

WESTERN ILLINOIS UNIVERSITY
FACULTY SENATE
Regular Meeting 7 March 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, V. Boynton, J. Brown, G. Delany-Barmann, R. Hironimus-Wendt, K. Kapale, N. Lino, B. Locke, S. Macchi, H. McIlvaine-Newsad, J. McNabb, K. Pawelko, J. Plos, R. Porter (via teleconference), C. Pynes, T. Roberts, T. Sadler, M. Sajewski, D. Sandage, S. Szyjka, C. Tarrant
Ex-officio: Kathy Neumann, Interim Provost; Janna Deitz, Parliamentarian

SENATORS ABSENT: D. DeVolder, C. Keist

GUESTS: Chandra Amaravadi, Kristy Keefe, Angela Lynn, Sue Martinelli-Fernandez, Kyle Mayborn, Mary Mhango, Kristi Mindrup (via teleconference), Seth Miner, Russ Morgan, Nancy Parsons, Joe Rives, Bill Thompson, Maggie Walsh, Ron Williams

I. Consideration of Minutes

A. 21 February 2017

MINUTES APPROVED AS DISTRIBUTED

II. Announcements

A. Provost's Report

- Interim Provost Neumann announced that the WIU women's basketball team is now the Summit League champion.
- President Thomas and Interim Vice President for Administrative Services/Budget Director Matt Bierman received a request yesterday (March 6) to come to Springfield today to speak to the Senate Higher Education Committee. Interim Provost Neumann said she assumes this is good news, but she has not heard anything yet today.
- Last Friday, March 3, was Graduate Research Day, a nice venue for graduate students to display their research and hear a keynote presentation.
- WIU's Broadcasting students took home nine awards last Saturday, March 4 at the 77th annual Intercollegiate Broadcasting Awards in New York City. Additionally, the student-produced newscast "Live at Four" was named the Top Newscast in the Nation during the ceremony. Interim Provost Neumann congratulated these students on their phenomenal accomplishments.
- Today was the Career Internship Fair. Recruiters talked to students about potential employment and internships.
- Tomorrow (March 8) is the first annual Pre-Med Symposium, from 5:00-7:00 p.m. in the Union Lamoine Room. Interim Provost Neumann observed that there has been a Pre-Law Symposium for a number of years. Both are organized by the Centennial Honors College. McDonough Eye Associates is the major sponsor of the Pre-Med Symposium. The Dean of the College of Medicine at the University of Illinois-Chicago will be the keynote speaker.
- Black Violins, comprised of two men who perform a blend of classical, hip hop, rock, and bluegrass music, will perform tomorrow evening (March 8) at 7:30 p.m.
- The 45th annual School of Agriculture bull sale will be held Friday, March 10. Bids can be made online.
- Two weeks remain until spring break, so almost half of the spring semester is completed.

University Professionals of Illinois President Bill Thompson asked when the next low productivity report is required from WIU. Associate Provost Parsons replied that WIU sent an update to the Illinois Board of Higher Education (IBHE) on November 30, and it has gone to the legislature. She stated that the next round will start sometime this year with identification of any other programs

that do not meet the new IBHE guidelines. Associate Provost Parsons related that the guidelines for the low productivity report, which identifies the number of students in programs, changed this year; numbers are now averaged over a three-year period rather than the previous five-year average. IBHE now recommends 40 students per undergraduate program and nine graduates per year, and 10 graduate students each per master's and doctoral programs with two graduating from each per year. Dr. Thompson asked how individuals can see the report since it has already been submitted. Associate Provost Parsons thinks that at some point the IBHE will post the reports on their website. Associate Provost Parsons had to miss the IBHE meeting last Friday (March 3) because of Graduate Research Day, but she said there will be a legislative link. She will contact IBHE and find out when and where that will be posted. Interim Provost Neumann stated that the last one submitted was a follow-up report. Chairperson Pynes pointed out that last year was not a required reporting year so this year a new report will be generated. Associate Provost Parsons explained that every odd year programs are identified as being low enrolled, and even years are for follow-up, which is what WIU submitted in November 2016. She said the follow-up updates what is happening with review, consolidation, or other possible actions in response to the previous year's report. Chairperson Pynes asked whether the report required for odd years is counted in the spring semester. Associate Provost Parsons replied that typically the count is performed in the summer so that the number of spring graduates can be included in the report.

B. Student Government Association (SGA) Report
(Maggie Walsh, SGA Director of Academic Affairs)

SGA approved a bill recommending moving call box #49 from its current location near Higgins Hall to a location closer to Thompson Hall. Ms. Walsh stated that the move will not cost anything because Higgins is being torn down.

Students are encouraged to join the SGA cabinet on a trip to Springfield on April 5 in honor of Macomb Day in the state capitol.

SGA elections will open on April 10. Students can vote on the Purple Post. Voting continues until April 14 at 4:00 p.m.

C. Other Announcements

1. The final elections for Faculty Senate seats for fall 2017 resulted in the following:
 - Two three-year seats were available for Senators At-Large. Ginny Boynton, History, and Feridun Tasdan, Mathematics, were elected to fill the vacancies.
 - Two three-year seats were also available for the College of Arts and Sciences. Betsy Perabo, Liberal Arts and Sciences, and Shazia Rahman, English, were elected to fill those vacancies.
 - One seat was open for the College of Fine Arts and Communication. Susan Czechowski, Art, was elected to fill that vacancy.
2. Senator Boynton announced that in honor of Women's History Month, a celebration will be held at 5:00 p.m. tomorrow (March 8) in the Multicultural Center to recognize International Women's Day. She stated that the focus will be on the Women's March which occurred in January, in context with other marches. Also, on March 23 at 4:30 p.m. the 23rd annual History Department Women's History Panel will be held in the Malpass Library Garden Lounge. Senators Boynton and McNabb as well as History professor Ute Chamberlin will speak on women in business and labor.
3. Seth Miner, Director of Admissions

Chairperson Pynes pointed out that Mr. Miner visited Faculty Senate one other time, and senators had many questions about faculty involvement in recruitment. Mr. Miner came to the Senate Executive Committee meeting last week. Mr. Miner told senators the Admissions office is currently in phase II of the spring communications plan. Phase I

focused on affordability with those students who are likely to enroll in WIU. Those who are likely to enroll have worked through the process and chosen a summer Student Orientation and Registration (SOAR) date. Mr. Miner stated that Admissions decided to focus on affordability for phase I because there is was a shift the previous year in the timing of when award letters went out, and WIU needed to be aligned with other institutions. Mr. Miner stated that phase III will be directed at students who are “on the fence.” These students have been accepted and may have taken one of the four steps toward enrollment. Admissions counselors and graduate assistants will make calls to these students to work with them on taking those next steps. Admissions will work on firm commitments from students during the month of April.

Mr. Miner stated that enrollment applications for fall are already down in comparison with last year, but he thinks Admissions has made huge progress in the last couple of months in addressing this issue. Admissions has been trying some different initiatives to encourage students and parents to visit WIU and then apply. Efforts have also been made with Discover Western to encourage students to fill out an application. Admissions next plans to focus on those students who are “apt to accept.” Mr. Miner believes this is a much more pro-active approach than the past; he wants to see WIU break the trend of being a reactive institution and become much more proactive about reminding potential students and giving them reasons – such as their experience while on campus visits and WIU’s scholarship possibilities – to complete applications and file missing papers.

Mr. Miner related that Admissions talks about applications converting into acceptance or admits, and that conversion is extremely important. Over the last four years, the conversion rate has been about 60 to 68 percent; last year’s conversion rate was 59.5 percent, and in 2014 it was 68 percent. Admission to enrollment is referred to as yield. WIU’s yield over the past four years has been 25 to 28 percent; last year, it was 25 percent. Mr. Miner would like to see yield increased by two percent; with the number of admits WIU had last year, that would result in an additional 115 students. Mr. Miner thinks WIU has the opportunity to increase its yield by putting current students and faculty in front of prospective students. Part of this effort includes providing lists from Discover Western attendees to departments for follow-up. Mr. Miner stated 204 families were on campus for the Discover Western held two weeks ago, which was a great response.

Senator McNabb remarked that although it is helpful for departments to receive lists of interested students from Discover Western, she wonders who is making the contacts for undeclared majors. Mr. Miner replied that Faculty Senate did this last year. Chairperson Pynes clarified that chairs get information about what students have been admitted in order to help them get enrolled, but their focus is on those students who are interested in the department’s programs and he wonders who is responsible to try to convert undeclared students from admit to enroll. Mr. Miner replied that is the responsibility of Michelle Yager, Director of University Advising and Academic Support Services.

Senator Boynton asked how Admissions plans to increase the conversion rate from applied to accepted without lowering WIU’s standards. Mr. Miner replied that when Admissions purchases names of potential students, they make sure to purchase only the names of students who are admissible under Western’s criteria. He added that students who are ineligible for admission may meet with Admissions counselors at high school or college fairs, but everything is geared toward admissibility. Senator Boynton observed that increasing from 25 to 32 percent in yield (admission to enrollment) is a huge leap, and she wonders what steps are being taken to accomplish that. Mr. Miner pointed out that 32 percent is a benchmark; Senator Boynton observed that WIU was there four years ago. Mr. Miner reiterated that his office plans to take a pro-active approach by reaching out to all offices on campus. He related that Student Services, SGA, faculty, and current students will be put in front of the right audiences. He stated that these groups will be in attendance at welcome events and on student panels. At his previous institution faculty were involved in making phone calls to potential students.

Senator Boynton asked if Admissions has activated WIU's alumni. Mr. Miner replied that alumni are already writing notes to potential students, and he has spoken to Admissions about having alumni make phone calls as well. He stated that Admissions counselors all have cell phones and are reaching out to potential students via text. This initiative started yesterday (March 6), and Mr. Miner said the response they have had is fairly strong. He told senators this is the time of year students will tell counselors yes or will indicate that they have made the decision to attend elsewhere. He tells Admissions counselors to find out why students say they are going somewhere else and to ask students if there is something financial or pragmatic that WIU can do to change their minds.

Senator Allison told Mr. Miner that she liked the suggestion detailed in the Executive Committee minutes about putting "WIU Welcomes _____ High School" on the marquee around campus. She thinks it would be great if Admissions lets departments know when students from various areas will be on campus. She related that while English is rather isolated in its location, she thinks if English faculty members saw students on tours around the campus, they might reach out to them. Senator Allison agrees with the observation of Ms. Hamm in the Executive Committee minutes about the reluctance of Macomb High School to consider WIU for college. She believes these students do not want a hard sell every time they attend an event at WIU. She stated that if Admissions could flip the message, such as Ms. Hamm described in the ExCo minutes, whereby local students are being asked for their input on how Admissions can market something or asked to provide input on something that will make WIU more appealing to Macomb High School students, that might make them more interested in attending WIU than would a hard sell. Mr. Miner stated that this was one of positive take-aways he got from meeting with the Executive Committee. He thinks implementing this idea can create a sense of buy-in for high school students. Mr. Miner stated that Admissions is revising its viewbook now, and he is considering asking local high school students to provide feedback, as suggested in the ExCo minutes, because anything Admissions can do to engage local high school students will benefit WIU. He hears quite often that local high school students do not feel like they are being actively recruited, which he thinks is true to an extent. He said that while local schools have the same amount of visits as other schools throughout the state and are under the same communication plan, Admissions is looking at enhancing that for all students within WIU's core area beginning this spring. Mr. Miner told Ms. Hamm that he appreciated her suggestion and encouraged anyone with recruitment ideas like hers to please let him know because this type of institutional knowledge has not been shared with him. Mr. Miner related that his last two institutions had televisions in their admissions welcome centers that would say the student's name who was visiting and their graduating class; Mr. Miner stated that families would often have their pictures taken in front of the notice board. One institution at which he worked previously sent out a campus wide email to let everybody at the University know who was visiting so that they could make a connection when seeing groups touring the campus, such as if a visiting group was from an employee's hometown. He plans to use these ideas, as well as the idea of marquee, in the Admissions recruiting process.

Senator Delany-Barmann observed that some Admissions ambassadors are bilingual. She asked in what other ways they are being used to assist in communicating with potential students. Mr. Miner stated that Admissions has a graduate assistant and a counselor who are bilingual, and they are used a lot with student groups and individuals. He related that potential students will be invited to visit campus on Latino Day in April where the Admissions graduate student will provide a welcome in Spanish. Admissions is also looking into having a webpage in Spanish for potential students; it would be strategically placed in a high traffic area. Senator Delany-Barmann suggested it would be good to have information in another language in the WIU viewbook, too, and since Spanish is the language, other than English, that 80 percent of WIU students speak, that might be a good addition to this brochure. Mr. Miner observed that there has been a big increase in high school graduates who speak Spanish. Senator Delany-Barmann stated that a group of high

school students from Beardstown will be visiting WIU on April 21. She noted that students of immigrants speak numerous languages and appreciate having those here who can reach out to them in their own languages. Mr. Miner asked if the Admissions office has been notified of the Beardstown students' visit; Senator Delany-Barmann replied that she will formally notify his office tomorrow.

Senator Macchi observed that prospective students are starting to make their college decisions but faculty have not yet been asked to help with recruitment efforts. She asked if there is anything faculty can do to reach those students because now seems to be the actionable time for faculty to volunteer. She wonders how faculty can get involved in helping students to make their college decisions. Mr. Miner stated that getting students to choose WIU goes back to the beginning of the process when names of students are purchased during their sophomore year based on their PSAT scores so that Admissions can reach out to them early. Senator Boynton pointed out that the question is regarding reaching high school seniors. Senator Macchi asked if faculty should be writing letters now since students are making college decisions now. Chairperson Pynes noted that faculty do not have access to lists of who has been admitted.

Senator Roberts noted that when he visited Faculty Senate on February 21, President Thomas said the benchmark for enrollment is 12,000 students. He related that after some discussion Chairperson Pynes suggested senators talk to the Admissions Director about how the University targets 12,000 students and what the horizon is, if it is knowable, to reach that high. Chairperson Pynes told senators he asked Mr. Miner to do the following analysis: Given that the President has set an enrollment goal of at least 10,000 students (and ideally 12,000 in the future), and given certain predictable variables (graduation and attrition rates), how many new freshmen, transfer, and international students does WIU need to admit this year, next year, and three years down the road in order to make sure that enrollment reaches 10,000 or above and that number is maintained. Chairperson Pynes thinks the University should concentrate on reaching 10,000 again before considering 12,000. Senator Roberts stated he still would like to know how the administration determined 12,000 as a benchmark number. Chairperson Pynes replied that this is a historical number which represents President Thomas's "pie in the sky" enrollment.

Mr. Miner explained when considering the way to stabilize enrollment at 10,000, many variables need to be taken into account, such as retention of returning classes; if Western's retention is consistently at 69 to 72 percent for first and second year students, that also needs to be factored in. Mr. Miner is working with Institutional Research and Planning to develop a spreadsheet to determine what WIU's retention rates should be. He stated the way to stabilize enrollment in a declining marketing, which the state of Illinois is experiencing, is twofold. Everyone needs to make sure to put their best foot forward in order to make sure that Illinois residents who do apply and are admitted end up coming to WIU, then next steps can be taken. Mr. Miner stated that a lot of research indicates that the state is landlocked in a rate of stable to declining high school graduations, so WIU needs to be looking to other states, particularly since the University offers out-of-state enrollment at the same price as in-state. Mr. Miner thinks WIU needs to capitalize on states who have announced their enrollments are increasing five to ten percent, and the Admissions office is already doing outreach to these states. He noted that recently the University of Iowa pulled their heritage scholarships, and Admissions is trying to market WIU's scholarships to those students.

Senator Roberts said that while he does not want to give the impression that faculty want to act as helicopter parents to potential students, he does think more faculty input is needed in the recruitment process. Senator Roberts was following a tour group near Morgan Hall and heard the student ambassador tell potential students that Morgan is "the place where you get your Gen Ed courses out of the way." Senator Roberts would like to see faculty reshape that narrative and have some input into helping potential students understand the importance of the liberal arts and sciences. Mr. Miner stated that he would

like for faculty to let him know when they come across these types of occurrences because if he does not know they are occurring he cannot address the problem. He stressed that his door is always open and encouraged individuals to email him so that these types of things can be addressed as a teachable moment.

Ms. Walsh thinks having faculty available to speak to prospective students at Discover Western would be a good recruiting tool because sometimes interaction with just one inspirational professor can inspire a high school student to want to attend WIU. She added that offering days where students can visit with areas offering majors and minors in which they are interested can also enable high school students to “discover Western” in a literal sense. Mr. Miner related that students at Discover Western have the opportunity to meet with their specific departments, then they sit down to wait for the program. He stated that most Admissions staff are busy during this time, but he wonders if faculty and SGA members would be interested in going around to visit with families during this period of Discover Western. Ms. Walsh thinks that SGA would be interested in this. She thinks it is important during Discover Western for prospective students to really encounter people; she sees people doing a lot of walking during Discover Western but she thinks they need to be exposed more to faculty, students, and any other organizations that might be interested in meeting with them. Mr. Miner stated that he would like the opportunity to discuss this with SGA. Ms. Walsh replied that she will bring this up at SGA this evening and get back to Mr. Miner.

Parliamentarian Deitz stated that what Mr. Miner is hearing from around the table – whether it be about busloads of students visiting campus from Beardstown, suggestions for changing Discover Western, or how faculty can get involved – is there is an urgency from faculty about the state of enrollment at WIU. She said that there may be good ideas that can be tried out and experimented with, but what she is hearing is the compelling sense that faculty want to do something now. She recalled that Mr. Miner said that a two percent increase in yield would bring in about 115 new students and asked how that two percent, or a variation of that number, would fit into the 10,000 total enrollment target given the fact that some of the changes being discussed might take time to pay off. She thinks this will help faculty obtain some context about what kinds of changes might be needed to reach that goal. Parliamentarian Deitz asked what the payoff is, over time, for moving that yield number so that Faculty Senate can get some idea of what the University is looking at. She noted that enrollment is currently 9,469, so that means the University is trying to get as close to about 500 extra students as possible; increasing the yield two percent would provide another 115 students, and Parliamentarian Deitz would like to know what faculty can do now to move that number for the fall. Mr. Miner replied that, as part of the large communication plan, which includes using senators as contact persons, everyone must “step up.” He stated that while faculty are already involved with Admissions on some good initiatives, he senses that faculty have a sense of urgency and are willing to do some things they have not been asked to do in the past. He is now working on how Admissions can scale this effort – whether by department, by putting recently admitted students in the right hands as far as building relationships, or by other efforts. Mr. Miner stated that when efforts are made to implement specific faculty involvement in recruitment, there is some resistance, so he is trying to scale the effort to a level where faculty will buy in. The Admissions leadership team is looking at what has not been done in the past and what can be done to enhance those ideas. He asked how many senators have made phone calls in the past to prospective students and whether they have been asked to do so or have made those calls on their own initiatives. Mr. Miner said he has been provided with lists of faculty to reach out to, but he wants to make sure that the right kinds of students are being targeted. He wants to meet students on a level playing field, which means reaching out to them via social media; at his last institution Admissions did a live Facebook stream to enable faculty to talk about their majors and help to humanize the faculty for prospective students who might be intimidated about starting college. Mr. Miner stressed that there is no $x+y=z$ when z =increasing the yield by two percent; it will involve everything that has been discussed at Faculty Senate and at ExCo, but the problem

is that this takes time. He said these ideas are being looked at now in hopes of securing enrollment this fall as well as seeing where these efforts will put WIU for the next year.

Senator Macchi stressed that faculty want to be involved, and she asked Mr. Miner to please use the faculty lists she compiled. She asked if the University has a target number of new freshmen they would like to enroll. She observed that last year Faculty Senate was told the goal was 1,700 students but that was later lowered. Mr. Miner replied that efforts are being made to enroll as many new freshmen as possible by making tweaks in previous recruitment efforts. He said that while there is a goal for incoming freshmen, the important thing in the short term is to stabilize enrollment. Mr. Miner stated that last year's freshmen enrollment of 1,527 was amazing given the circumstances of what was going on in the state; anything over that number will help WIU to get back to 10,000 students, so the goal is to reach the same number this fall as last fall.

Senator McNabb noted that March is the big month for appealing to students who are uncertain about which college to attend, but she wonders what students know about scholarships. She stated that departments right now are not allowed to offer scholarships involving departmental-specific money, so there are students making decisions without knowing, for example, that they qualify for an extra \$4,000 a year in departmental scholarships. Senator McNabb asked what kind of liaising exists between Financial Aid, the Scholarship Office, and Admissions so that students can get accurate information about what an award package might look like and when they might get that information. Mr. Miner replied he was unaware that departments could not notify students about scholarships involving departmental money. Senator McNabb stated that this is a directive from the Scholarship Office because they are looking at their endowed accounts to see what money is available; departments have been put on hold during this very fragile time period, but that means that the best students do not have all the working parts that might help them decide to attend WIU. She thinks students should be told that this is what University awards look like, but that there might be additional departmental money that they might be eligible for as well so that students are aware that additional info might be forthcoming. Mr. Miner thanked Senator McNabb for bringing this to his attention.

Senator McNabb heard at the Executive Committee and at today's meeting rather disturbing anecdotal evidence about statements made during tours on campus. She believes it is not enough for faculty to talk to Mr. Miner every time they hear a student "stepping into a mine field" because by then the tour group has already heard, for example, that Gen Ed is a waste of time. Senator McNabb asked how Mr. Miner intends to start fixing this problem as soon as next week. She expressed her willingness to go as a faculty member on the next campus tour. She recalled that she asked Mr. Miner last week to tell Faculty Senate what kinds of protocols are being developed and what faculty are going to be charged to do to address this problem. Mr. Miner responded that he is working with the Assistant Director of Admissions to see how faculty can be incorporated into campus tours. He says the Executive Committee provided him with a lot of great ideas, from sending emails, to letting everyone know when specific groups will be visiting campus, to having faculty accompany tours or come to Admissions to greet families when they come to campus. Senator McNabb wonders when decisions might be made about operationalizing some of these ideas since there is a sense of urgency and asked if there is a timeline for communicating these steps with faculty. She agrees that the Executive Committee meeting provided some great brainstorming and stressed that faculty are coiled, poised, and ready to be deployed.

Senator Boynton related that she had two potential students who want to major in Psychology and Nursing visit her class yesterday (March 6) for Experience Western. She thinks this program provides is a great opportunity for students to see faculty members in action. She related that the students in her classroom were in the process of deciding where to attend college and asked how often students actually get to experience college life through these types of events. Mr. Miner replied that Experience Western is currently

offered for two days each in February, March, and April, and Admissions is considering incorporating it into the fall as well. Senator Boynton asked if this is the first year Experience Western has been offered; Mr. Miner replied that it is not. Senator Boynton asked if data is available to show whether students who attend Experience Western are more likely to then attend WIU. Mr. Miner responded that Experience Western and Western Express are opportunities for admitted students; they both yield about 50 percent, so they are definitely worthwhile. Mr. Miner explained that Discover Western has a lower yield because it is a different format and has considerably more students attending; Discover Western students are still searching for an institution to attend, but admitted students have narrowed their choices, so the yield is higher for the other two programs. He said Admissions is looking to expand Experience Western and Western Express because of the higher yield rate.

Chairperson Pynes stated that he has let this discussion go on so long because WIU has had declining enrollments for the past decade, and there is no more pressing issue on this campus because when enrollments decline, there is a strong potentiality for faculty to get laid off. Chairperson Pynes reminded Mr. Miner that, as the *de facto* leader of the campus faculty body, he asked to see how many students need to be enrolled over the next one, two, and three years, given WIU's standard graduation and attrition rates. Chairperson Pynes said that he is extremely disappointed with what Mr. Miner has brought before Faculty Senate today.

Chairperson Pynes asked Interim Vice President for Student Services Ron Williams what the maximum capacity is for residence halls to accommodate freshmen this fall; Interim Vice President Williams responded that it is 5,000. Chairperson Pynes asked Registrar Angela Lynn how many students on average WIU loses through graduation. Dr. Lynn responded that about 2,000 graduate in the spring, and about 1,000 graduate in the fall; Chairperson Pynes asked if that is about ten percent, and Dr. Lynn responded that is fairly accurate. Chairperson Pynes explained that WIU has then to make up ten percent of the total 9,649 enrollment. He pointed out that with a retention rate of about 68 percent, the University has to make up those who have graduated plus those who are not coming back with admitted new freshmen. He believes that this number must be defined before WIU can expect to hit the goal, and saying that the University needs as many students as possible does not convey the urgency of the problem to faculty.

Chairperson Pynes told Mr. Miner he is extremely disappointed that he did not show up with any numbers when he was told one week ago that Chairperson Pynes would ask this exact question. He related that he told Mr. Miner that the former Admissions Director told Faculty Senate last year that he wanted 1,750 new freshmen, then that number was lowered to 1,500 with no reason given and apparently only because Admissions thought they could reach that number. Chairperson Pynes told Mr. Miner that he understands it is difficult, but if the Admissions Director does not know what numbers are needed, then faculty and the University do not know where they are going. Mr. Miner stated that enrollment is affected by many factors beyond attrition. Chairperson Pynes said what he is looking for is some kind of indication of what the problem actually is, a kind of analysis to see what is going on, but he got nothing today. Chairperson Pynes pointed out that he gave Mr. Miner a context from last year and explained that this type of analysis is important because senators need to tell faculty in their departments and colleges how bad the problem really is. He explained that it is one thing to tell faculty that WIU is experiencing a decade of down enrollments, while it is another to tell faculty that 3,000 new freshmen are needed in order to stay above 10,000. Chairperson Pynes remarked that President Thomas wants University enrollment to stay above 10,000, which might be practically impossible, but unless faculty know what those numbers and targets are, they will continue to be disappointed to hear on the tenth day of every fall and spring that enrollment is down again. He stressed that Admissions cannot arbitrarily pick 1,750 or 1,500 as a freshman enrollment goal because that does not get WIU to success or to maintaining at least 10,000 students. Chairperson Pynes pointed out that every time there

is lower enrollment, that means fewer faculty and staff jobs and fewer student workers. He believes this is the one variable the University has control over because WIU cannot force the legislature to give the institution more money.

Dr. Thompson has heard it predicted several time by someone in upper administration that this person expects enrollment to be down approximately six percent in fall 2017. He asked if this is a realistic number since this would put jobs in peril. Mr. Miner responded that it is too early to make projections. Chairperson Pynes said that is a fair response.

Senator Szyjka stated that after reflecting on the idea of bringing more students to WIU, he thinks the administration should look at developing a media campaign to “put our university out there.” He noted that some articles about WIU do not portray the University in a good light. He wonders if the University could work more closely with regional media to put out many more good stories in order to “out-shine” a lot of the negativity that gets put on the internet. He thinks such positive press would provide opportunities when speaking with prospective students and could help out tremendously. Interim Vice President Williams agreed that WIU needs to put its best foot forward.

Interim Vice President Williams said that he did not know that Chairperson Pynes asked those specific questions, but he will go on record as saying that the reason that Mr. Miner did not provide numbers and that the administration tries to be unspecific and vague in these types of discussions, even though it might be frustrating, is because the administration is doing everything it can to keep the University in the best possible light, and these types of discussions do get published in the Senate minutes and elsewhere. He related that last year some employees of the University put out a lot of negative information about WIU, which is why the administration wants to keep some information “closer to the chest.” He added that this was, for the most part, not done by the administration or faculty but by others. Interim Vice President Williams stated that when President Thomas was asked about some things that he should not be asked in a public forum, he responded that he had no answer because he was trying to keep the University in a positive light. Interim Vice President Williams apologized to Chairperson Pynes, stating that if the Faculty Senate Chair asked for a specific number then Admissions and Student Services should have worked together to provide that number.

Interim Vice President Williams explained that there are three different enrollment projections for the University: an enrollment projection for admissions, which is too early to predict; for Institutional Research and Planning; and for the budget. He stated that Interim Vice President for Administrative Services Bierman, who could not be present at today’s meeting because he is in Springfield with President Thomas advocating for funding, is the person who disclosed in a confidential negotiations meeting that 6.5 percent was a conservative budget number for enrollments to decline this fall. He added that now Faculty Senate is asking questions seemingly predicated on that number, which is not an Admissions number. Chairperson Pynes clarified that his question was not about this figure but was a conceptual question given that the President has indicated that he would like to see University enrollment remain around 10,000 and that some factors, such as graduation rates, can be estimated; the question was what will it take, or what range is necessary, to make that goal happen. Chairperson Pynes suspects the number is harder to reach than faculty and the administration realize and that WIU will continue to see lower enrollments. He observed that it may be bad to say that enrollments will probably go down, but it is not as bad as when they actually go down, and without a target identifying a range of students that actually need to enroll as freshmen, transfer, and international students, it is impossible to know how big WIU will be. Chairperson Pynes wants to know what the University needs in order to reach that 10,000 student goal because faculty do not have access to all of the historical data to make this determination. He thinks the request was a reasonable one. Interim Vice President Williams reiterated that he was unaware of Chairperson Pynes’s request. He added that whenever anything is published that is

negative to WIU, he, the President, and other vice presidents get asked about it in Chicago, Peoria, Missouri, or wherever they travel.

Parliamentarian Deitz observed that there are two questions: the question about numbers and the other question about decisions and actions that can be done right now. She recalled that Senator Macchi three weeks ago sent an email to senators in an effort to compile a list of faculty willing to volunteer for recruitment efforts. She stated that, given the timelines for March and April, faculty want to know what they can do right now. Mr. Miner said that he will be working on this and asked to whom he should send the information; Chairperson Pynes directed him to send it to the Senate Chair and Recording Secretary.

Senator Allison commended WIU's administration on the "You Are Welcome Here" campaign. She related that people in the community have told her how much they like this. She said that the recent headline announcing that WIU enrollment has fallen below 10,000 for the first time this century led to community members asking her what was happening, so she understands what WIU's administration is up against in combatting negative reports and why she applauds that WIU is a welcoming community.

Senator McNabb observed that there is an issue of transparency of information which is related to the specificity of numbers. She believes that targets are important because "you can't swing for the fences if you don't know where they are." She noted that when tenth day numbers are available, it becomes really obvious how WIU is faring. She asked if it would do irreparable harm to say that WIU wants 1,900 first year students this fall, for example, based on mapping and data rather than just saying the University wants to match the 1,531 new freshmen from last year. Senator McNabb asked if there is any real negative ripple effect if the ultimate number comes up short because she suspects people will care less about that than they do about the big overall number. Interim Vice President Williams responded that Senator McNabb is not wrong in her assumptions, but his concern is that it may lead to questions about why the goal number was not reached. Senator McNabb thinks this can be addressed by closing the feedback loop – pointing out the fantastic things and efforts that worked really well along with the things in which the University put its energy but which did not result in much yield. She believes this could result in a kind of refined best practices; if sufficient information is provided so that people can identify what went well and what will be changed in future, she thinks it can counter those people who might point out that Western missed its target. Senator McNabb believes WIU must keep moving forward and continue setting targets even they fall short.

Ms. Walsh said she understands the importance of transparency, but her fellow students do not always have this understanding and sometimes only see the bad news. She agrees that more positive news needs to get out about the University in order to counter negativity. Interim Provost Neumann stated that University Relations Director Darcy Shinberger has made a concerted effort for many months to put out good news about the University on the daily news feed and other avenues, but those do not seem to get the shares and tags like bad news. She said if anyone has ideas on how to get these positive stories to travel further, she would appreciate that feedback. She added that there are discussions underway about an awareness campaign.

Senator McIlvaine-Newsad observed that the University has an unprecedented opportunity over the next few days to take advantage of the success its female basketball players have had. She stressed that these are the stories that matter. One thing that Senator McIlvaine-Newsad does not think the University has done very well to this point is to create a consistent story. In the case of the WIU's women's basketball team, Senator McIlvaine-Newsad pointed out that these athletes are articulate, on the honor roll, and can speak to the value of a public education, and if WIU does not take advantage of that national and international platform it is our own fault.

Senator Szyjka recently served on a committee to oversee an event launching the Department of Curriculum and Instruction's new Middle School Education major; he invited WGEM to attend, but they did not do so. He has seen other launch programs on TV and thinks this would have been a good opportunity to get a positive story out locally. He also thinks senators should send out postcards as they were asked to do last year to reach out to potential students. He liked that these went out from Admissions and showed Rocky on them and thinks that the personal message and phone number to contact someone was a positive effort. He related that he did not see any reluctance from faculty to do this type of recruiting and stressed that positive efforts should continue to be pushed to counteract any negative stories. Senator Szyjka related that this past summer he heard a student leader telling a group about the unspoken tradition of spray painting the Rocky by Hanson Field. He thinks WIU's traditions should be promoted through the media and by creating some kinds of events. Senator Boynton expressed her agreement with the importance of good press. She noted that the recognitions earned by Broadcasting students would seem to be a natural way to get on WGEM and KHQA. Interim Vice President Williams stated that the University sent that information out, but to his knowledge it was not picked up. He added that the University can send stories out but cannot force news media to use them. Chairperson Pynes observed that the "You Are Welcome Here" campaign was really well done, and he would like to see more things like that.

Senator Lino remarked that there has been a lot of discussion about recruitment and admissions, but he wonders what is being done to retain students once they enroll at WIU. Mr. Miner responded that there is a retention committee that is working on that question. He said they are considering the checkpoints to identify students ahead of time and what resources are needed to get retention back to what it was. Chairperson Pynes stated that he sits on a Persistence and Completion Committee with quite a few interesting things going on, and it has set a goal of increasing retention by four percent. He related that the Registrar's office and Institutional Research and Planning are doing a great job toward this effort. Interim Vice President Williams related that College of Arts and Sciences Dean Sue Martinelli-Fernandez has pulled together a group of academic affairs and student affairs professionals to talk about how to reach out to students at risk of not returning. He said this group is currently discussing where the data that is collected by the Registrar's office and Institutional Research and Planning actually goes. He related that the Center for Innovation in Teaching and Research (CITR) has created an app that includes a way to inform Michelle Yager that a student has been missing classes or other pertinent information so that someone in her area can reach out to that individual about what is going on in his or her life.

Senator Porter asked if the numbers for applications, admits, and yields are similar for WIUQC. Mr. Miner responded that the information is similar as regards transfer students, while in the freshmen market there are more areas of opportunity where WIUQC can increase applications; the QC Admissions initiative right now is to increase applications on the freshman side.

4. Higher Values in Higher Education Strategic Plan Supplement, 2017-18
(Joe Rives, Vice President, Quad Cities and Planning)

Chairperson Pynes recalled that senators decided not to endorse the strategic plan supplement when it went before the Board of Trustees (BOT) at their June 8, 2016 meeting because they felt they had not had an opportunity for input. Vice President Rives then reached out to Faculty Senate and asked them to put together a team to provide faculty input. Chairperson Pynes told senators that they are not being asked to endorse the supplement today; Vice President Rives is today just asking for feedback.

Vice President Rives thanked senators for their care, compassion, and call to action for Western. He stated that the conversation he just heard was very moving and inspirational. In April 2016, Vice President Rives was asked by the BOT to fast track getting strategic

priorities together for the University in light of the budget crisis. He was asked to prepare annual supplements in order to work together through the process in a more intentional way, which he believes has been mutually beneficial. Senators Roberts and Sajewski, Chairperson Pynes, and Parliamentarian Deitz are among those serving on the group updating the first draft of the supplement.

Senator Roberts remarked that there was the impression last spring that faculty got blasted with the document at the last Faculty Senate meeting, so he appreciates both the symbol and the real substance of faculty input this year. He related there has been a lot of synergy and meaningful dialogue across bodies. He thinks the revised supplement is hard earned and has value that reflects a lot of situations.

Parliamentarian Deitz related that faculty on the subgroup met independently as well as with the full group to try to reach consensus about changes they would like to see to the supplement; faculty representatives were also invited to sit in on the larger meetings where they got to see the process unfold across different parts of the campus and hear discussions about where the University wants and needs to go strategically. She said that while there may be different discussions about parts of the document, she thinks this process was very valuable.

Vice President Rives asked senators to keep in mind that Higher Values in Higher Education (HVHE) 2012-22 is still the University's strategic plan. He stated that what has been learned by working through the annual supplement process is that either strategic plan action items get accomplished and are done, or the external environment changes the way the plan operates. Vice President Rives sent the draft supplement out to the University community on February 28 and said he has been getting a lot of feedback about the relationship between the strategic plan and the supplement; he thinks it was not made clear that one complements the other. Several persons have contacted Vice President Rives to point out that one omission in the supplement is there is no reference to the Honors College, a heart and soul component of WIU, so the committee needs to make clearer that the two documents go together. Vice President Rives told senators that the 44-member committee met eight times and included faculty and student focus groups. He will be meeting with SGA tonight; he wants to see more of the student voice put into the plan.

Senator Allison asked what the first point under Goal 5 – “Engage in strategic reinvestment of institutional resources to support growth and academic excellence, with a three-year (FY 16-FY18) \$20 million reduction and reinvestment goal” – means. Vice President Rives responded that this is a carry-over from last year when the University wanted to engage in a \$20 million reduction over three years in order to align revenue and expenses. He added that he cannot go into budget specifics because that is a discussion that belongs to Interim Vice President Bierman. Senator Allison said she looked at the press release from February 2016 as well as newsletters from the Union, and it seems to her that faculty, staff, and administration have given back about \$10 million, which means there is another \$10 million left to meet this goal. She asked where that additional \$10 million will come from. Vice President Rives responded that the target was \$20 million, but where it will come from is not the role of the strategic plan. Senator Allison said it makes her nervous that it is in this document. She stated that before 2015 she does not think faculty paid much attention when warning lights were going off that layoffs were imminent; when Senator Allison sees this statement in the strategic plan supplement, she sees warning lights. She observed that if there is \$10 million in reductions left to make, and if it is known that the state of Illinois will not let further reductions or furloughs happen with civil service, she is very concerned that the remaining \$10 million must come out of faculty unless the University fires all student workers, which would not be a good thing to do. Vice President Rives stated that he can record this concern. Chairperson Pynes said he invited Interim Vice President Bierman to this meeting, but he was asked to go to Springfield, and Vice President Rives has no control over other kinds of budgets. He added that the Interim Provost controls the budget for Academic Affairs, and other vice

presidents can be asked to talk to senators if needed to address this concern. Senator Allison reiterated that she does not know where the \$10 million will come from. Chairperson Pynes said he has asked Interim Vice President Bierman to speak to Faculty Senate as soon as he is able.

Senator Allison said she is also concerned about item #2 under the same section – “Identify opportunities to streamline and improve efficiencies. (All academic schools, departments, colleges, and all administrative units.)” She recalled that last year the University engaged in a lot of streamlining and looking at whether things could be combined, and she wonders if this means WIU is still looking at more department consolidations and loss of autonomy. Vice President Rives promised to take this concern to the relevant parties.

Senator Hironimus-Wendt sent an email yesterday to Vice President Rives, Interim Provost Neumann, and Chairperson Pynes asking similar questions. He was asked by a colleague to seek clarification on the concept on page 9 that says the University wants to support growth while at the same time reducing \$20 million, cutting funds by perhaps another \$10 million while growing academic excellence. Senator Hironimus-Wendt observed there is a lot of inconsistency in that statement, and he does not see how the University can support growth when taking away money. He hopes that Vice President Rives can also come back with more information about the statement regarding streamlining opportunities. He believes senators see the \$120 million Personnel side of the budget but tend to ignore that the total budget is \$240 million with about \$45 million of that in contractual expenditures; he assumes that Sodexo is a big part of the contractual side. He is concerned that the other side of the budget is never discussed when talking about opportunities to streamline and to create economies of scale and efficiencies, and it seems the University has streamlined and made significant cuts on the Personnel side. He would like for the University to seriously consider things such as whether there are better ways to feed our students; he loves the variety offered by Sodexo but wonders if it is really efficient.

Vice President Rives observed that Operating and Personnel Services are the two general budget categories, and budget reductions have been going on since approximately FY 02. He explained that Operations has been targeted in the past, until a few years ago when the University started looking at Personnel. He asked if it would be helpful to have a history of the Operating reductions so senators can see where they have come from in order to better inform the conversation. Senator Hironimus-Wendt replied that this would be helpful. Senator Hironimus-Wendt stated that when he looks at budget data, he tends to go to www.wiu.edu/budget, so the numbers he is referencing are budgetary projections, but they do include where funding was spent last year. He related that when he sees that four years ago WIU had a \$248 million budget and this year the budget is projected at \$237 million, that suggests there has been \$10 million cut, which is consistent with what he has been led to believe with Personnel cuts, but if Personnel has cut \$10 million, he questions how much has actually been cut from the Operating budget. Vice President Rives said he will add to the list of information to bring back to senators the sources of funding because total budget reductions versus the appropriated side, which has to be compensated by the state, is different. Chairperson Pynes stated that senators can go to BOT meetings if they want this kind of information because they are fantastic about providing it there.

Senator Hironimus-Wendt asked about the third item under Goal 5 – “Restore institutional reserve funding.” He stated that this is a good idea, and he understands prioritizing growing the reserve fund again, but if the University is looking at a \$10 million cut in FY 17-18 as well as growing the reserve fund, that is going to be even more than a \$10 million cut.

Senator Boynton believes Goal 5, item #1, which talks about both reduction and reinvestment, seems extraordinarily vague when discussing a huge amount of money and

seems to indicate that there will be shifting of funds to other priorities as well as reductions. Senator McIlvaine-Newsad observed she sees a lot of points in the document, but there is absolutely no operationalization; the supplement does not address how the University will get to where it wants to go and how all of its points will be addressed. She would like to see detailed examples, such as how and by whom programs will continue to be determined. She also wonders what the timeline is for the various points and who is involved in them. She wonders how the University came up with \$20 million for reductions, and how and by whom the reinvestment will be determined. She would like to see numbers and some type of projection. Senator McIlvaine-Newsad also does not understand what is meant by “Identify opportunities to streamline and improve efficiencies.” She wonders if this means taking a vacant residence hall offline so that it no longer shows on the budget as a deferred maintenance cost, for example. She also wonders how the University plans to “Restore institutional reserve funding.” She noted that there are many avenues to do this, but the state is not one of them. Senator McIlvaine-Newsad also asked how and when the strategic plan supplement will be communicated, adding that she hopes it will not be communicated in the ways in which it was last spring.

Senator Allison stated that if Vice President Rives is going to provide numbers of Operating reductions outside of Personnel, she would also be interested in seeing what has been saved in Personnel costs. She observed that Vice President Rives related that reductions were primarily made to Operating costs until the last couple of years when they were taken from Personnel, but she does not buy that argument when she has been asked to vote twice to give back a raise. Vice President Rives clarified that he meant reductions in staff or faculty positions. Senator Allison stated that when she sees \$20 million on the chopping block, she needs to know how much the faculty will be asked to give back because it affects being able to pay her bills and take care of her family. Vice President Rives reiterated that the reductions were made in the Personnel, not the payroll, aspect of the budget. He agreed that faculty need to know what to expect, adding that he has taken multiple furlough days, and furloughs are reductions. Senator Allison countered that she has permanently given back pay raises.

Senator Sandage understands why the University wants reserves but is concerned that if WIU does this in the current economic situation where the state has not provided a budget, the University is telling the Governor and legislators that it can get along without more money. She thinks if WIU has a reserve it sends a message that WIU can get along fine without the state signing the budget.

Senator Boynton observed that the statement under Our Vision says “Western Illinois University aims to be the leading university in providing educational quality, opportunity, and affordability.” She stated that while she is glad WIU has lofty goals, she wonders if this statement is really practical. She thinks changing “the leading university” to “a leading university” might be more realistic. Senator Boynton added that she was happy to see so many references to community engagement and public citizenship because that is very important.

Chairperson Pynes pointed out that others have been patiently waiting to address Senate on items that must be voted on, and the time has reached 5:45. He pointed out that Vice President Rives can also receive email feedback to the HVHE supplement draft. Vice President Rives said he has heard the call for operationalization; the committee needs to wrestle with the differences between the University strategic plan, which is what governing bodies are being asked to endorse, versus a tactical implementation plan. He said this does not diminish any concerns about operationalization, but he thinks the line needs to be drawn between this plan and next steps.

III. Reports of Committees and Councils

A. Council for International Education (CIE)

(Chandra Amaravadi, Chair)

1. Request for Change of Global Issues Designation

- a) ATM 375, Diversity of Dress, 3 s.h.

Chairperson Pynes explained that Linda Prorise in the Provost's office noticed that a course originally approved for Discipline-Specific Global Issues (DSGI) later was approved as a General Education course so should really now have General Education Global Issues (GEGI) designation. Dr. Amaravadi told senators that CIE did not find any differences between the requirements for DSGI and GEGI designation so voted to reclassify ATM 375 to a GEGI course. Chairperson Pynes added that the Executive Committee thought it was important to have a formal vote by CIE and report to Senate in order to establish a documented procedure if this comes up again. He explained that if there are no objections, the change will be considered to be approved. Senator Allison observed that the course was approved as DSGI in 2012 and received Gen Ed designation shortly after, so she wonders why it was only discovered now.

NO OBJECTIONS

B. Writing Instruction in the Disciplines (WID) Committee
(Munia Cabal-Jimenez, Chair)

1. Request for WID Designation

- a) CHEM 455, Forensic Serology and DNA Analysis, 4 s.h.

This item was withdrawn at the request of the department and will come back before Senate at a later date.

IV. Old Business – None

V. New Business

A. Proposed Bylaws Amendment – Senate Year

1. First Reading

Chairperson Pynes explained that there is confusion as to how long senators serve and when they go off of Senate. He has proposed that the definition of a Senate year be included in Article I, Sections 2 and 4, Election to Membership, in the Faculty Senate Bylaws. The proposal would add to Section 2 that “Each Senate year shall begin the first day of the fall semester and end on the last day before the start of the next fall semester. Terms of service for senators and officers are calculated by the relevant Senate year.” Section 4 would be changed to read, “Membership by election to fill a vacancy shall extend to the end of the **fall** semester **or Senate year** to which the vacating Senator is absent.”

Senator Boynton observed that there is also confusion when faculty fill for senators during spring semester. She suggested that the proposed sentence in Section 4. be changed to read, “Membership by election to fill a vacancy shall extend to the last day before the start of the next semester (Fall or Spring) following the semester during which the vacating Senator is absent.” Chairperson Pynes accepted this friendly amendment.

Dean Martinelli-Fernandez related when she was chair of Committee on Committees (the former name of the Senate Nominating Committee), the previous chair refused to do any

of the work over the summer so it fell to her even though her term technically did not start until the first day of fall semester, so she applauds this bylaws change.

B. For the Good of the Body

Senator McNabb asked to publicly congratulate two of her fellow senators – Senator Brown and Senator Kapale – for superlative work in the last couple of weeks. She stated that the recital for the All-Steinway initiative, which featured Senator Brown, was stunning. Senator Kapale organized the recent Graduate Research Conference, on which Senator McNabb sat on a committee to review abstracts. She said this was a fine event during which a History student won first place overall. Chairperson Pynes added that he spoke to over 20 graduate students at the event about their research, and one of the nice things about going to this conference is seeing the enthusiasm that graduate students give, which reminds everyone what it means to be an academic at this university.

Motion: To adjourn (McNabb)

The Faculty Senate adjourned at 5:55 p.m.

Heather McIlvaine-Newsad, Senate Secretary

Annette Hamm, Faculty Senate Recording Secretary