernbaum, Emily Boyer, Erik Brooks, Katrina Daytner, Dennis DeVolder, Christopher Ginn, Anita Hardeman, Angela Lynn, Madison Lynn, Kristi Mindrup, Seth Miner, Russ Morgan, Jill Myers, Lorette Oden, Nancy Parsons, Renee Polubinsky, Jeremy Robinette, Ketra Russell, Ron Williams, Dan Yoder

I.     Consideration of Minutes

A.     November 7, 2017

**MINUTES APPROVED AS DISTRIBUTED**

Senator Allison was surprised to see in the Executive Committee minutes that support for web design is provided at the college-level rather than at the University-level. Interim Provost Neumann responded that the first line for web development is support at the college level. She explained that web designer positions were created many years ago, but the College of Arts and Sciences chose not to fill this position. This is the only college that made the decision not to fill. If additional help is needed beyond the first-line college web designers, the next step is to go to the University-level web designers under Jeremy Merritt, University Technology Assistant Director for Web Services. Interim Provost Neumann added that University-level web design can help in cases where projects escalate beyond college-level web design, such as high priority projects or taking on tasks that the college web designers are unable to do.

II.    Announcements

A.     Approvals from the Provost

1.     Requests for New Courses

- a.     CHEM 409, Current Inorganic Chemistry Topics, 2 s.h.
- b.     CHEM 435, Macromolecular Chemistry Topics, 2 s.h.
- c.     CHEM 449, Analytical Chemistry Topics, 2 s.h.
- d.     CHEM 479, Physical Chemistry Topics, 2 s.h.

B.     Provost's Report

Today is Giving Tuesday. The website, which can be accessed through the WIU homepage, explains the initiative and shows how close the University is to reaching its goal. As of now, 79 donors have donated \$11,000, and there are two more days left in the campaign. Interim Provost Neumann told senators that Giving Tuesday is a nationwide campaign held the week after Thanksgiving every year.

The first candidate for the position of Director of Marketing visited the Macomb campus today and will be in the Quad Cities tomorrow (November 29). The remaining two candidates will visit

the two campuses December 4/5 and December 6/7. Information about the candidates was distributed via a press release on November 16. Interim Provost Neumann stated that marketing is an integral part of what the University does to get its message across, and she encouraged senators to attend one of the open sessions and provide feedback on the candidates.

Interim Provost Neumann announced that Thompson Hall experienced a significant water leak yesterday (November 27) affecting two lower floors on the men's side of the residence hall. She told senators those students are in the process of being relocated, and some have lost books, laptops, and other belongings due to the water damage. Emails were sent out to the students' professors. Interim Provost Neumann encourages faculty, if they have one of these students in their class, to keep in mind their difficult situation and give them every possible consideration.

Interim Provost Neumann announced that a committee will be created to consider hiring an institutional grant writer for the University. She told senators that WIU also has a grant writing fellowship program that the University has a hard time filling; the application is on the Provost's website. The next deadline to apply for release time to work on grant writing opportunities is January 30.

1. Low Productivity Report Process

Associate Provost Nancy Parsons told senators that the bar for productivity is 40 students enrolled in an undergraduate program and nine students graduating per year; ten graduate students enrolled in a master's program with five graduating per year; and ten doctoral students in a doctorate program with two graduating each year. She added that this is determined over a three-year average, and both metrics must be met in order to be identified as a low-enrolled program; if a program had fewer than 40 students enrolled but graduated 11 students, for example, that program would not be flagged. Associate Provost Parsons explained that the process to start looking at programs begins in the summer of odd years, and programs are identified after the tenth day report data is included. Chairs and deans are notified by October 15 that a low enrolled program has been identified in their area. A self-study, to include an executive study, is to be provided to the dean by December 1; the documents must move forward to the Associate Provost and Provost by December 15. Program review meetings are scheduled for late January and early February, and the outcome is determined by February 15.

Associate Provost Parsons told senators there are five possible outcomes: Sunset, during which no new transfer or other students will be admitted; Consolidate; Redesign, which involves creating program changes which will be applied to remediate problems in a certain number of years; Justification, which can involve review again in a certain number of years or no further action required; and Continued Review on a regular basis.

Chairperson Rock observed that the metrics were not created by WIU but by the Illinois Board of Higher Education (IBHE). He asked if there is any flexibility with responding to them. Associate Provost Parsons replied that the University has flexibility in the outcomes. She related that formerly the IBHE's academic leadership would provide universities with a list of programs with low enrollments, but now universities supply the information because in the past some programs were inaccurately included on the IBHE lists. Senator Allison asked why the University provides the information since her understanding is that as long as WIU finds a program valuable, IBHE cannot take steps to eliminate it. Associate Provost Parsons responded that the process is part of a legislative action stating that universities must provide information on low-enrolled programs and what they plan to do to address their low numbers. Senator Allison asked, since there is no option not to report, if there is an opportunity for smaller institutions to let the IBHE know that the numbers do not make sense for their universities. Associate Provost Parsons related that she attended the original IBHE meetings where the guidelines were proposed. The guidelines were originally going to be 40 students and 25 graduates for undergraduate

programs, but smaller institutions strongly objected, so the IBHE has already pulled those numbers back.

Associate Provost Parsons related that low enrolled programs were first identified in 2015. By November 30, she provides information on what is happening with each program to the IBHE; since the process will not be completed by that date, she says that they are all in program review. She stated that in even years, she is required to report what has transpired since the previous odd-year review. She added that even though each institution is different, they all need to look at their programs in relation to the numbers. In addition to low enrollments, institutions are also required to report high cost programs – not only those high cost programs that are identified as being low enrolled but the ten highest costing undergraduate and graduate programs at the institution.

Senator Boynton asked how double majors are counted since the second major provides as much support to students as the first. Associate Provost Parsons responded that IBHE counts by head only for the first major, but she provides information about second majors as part of supporting documentation. Senator Boynton asked if there has been any recognition at the state level that the number of students is decreasing across the board so holding steady at the same numbers makes no sense since all institutions are fighting for future students. Associate Provost Parsons remarked that Illinois is the second leading exporter of college-bound students to other states. Senator Boynton asked if the IBHE will revise their guidelines. Associate Provost Parsons responded that she does not see that happening now because it is already set for the next two years.

Senator Roberts asked what is considered to be a program; Associate Provost Parsons responded that this refers only to majors with Classification of Instructional Program (CIP) codes. Senator Roberts asked if there is any role for minors. Associate Provost Parsons responded that the IBHE has no function over minors; minors are internal to the universities. Senator Roberts asked if the IBHE asks universities to prove why they think a program is viable. Associate Provost Parsons responded that WIU shares its findings in the form of documentation submitted to the IBHE every November 30. She said this reporting mechanism is required with the expectation that universities need to address their programs, and the process is intended to bring attention to things departments need to be made aware of regarding their majors. She added that IBHE approves programs but does not cut programs; institutions cut programs.

Senator Roberts asked if the IBHE has any authority to make institutions do something about their programs; Associate Provost Parsons said that is a different process than this one. Parliamentarian Kaul explained that while the IBHE does not have the authority to cut programs, they control the money that comes back into the institution. He pointed out that while universities have every right to run their programs the way they wish, the IBHE may provide less money for programs that they think are too expensive. Associate Provost Parsons corrected that it is not the IBHE but the legislature that determines what programs deserve to be funded, and that money is passed down through the IBHE. She added that some departments choose to eliminate their own programs, as well, but the process is always internal to the university.

Senator Lino asked what happens if programs fluctuate from year to year; Associate Provost Parsons responded this is why the process looks at the three-year average. Chairperson Rock asked how the cost of programs is determined. Associate Provost Parsons responded that Institutional Research and Planning determines cost per credit hour, which is the most common determiner. Senator Boynton asked if this includes such items as salaries and equipment; Associate Provost Parsons responded that it may. Senator Hironimus-Wendt asked if program cost is determined by the number served or the number of majors; Associate Provost Parsons responded this is a departmental decision. She added that several majors can be housed in one department but taught by different

faculty. Senator Hironimus-Wendt remarked that Sociology has only 50 majors but generates a lot of student credit hour production; Associate Provost Parsons said this would be a justification for retaining this program.

2. Enrollments by Gender  
(Seth Miner, Director, Admissions)

Mr. Miner provided Faculty Senate with data provided by Institutional Research and Planning showing that 24.4 percent fewer female than male students enrolled as freshmen in Fall 2017 on the Macomb campus compared to Fall 2016 – a 27.2 percent reduction when the Quad Cities campus is also factored in. There were 657 males and 870 female freshmen enrolled in Fall 2016 overall, while Fall 2017 saw 575 males and 633 females enrolled. Mr. Miner pointed out that typically there have been more female than male freshmen students, and Fall 2017 saw that trend return back to a more even distribution on the campuses.

Senator Allison related that concern was expressed at the President's Town Hall meeting with the College of Arts and Sciences. She pointed out that because more females go to college than males nationally, it is not surprising that male enrollments have been dropping since enrollment at WIU is dropping overall, but she believes the drop in freshmen females is precipitous, like falling off of a cliff. Mr. Miner pointed out that there was a five percent increase in the number of females from Fall 2015 to Fall 2016. He thinks after that significant increase in Fall 2016, the numbers have now returned to more normal ratios. He added that the male enrollment trend has remained more in line with the declining overall enrollment totals.

Mr. Miner believes the one-year sharp decline in female enrollments is an anomaly at this point. He told senators that in order to attack this change with a positive initiative or address any negative outcomes, there needs to be a trend so that Admissions can identify what caused the change. Senator Boynton agrees that trends are important but pointed out that female enrollments show a drastic drop. She wants to know what happened that suddenly made women not want to attend WIU. Mr. Miner told senators he is working with Institutional Research and Planning to identify if this drop in female enrollments was a trend across the state. He observed that Illinois public university female enrollments dropped 6.5 percent overall in Fall 2016 while WIU saw an increase of 5.2 percent that year, so there are enrollment ebbs and flows. Senator Boynton asked if information is available on the distribution by major of incoming freshmen classes because certain majors tend to be maldistributed by gender and if male-heavy majors are getting a lot of attention and are increasing enrollments while female-heavy majors are not, that may be one reason for the decline. She observed that teacher education, for example, which is heavily female, has been showing a downward slide. Mr. Miner agreed that the state requirements regarding teacher education represents a prime example of an external factor that affects WIU's enrollments. Senator Perabo asked if Admissions noticed an imbalance in gender enrollments in previous years and may have hypercorrected or targeted certain majors to correct this. Mr. Miner responded that there is no focus on gender in recruitment and no initiative for male high-enrolled programs. He explained that Admissions staff promote the institution through conversations that identify the interests of the student and then give the student information based on their interests.

Senator Allison remarked that although it may be difficult to apply a strategic approach to a one-year change, the drop is so remarkable that it feels like one room is burning so something needs to be done quickly. She understands that Admissions typically does not target toward gender, but thinks this situation may warrant this tactic in order to turn this decline around rapidly, particularly if more women typically go on to college than men. Senator Sandage asked if there is any sense that fear of crime may have contributed toward the decline. Mr. Miner related he spoke with Office of Public Safety Director Scott

Harris about being more proactive to promote that WIU is a welcoming campus and trying to get that information out to parents in communications from the University. He added that letters from the Mayor of Macomb and SGA President will go out in February to build on that message.

Parliamentarian Kaul asked if the question of why fewer female than male freshmen enrolled in WIU this fall is an appropriate one for Admissions to answer. He agrees that Faculty Senate needs to carefully look at these numbers but thinks Admissions may not be the place to look for answers because there are extraneous factors at work. He pointed out that Admissions is not responsible for telling certain students that WIU does not want them to enroll; they want every eligible student, regardless of gender or race. Chairperson Rock asked if Admissions sees a difference in yield rates by gender; Mr. Miner replied that females yield higher. Chairperson Rock asked if Admissions is tracking gender for Fall 2018 applications; Mr. Miner replied that Admissions typically tracks ethnicity, but they can track gender as well.

Mr. Miner brought notecards for senators to complete to encourage undecided accepted students to come to WIU next fall; senators are asked to complete five notecards apiece. This is the third year that handwritten notecards have been sent to undecided accepted students, and it has yielded a higher rate for this category of students. Mr. Miner has included the notecard initiative as part of the December Admissions communications plan and hopes to send them out before the winter break. Senator Roberts asked if other faculty can participate; Mr. Miner replied that names of interested faculty can be sent to Mr. Miner and he will reach out to them. Senator Sandage asked if current WIU students are also writing notecards to undecided students. Mr. Miner replied that every student that visits WIU gets a handwritten notecard from the tour ambassador. Students with incomplete applications receive a phone call from a student ambassador in the evening encouraging the student to provide the missing information.

C. Student Government Association Report  
(Madison Lynn, SGA representative to Faculty Senate)

Ms. Lynn told senators that University Housing and Dining (UHDS) representatives will speak to SGA this evening at their last meeting of the semester. Thursday, November 30 SGA has invited faculty leaders to a special luncheon from 11:00-1:00 in the Brattain Lounge. In addition to faculty, statewide representatives and local leaders were also invited to attend. Ms. Lynn read a formal invitation from SGA Director of Public Relations Colton Markey for all senators to attend the Lunchtime with Leaders event. It is hoped the event will help students to understand the challenges to leaders at the state and local levels and provide an opportunity for students to give feedback.

1. Results of UHDS Dining Surveys  
(John Biernbaum, Associate Vice President for Student Services, and Ketra Russell, Assistant Director for Residential Facilities)

Mr. Biernbaum related that Ms. Lynn approached UHDS staff as a follow-up to feedback received from Faculty Senate and wanted to conduct a survey of students. UHDS was already conducting its annual food survey, so there was no need to SGA to conduct a separate survey. Additionally, Mr. Biernbaum stated that UHDS strives for consistency in its surveys. He told senators that UHDS is extremely engaged in what students need and want regarding dining; they get that information not only through surveys and data but also through weekly meetings in all of the residence halls where students can provide direct feedback to Sodexo staff. He said that UHDS meets with the Presidents of SGA and the Interhall Council, as well as with individuals with specific dietary needs. He stressed that feedback is important to UHDS, not only data driven but also verbal.

Ms. Russell related that the UHDS annual satisfaction survey was just completed. UHDS selects about half of their locations in residence halls and the University Union to survey every year because those locations are supported by students. Surveys gauge the level of satisfaction in regard to quality of food, speed of service, presentation of food, and other factors. This fall's survey resulted in about 854 responses, about 77 percent of which were from residence hall students with the remaining responses coming from faculty, staff, and off-campus students. Ms. Russell related that information from the surveys is used to make some decisions regarding dining options. She told senators that UHDS sees the same results in their financial analyses that they do in their customer satisfaction surveys; for instance, students are satisfied with Einstein's, and higher sales occur in that location.

Chairperson Rock asked what UHDS learned from this fall's survey. Ms. Russell responded that students still love Einstein's, even though the line is extremely long; 97.17 percent indicated they were satisfied or very satisfied with this dining option. She said students still have a high need for comfort food items, such as those served at the Classics stations in the residence halls. She added that information gained from the survey will help UHDS make decisions regarding Sbarros in the Union since their contract renewal is coming up. Mr. Biernbaum added that the number one thing sold on campus is smart water; the second most popular purchase by WIU students is the \$1 take-out tray from the residence hall C-stores.

Senator Macchi asked if UHDS is thinking about moving Sbarro's to a residence hall or putting another restaurant in its place. Ms. Russell replied that the contract with Sbarro's ends this year, and UHDS is considering whether to renew the contract, expand Sbarro's, or put something different in that location, but it will not be moved to a residence hall. Mr. Biernbaum explained that branding is a very nuanced process. He said that students frequently request that WIU get a Chipotle, but the University will never be able to get that restaurant because Chipotle only wants stand-alone buildings. He said that is frustrating, but those are the kinds of things that must be considered when determining dining options.

Senator Roberts asked if UHDS has feedback on whether students think the food is affordable. Ms. Russell replied that value is the number one concern of UHDS. She explained that WIU has a very different meal plan than other universities because WIU does not use a traditional block plan. At WIU, each food item is individually priced using retail prices, so students can see the value of everything as they go through the register. At Northern Illinois University, for example, students pay for 21 meals per week, so when they buy a standard meal at Burger King they do not know that it costs \$9; they only know that it costs one swipe of their card. WIU tries to make students understand that they are seeing the actual costs of the food they purchase every time they check out.

Senator Roberts believes there are some issues, anecdotally, about the cost of food because he has students who tell him they are working two jobs and are going hungry because they cannot afford to buy food. Ms. Russell stated that one-third of WIU students choose the basic meal plan of \$1,785 per semester and spend all of it; they eat 13.1 meals per week in the residence halls or in the Union, and she has data on the average amount of their spending on breakfasts, lunches, and dinners. One-third of WIU students will end the semester with money left in their accounts which can carry over to the spring semester or which they can get refunded. The remaining students have to add extra money to their accounts to reach the end of the semester. Mr. Biernbaum explained that many times students have to add money because of the choices they make. He stated that the meal plan was not designed for students to buy \$9 coffees, but if a student wants to use their entire meal plan for purchases in the Union, they are allowed to do that; Eastern, Southern, and Northern Illinois Universities make students use extra money beyond their meal plan if they want to make purchases in their student unions. Mr. Biernbaum said UHDS wants students to eat in the residence halls because that is where they get the most value for their

money, but they often would prefer to eat at Burger King. UHDS tries to use UNIV 100 and other venues to reinforce this message. He believes the “swipe program” used by other institutions is a “big racket” because students are charged for 21 meals per week when they really only eat 13. He stated that WIU’s is a “true fairness meal plan.”

Ms. Russell told senators that UHDS has access to all the data as to what students are choosing to eat. She can sit down with students to help them make their meal plans work. Senator Allison asked if students do not typically eat three meals per day. Mr. Biernbaum responded that only 17 percent of students eat breakfast. He added that UHDS is very data driven because they do not receive any state funding. UHDS is market driven and needs for students to be happy with their meal choices. He said that UHDS is not trying to oversell; \$1,785 per semester is intended to cover 13 meals per week. Students can purchase a “plus plan,” but Mr. Biernbaum never encourages them to do that because there is no reason to buy this ahead of time when they may not need it. Ms. Russell added that the amount spent on food also depends on where students are eating since the University Union charges nine percent sales tax on food purchases while residence halls do not charge tax.

Chairperson Rock observed that some faculty and staff participate in the UHDS survey and asked about findings for this group of customers. Ms. Russell replied that she did not bring that information but can provide it. Mr. Biernbaum explained that the meal plan is designed for residence hall students. UHDS works individually with dozens of students with food allergies. Sodexo also frequently conducts surveys about UHDS, so they are very in tune with the efforts of University Housing and Dining.

Chairperson Rock asked if Dividends is popular; Mr. Biernbaum replied that it is. Chairperson Rock if there is any consideration of offering Dividends in an additional location; Mr. Biernbaum replied that there is not because UHDS wants students to eat in the residence halls so that they can get the best value. Senator Boynton pointed out that students may only have 50 minutes for lunch and not have time to eat in a residence hall. Mr. Biernbaum stated that UHDS, like the rest of the University, suffers from declining enrollments and has had to make some decisions, with student input, because WIU no longer enrolls 12,000 students.

Senator Macchi asked if respondents to the UHDS survey identify where they live; Mr. Biernbaum confirmed that they do. Senator Macchi asked if students in the residence halls provide more feedback than other groups and if they comment on having to walk to a different residence hall for meals. Ms. Russell responded that Thompson Hall residents provide the largest number of responses, which makes sense since the largest density of students live in that residence hall. She stated that, with the exception of freshmen, students know what they are getting when they sign up to live in a residence hall without a dining hall. She stated that less than 50 percent of students in the North Quad were eating lunch because they are in classes; UHDS can track where they eat, and the majority were eating lunch in other locations. Mr. Biernbaum added that the bus system is a “game changer” for students in the North Quad. He added that UHDS is very proud of its food service program because it is very dynamic and flexible. UHDS used to do a benchmarking survey and ranked in the 90<sup>th</sup> percentile every year.

Senator Boynton asked if students who live in Bayliss or Henninger Halls can eat lunch in Thompson Hall. Ms. Russell responded that students can eat in any dining location. Chairperson Rock asked if UHDS provides service to students attending in the Quad Cities. Mr. Biernbaum responded that they do not. Senator Porter stated that vendors come to WIUQC at lunchtime on a number of days; students can pay with cash or credit only. Mr. Biernbaum stated that the University Union now allows payment by credit card as well. Senator Macchi asked if UHDS finds that there is a lot of late night eating; Ms.

Russell confirmed that students do take advantage of the late night option. Mr. Biernbaum added that wings is a “top 10” late night food.

D. Other Announcements

1. One petition was received from the College of Education and Human Services to replace Senator Delany-Barmann during her Spring 2018 sabbatical. Sterling Saddler, Educational Studies, was elected to fill that one-semester vacancy. While on sabbatical, Senator Delany-Barmann will travel to Uruguay as a Fulbright scholar to study bilingual teacher education.
2. First Year Experience Program  
(Nancy Parsons, Associate Provost, and Stacey Macchi, FYE Faculty Associate)

Chairperson Rock asked if the First Year Experience (FYE) program is working, and how that is assessed given the costs and benefits of the program. UNIV 100 instructors were paid \$52,000 in Fall 2016 and \$6,500 in Spring 2017; the 60 peer mentors for both semesters were paid \$250 each for a total of \$17, 187; and graduate assistants (four FYE GAs, four English TSAs, and seven Math TSAs) were paid \$52,792, for a total cost of the FYE program in FY 17 of \$128,479.

Associate Provost Parsons told senators it is very difficult to assess the program’s success in keeping students at WIU. There are several different objectives and goals for FYE, and the program is still trying to determine if it helps students effectively transition to WIU. Associate Provost Parsons told senators that a survey has historically been conducted at the end of each semester during the final exam period. Senator Macchi stated that the original survey was comprised of 80 questions. Associate Provost Parsons added that the new survey piloted in Spring 2017 is 35 questions. She added that a separate survey is also being developed for all Y sections. FYE is now using the College Student Factors Index, similar to the College Student Inventory that was previously used for surveys. The College Student Factors Index is a free component that is part of the publisher’s package included with UNIV 100 textbooks, unlike the College Student Inventory which was an additional cost. Associate Provost Parsons stated that the new surveys are administered the second and fifteenth weeks of classes, and FYE will know more about the program’s effectiveness after looking at the data to see what has transpired with some of the matrices that the survey identifies.

Senator McIlvaine-Newsad has been teaching Y courses since the FYE program began and enjoys the classes because they are small and allow her the opportunity to teach in a different way than she would with 90 students. She said when the program was first established, it was intended to increase enrollment and retention, and it has now been operating for 12 years. She asked why Faculty Senate has not seen the report that addressed the program’s effectiveness in these areas. Associate Provost Parsons responded that freshmen retention cannot be placed entirely on the back of FYE because there are financial, family, academic performance, and other considerations that affect students’ decisions to stay at WIU. Senator McIlvaine-Newsad stressed that is not what she was implying; because FYE courses are smaller, it allows students and professors to develop relationships, and she wonders if that model is working after being in place 12 years. Associate Provost Parsons stated that surveys have been conducted since 2013, and Educational Studies professor Tom Cody is helping with tabulation and analysis of those results. She stated, though, that the question of whether the smaller classes are helping retention was not one that was asked because it is not the only factor affecting retention.

Senator Macchi stated that when the FYE program was revised in Fall 2013, the goals established at that time did not mention retention. There are six goals of FYE, including helping freshmen live well, build communities on campus, and transition successfully, but

not including any mention of retention. She related that in the new shorter survey students are not asked probing questions about their instructors, but students are asked if their peer mentors and instructors have helped them transition to college and have contributed to them having a successful semester, which are questions that were not asked in the previous survey. FYE does not do exit interviews nor ask if students are choosing to stay at WIU because of their instructors.

Senator McIlvaine-Newsad sees a disconnect between UNIV 100 and Y classes. She finds 12 years of not seeing data from the program to be troubling. She would like to see if FYE is working and how it can be made better. Senator Macchi replied that, in terms of how faculty can help, all Y instructors are invited to meet with UNIV 100 instructors to talk about how the two types of classes communicate. She said that UNIV 100 instructors are required to go to the training, and a few Y instructors attend as well. Senator Macchi took over as FYE Faculty Associate in Fall 2014. She has seen the data that existed prior to the reiteration of the program and expressed her willingness to share that with senators.

Senator Hironimus-Wendt expressed concern with the failure rates of Y sections. Data provided in packets by Associate Provost Parsons shows that 13.11 freshmen failed a Y section in Fall 2016, and 28.74 failed a Y section in Spring 2017. Failure rates for Y sections offered in the fall have more than doubled since Spring 2009 and rates for Y courses offered in the spring semesters have more than tripled. Senator Hironimus-Wendt observed that the time period that failure rates seemed to increase is about the same time that peer mentors were reduced to being offered in one section and not the other. He also wonders about the discrepancy between spring failure rates compared to fall and thinks there should be something that could be done to address this, such as adding peer mentors in the spring. He finds the data troubling. Associate Provost Parsons said FYE noticed that Spring 2017 was a particularly rough one. She said that one reason for increased failures in spring for both Y sections and UNIV 100 is that students may have already failed the course in the fall and be taking it for the second time. She explained that while Y sections are academic courses with academic disciplines and UNIV 100 is more generalized, U100 still has several academic components with assignments. Associate Provost Parsons has observed resentment with having to retake courses, particularly with students having to retake UNIV 100. She stressed that students have to come to class, and students seem to be increasingly not coming to class and not reading assignments – not just in FYE courses but across Gen Ed, which is a change occurring campuswide. Senator Hironimus-Wendt stated that, as a sociologist, he has not found that students are any different than those that attended college in the '70s, 80s, or later. Senator Sandage countered that, as a sociologist, she disagrees. Senator Hironimus-Wendt understands the role of the University as providing a structure that adjusts to the needs of students, and he sees in this data a sharp change mid-course. He stated that while WIU cannot change the genetic structure of students today versus last generation, the University can change the structure of the institution rather than blaming students as being odder or less intelligent than previously.

Senator Macchi stressed that nothing is being said against the intellectual capacity of current students. She pointed out that the current iteration of FYE began in Fall 2013, but prior to that there are a number of major differences. Prior to the current program, students took FYE classes in the fall and spring semesters; they now take both UNIV 100 and the Y section in the fall of their freshman year. Senator Macchi pointed out that the higher percentage of failure rates in the spring semester are much more pronounced after Fall 2013, and there could be many factors for that not necessarily related to the loss of peer mentors. She would anticipate some difference in the spring numbers since the greater percentage of students are taking both classes in the fall. She pointed out that the number of spring students that have previously dropped or failed the course is significantly higher than those that are brand new and taking FYE for the first time.

Senator Allison is concerned with the lack of faculty buy-in for UNIV 100, adding that she has also not “bought in.” She sees lack of faculty buy-in as a huge red flag and would like to know the perceived reason for it. Associate Provost Parsons stated that teaching UNIV 100 either becomes part of the faculty member’s regular load if they are currently under 22 or becomes overload if the faculty member is at or over 22. In Fall 2013, there were 100 sections of UNIV 100; 17 of the instructors were faculty, and 58 were non-faculty. In Fall 2017, there were 58 sections of UNIV 100; seven instructors are faculty members, and 40 are non-faculty. Associate Provost Parsons theorized that part of the problem may be that UNIV 100 uses a prescribed type of syllabus; there is a lot of potential for flexibility within the course, but she has heard from some faculty that they do not want to be told what they have to teach and would rather develop the course as they wish. Associate Provost Parsons explained that UNIV 100 is a course that all students take, and it needs to be a common experience. Students move through UNIV 100 as a team and have all the same material each week. She suggested that Y instructors could tell their students, “You talked about test taking in UNIV 100 today, and this is how I want you to study for my test.” Associate Provost Parsons stressed there is supposed to be a connection between UNIV 100 and Y classes, but there may be a component where perhaps faculty do not like the prescribed type of coursework in UNIV 100.

Senator Allison expressed her concern that she has never been asked why she is not “buying in” to UNIV 100. She thinks it would be worthwhile, for example, to come to the Department of English to ask their faculty this question. She related that faculty in the department have discussed UNIV 100 several times, and often a faculty member will express a desire to try teaching it, but then after discussion decide not to do so, but Associate Provost Parsons has never come to the department to ask about those discussions. Associate Provost Parsons said she will do so. Senator Allison believes there is something wrong about UNIV 100 that makes faculty not want to “buy in” to it. Senator Macchi related that she frequently asks faculty to teach UNIV 100, but unless faculty are teaching at their maximum capacity, they will not get paid to teach it, and faculty ask why they should put forth the effort to teach a class when they will not get paid. She thinks this is the number one reason faculty do not teach UNIV 100. She thinks the second reason is that faculty want to teach from a textbook of their choosing and do not want to teach from a common syllabus. She thinks the third reason is their fear of any negative evaluations from teaching UNIV 100. Associate Provost Parsons stated that for some reason there is the conception that a faculty member teaching UNIV 100 must use their own department’s evaluation form, but there is an approved evaluation form for UNIV 100, and faculty can choose to use that instead. Associate Provost Parsons does not get to choose who is teaching Y courses or how they are evaluated because that is departmental, but UNIV 100 faculty are encouraged to use the evaluation form specific to that course. She related that a Unit B faculty teaching UNIV 100 says the evaluation form is a clearer assessment of her teaching and matches what takes place in the class. She pointed out that if a professor who primarily teaches English were to teach a History class, the faculty member would use the History Department’s evaluation form.

Senator Rahman observed that she did not get a good sense of whether UNIV 100 is working based on the data provided by Associate Provost Parsons, but she did get a good sense from the narrative that the Building Connections Mentorship program is working well. Institutional Research and Planning data shows that new freshmen who met with a mentor had an 11.6 percent higher retention rate and higher first-year GPAs than students who did not meet with a mentor. She thinks similar information about UNIV 100 would help assess its effectiveness. Associate Provost Parsons stated that FYE is not composed only of UNIV 100 and a Y section but also includes Building Connections mentors, advising, and housing partnerships. She added that Jessica Butcher, Assistant Vice President for Student Services, oversees the Building Connections program; Michelle Yager, Director of the University Advising and Academic Services Center, oversees the

advising component; and Mishelle Oaks, Director of Residence Life, manages the housing component of FYE.

Senator Rahman said she would specifically like to know if UNIV 100 is working; Associate Provost Parsons asked how the senator would define “is working.” Senator Rahman stated that Associate Provost Parsons said retention rate is not a good indicator, so perhaps this could be determined through first-year GPAs. Senator Macchi pointed there is nothing to compare this to since every student takes the course. Associate Provost Parsons stated that students who pass UNIV 100 will do better at the University, while students who do not pass it will not do better. She added that two students took UNIV 100 four times before passing, but that is no longer allowed.

Senator Boynton noticed when looking at the failure rates for Y sections and for UNIV 100 that beginning Fall 2013 the failure rates increase into the double digits for Y sections, which is when UNIV 100 records begin. She believes this is a concern because failing a course off the bat is not good for retention since beginning their academic career with a bad GPA make students less likely to stay. She believes the higher failure rate for Y sections once UNIV 100 starts being factored in is concerning because retention, while not the only goal, is a major one for the University.

Parliamentarian Kaul asked if there is a correlation between the FYE program and declining enrollments at WIU because, if there is, then FYE is not working and should be eliminated. He believes the question is as simple as that. He recalled that FYE was supposed to be a positive experience for freshmen, and if it has not really been positive the University might be losing students because of it. Interim Provost Neumann asked how this should be measured given all of the external factors. Parliamentarian Kaul replied that one step would be to determine if declining enrollments are primarily for lower or upper division students and to what extent. He added that a survey might also be helpful. He noted that there is a positive response to peer mentors, but there is now only one peer mentor allowed in a single section. He noted that Senator Boynton and others are asking the same question, and at some point the University needs to be able to have some answers about whether programs are working or not. Parliamentarian Kaul related that he has attended several meetings where the members have asked whether various programs are working and data is collected, but that particular exercise does not seem to end, and answers regarding the efficacy of programs do not seem to come forward. He believes that if programs keep changing their assessment instruments and collecting data, the efficacy of those particular programs can never be determined.

Associate Provost Parsons stated that she is unaware of any survey being conducted prior to her time in the Provost’s office. She asked Katrina Daytner, Associate Dean for the College of Education and Human Services, who oversaw the program prior to Associate Provost Parsons, whether surveys were conducted during her time working with FYE. Dr. Daytner replied that there were surveys done during this period. Dr. Daytner agrees on the need for data, but pointed out that in order to correlate students not enrolling at WIU with FYE there would have to be a survey of students who choose not to come to this institution to determine the reason. When Dr. Daytner was involved with the program, an 80-question survey was administered to students during finals week, but she could tell students were not engaged at the end of the survey because there were a lot of AAAA or BBBB responses. She thinks the new shorter survey will result in better information. She also thinks it may potentially be a good idea to establish FYE focus groups.

Parliamentarian Kaul remarked that some of those present were serving on Faculty Senate and saw the positive effects when the FYE program was started and believed that it was going to help the University. After several years have passed, Parliamentarian Kaul is very disappointed with the program for various reasons; he cannot pinpoint his disappointment but knows that something is not working with FYE. He stated that every time he asks a

question, it seems that FYE is collecting data and changing instruments, and he never sees results that can be relied on. Parliamentarian Kaul cannot tell what lessons have been learned from the program, so it is difficult to move forward and create policy for the future. He finds this disconcerting and troubling. Dr. Daytner stated that the 80-question survey was administered from 2011 to 2017, and the new survey is starting to be administered this fall, so there have only been two instrument versions. Senator Macchi stated that Tom Cody has had the survey data for 1½ years because he is using it for his College Student Personnel research methods class as a tool to instruct about analyzing data and results. He hopes to have the results, including 2016-17 survey data, by spring semester, so Senator Macchi may have a better idea by the time Senate returns in January. She added that the survey was only changed this semester because the data collection was very arduous, but that data cannot be provided until after the current fall semester.

Senator Roberts related that History realized two years ago that it did not benefit their department to teach Y sections because of the small class size; when WIU's administration began to look askance at small class sizes, the department backed out of participating. Associate Provost Parsons observed that she has seen a decline in participation from various departments.

Senator Roberts pointed out that data in the chart titled "UNIV 100 Instructor Teaching Overall Means for Fall Semesters 2013, 2014, 2015, 2016" (with results of 4.51, 4.55, 4.46, and 4.49, respectively) seems to show that students are highly satisfied with UNIV 100 in the fall semesters. He asked how that data gets used when evaluating program effectiveness. Associate Provost Parsons asked how departments use student evaluations to determine how effective their programs are and whether departments look at each individual faculty member's evaluations to determine effectiveness. Senator Roberts pointed out that the data was part of the information provided to Faculty Senate, and he wonders how that factors into the FYE program. Associate Provost Parsons responded she did not have access to faculty evaluation scores until two semesters ago unless faculty chose to provide those to her. She said the data shows that students find UNIV 100 instructors are doing a good job, but she does not have access to Y evaluation results so the data does not take into account the results from faculty instructors.

Senator Roberts would like to see Faculty Senate ask the administration to provide a report about whether FYE is working to help the institution retain students. Chairperson Rock suggested that ExCo pull something together and bring it to the next Senate meeting. Senator Macchi reminded senators that retaining students is not part of the FYE program's goals, but Senator Boynton asked if that is not the ultimate purpose of the program. Senator Macchi agreed that it is, but reiterated that the goals do not state that FYE is intended to retain students.

Senator Perabo stated that if the goal for FYE is to help students transition successfully to college, the program could measure either retention or transfer to another four-year university. She said FYE could measure what happens to students once they leave WIU (if they choose not to stay), and that would still help to determine if the FYE program helped them with their transition to college. She is concerned that the FYE program seems to have no measurable goals other than student self-assessment. She wonders if there is anything that would convince WIU's administration that FYE is not a good program because it seems like there is no way to measure whether the program is successful. Senator Perabo has been involved with Y courses and with Building Connections, and she sees that those students who have participated in Building Connections mentoring have higher retention rates, but she thinks there needs to be some way to measure whether the overall program is being successful.

Admissions Director Seth Miner pointed out that what is being considered is retention and academic standards as well as GPA, regardless of whether students pass UNIV 100. He

told senators that WIU partners with the College Board, who wanted the University to be part of a pilot program on non-cognitive retention indicators. He related that as part of this new program, the University is considering first-year students, either during Summer Orientation and Registration (SOAR) or within FYE classes, to get more of an understanding of which non-cognitive indicators would be better predictors for retention.

Associate Provost Parsons offered to work with Registrar Angela Lynn and Director of Institutional Research and Planning Angela Bonifas to determine how many students are passing UNIV 100 and why they are staying and to delve down to consider some other indicators and issues related to FYE.

3. Faculty Initiatives Process

This item was not discussed due to time constraints.

III. Reports of Committees and Councils

A. Council on Curricular Programs and Instruction  
(Anita Hardeman, Chair)

1. Curricular Requests from the School of Agriculture

a. Requests for New Courses

- i. AGRN 370, No-Tillage Farming, 2 s.h.
- ii. AGRN 372, Crop Science Judging, 1 s.h.
- iii. AGRN 477, Weed Science Competition, 1 s.h.

Senator Allison pointed out that AGRN 372 and 477 are 1 s.h. classes but meet for two hours of lab. Agriculture professor Mark Bernards responded that labs are typically two hours. Interim Provost Neumann added that one semester hour of coursework for two hours of lab work is true for all labs.

Senator Allison observed that both AGRN 372 and 477 talk about helping judge, and she wonders how that will prepare students for their futures. Dr. Bernards responded that there are contests hosted by regional and national organizations, so students can demonstrate that they can apply what they have learned in other classes. He said the purpose of the two classes is preparation for these competitions. Senator Allison asked if this helps students in their career paths; Dr. Bernards replied that it does. He thinks one of the most beneficial competitions that he participated in as a student was the meat science competition because it forced him to apply things he had learned from a theoretical standpoint to real life scenarios. Senator Boynton asked whether the course prepares students to be judged or to be judges. Dr. Bernards responded that the students will be competing in judging; typically schools have a team of four students who compete with teams of four students from other universities. Agriculture typically has livestock judging teams which judge animals based on performance, and teams are evaluated on their completion of certain tasks. Dr. Bernards stated that the Crop Science Judging and Weed Science Judging courses are consistent with other courses in the School of Agriculture. Chairperson Rock asked if the courses are letter graded; Dr. Bernards replied that they are.

**NEW COURSES APPROVED**

2. Curricular Requests from the Department of Economics and Decision Sciences

a. Requests for New Courses

- i. DS 200, Introduction to Business Analytics, 3 s.h.

**Correction:** Change DS 590 to CS 590 on p. 2 of the request form

- ii. DS 321, Data Visualization for Decision Making, 3 s.h.

Senator Boynton remarked that the abbreviated title, DATAVIZ DEC MK, seems odd. Economics and Decision Sciences Chair Tej Kaul replied that “viz” is an industry term for visualization.

- iii. DS 480, Predictive Analysis, 3 s.h.

- iv. DS 485, Big Data for Business Decision Making, 3 s.h.

**NEW COURSES APPROVED WITH CORRECTION**

b. Request for New Major

- i. Business Analytics

Senator Tarrant remarked that the major relies heavily on statistics classes. He asked if there is any talk about offering a B.S. on this topic as well in order to attract new students. Dr. Kaul replied that the department has talked about this but wanted to start with the B.B. first and then perhaps in one or two years come back with a request for a B.S. He added that the department wants to make sure that it succeeds in one aspect before moving forward.

Senator Boynton asked if there is student demand for this field. Dr. Kaul replied that the department began offering a post-baccalaureate certificate in Business Analytics about three and a half years ago, and it surpassed their expectations. He said there were significant enrollments the first year it was offered, so the decision was made to create a master’s program in Decision Analytics. He told senators that analytics of any kind is now becoming very much in demand, with companies looking for this particular skill set. He added that information was provided in the feasibility study for the new major about previous experiences with the post-baccalaureate certificate and master’s level programs and the results of surveys. Senator Westerhold added that, anecdotally, it seems that increasingly the internships and employment opportunities for Economics and Decision Sciences undergraduates are in this area. She said many of their students have already been minoring in Business Analytics, so the department thought there was the need for a complete major. She told senators that many employers, particularly regional employers, want students to be able to meld together their business knowledge and statistics, and this major will give graduates the opportunity to market themselves in a very unique way. Dr. Kaul stated that the College of Business and Technology’s national advisory board as well as the accounting board have both recommended developing this major because it will be helpful for students in the marketplace and supposedly a successful major in the coming years.

**NEW MAJOR APPROVED**

B. Committee on Provost and Presidential Performance (CPPP)

(Robert Hironimus-Wendt, Chair)

1. Shortened President Survey

Senator Hironimus-Wendt related that at a previous Faculty Senate meeting the Committee asked if they could shorten the Provost and Presidential surveys. This was approved, and CPPP eliminated one-half to one-third of the questions that they thought were not necessarily germane to faculty. Senator Hironimus-Wendt said one example is a question regarding the President's relationship to state leaders; while this question is important, CPPP thought that faculty may not be capable of measuring this and that any distraction might reduce the response rate. CPPP added a column for the response "Do not know the mission" regarding the question asking if the President effectively promotes policies that support the long-term mission of the University because some CPPP members were unaware of WIU's mission. CPPP was able to find the mission on WIU's website, but they were not sure that faculty would take the time to look it up.

CPPP added a question asking which faculty unit respondents are affiliated with – Unit A, Unit B, or Chairs. Senator Hironimus-Wendt stated that the decision to add chairs was made by him, outside of the Committee, after talking to faculty members, including former Senate Chair Christopher Pynes. It became apparent to him that when Faculty Senate amended the Constitution to not allow department chairs to serve as senators, one of the odd effects of that decision is that now department chairs are not allowed through the Faculty Senate to evaluate the President. Chairs do not evaluate the President through the Chairs' Council or at the college level, so if they are prohibited from participating in the Senate's survey, they are not at any point allowed to evaluate the President's performance. Senator Allison said she is not sure she would want to identify as a chair because there are so many fewer of them than there are faculty. She believes Faculty Senate needs to consider two questions: 1) Should chairs get to take the survey, and 2) Should they have to identify themselves as chairs. Senator Hironimus-Wendt pointed out that respondents are asked to identify whether they serve on the Macomb or Quad Cities campuses, and there are 35-40 faculty in the Quad Cities and 35-40 chairs, so it seems comparable. Senator Boynton sees no problem with including this option but pointed out that it should specify "Chair or Director" rather than just Chair. She also suggested that the Chairs' Council be asked if chairs wish to participate in the survey. College of Education and Human Services Associate Dean Katrina Daytner asked if individuals with faculty status can also participate since administrators frequently still have faculty status. Senator Boynton replied that associate deans have never been covered under Faculty Senate. Senator McIlvaine-Newsad thinks it is important for chairs to have an opportunity to evaluate the President and Provost but agrees they could prefer not to identify themselves. She added that Unit A and B faculty might also not want to self-identify. Senator Boynton suggested that a choice of "Other" in addition to Male and Female be added to the question regarding gender, as has been done on the Senate Nominating Committee interest surveys.

Senator Roberts asked that CPPP consider not eliminating Question 11, "The President effectively secures funding to support university initiatives," and Question 25, "The President allocates resources so that your department or academic unit's faculty can accomplish their research mission," because both seem pertinent to faculty interests. He asked if there was a reason those two questions were eliminated. Senator Hironimus-Wendt responded that the Committee thought there was already a question that asked something similar to Question 25 about the President's allocation of resources. He added that the question remaining in the survey states that "The President effectively promotes policies that foster the activities of your department or academic unit." Senator Boynton remarked these seem like two different things: policy versus funding. Senator Bellott related that CPPP tried to eliminate faculty frustration when completing the survey; the Committee thought that a majority of faculty might think they had already answered the

same question, and cuts had to be made somewhere. He added that Senator Hironimus-Wendt thought that Question 25 was more a Provost responsibility than a responsibility of the President. Senator Hironimus-Wendt stated that Question 11 was eliminated simply for the reason of trying to shorten the survey. Senator Boynton observed that the Committee seems to have eliminated questions about the President securing funding, which is a big part of what he is supposed to do. Senator Roberts stated it might be helpful to know why both of these questions were omitted at the same time. He does not think it would be a hardship for faculty to answer one more question because many faculty are interested in research. Senator Hironimus-Wendt stated that if it is the will of the body that Question 11 be retained, he does not think that CPPP would object to putting it back into the survey. Senator Delany-Barmann stated that Question 25 also seems important to keep in the survey; even if faculty may not know the answer, chairs would know.

Senator Boynton suggested that if questions need to be cut, Question #6, “The President effectively promotes the long-term mission of the University relative to long-term strategic planning,” and Question #12, “Overall the President fosters the mission of Western Illinois University” might be good to eliminate since faculty seem to not know the University’s mission. She suggests that, at the least, these two questions be combined into one question about the mission rather than cut two other questions about funding. Senator Hironimus-Wendt suggested that Question #6 be retained and Question #12 be cut because the first question is more direct. Senator Boynton asked if Question #6 will be rewritten; Senator Hironimus-Wendt responded that he will rewrite Question #6 and include it, along with adding back in Questions 11 and 25.

Parliamentarian Kaul asked what the numbers 100 and 200 are after the No Basis for Response and Decline to Respond choices in the survey. Senator Hironimus-Wendt responded that this is used to sort those responses out so that they are not included in the statistics.

#### **NO OBJECTIONS TO AMENDED SURVEY**

##### 2. Shortened Provost Survey

##### C. Ad Hoc Budget Transparency Committee (Susan Czechowski, Chair)

##### 1. Report and Recommendation

#### IV. Old Business

##### A. CCPI Review of Comprehensive Majors and Academic Terms

#### V. New Business

##### A. Election of Senator to Serve on Provost’s Advisory Council

Chairperson Rock stated that another Faculty Senate meeting will be scheduled for next Tuesday, December 5 since there is insufficient time to consider the remaining agenda items (III.B.2. through V.A.).

The Faculty Senate recessed at 6:03 p.m.

Susan Czechowski, Faculty Senate Secretary

Annette Hamm, Faculty Senate Recording Secretary