

WESTERN ILLINOIS UNIVERSITY
FACULTY SENATE
Regular Meeting, 11 September 2018, 4:00 p.m.
Capitol Rooms - University Union

ACTION MINUTES

SENATORS PRESENT: M. Allison, B. Bellott, V. Boynton, S. Cordes, S. Czechowski, G. Delany-Barmann, R. Dimitrov, J. Franken, A. Hyde (via teleconference), S. Macchi, M. Maskarinec, H. McIlvaine-Newsad, B. Perabo, J. Plos, C. Pynes, S. Rahman, M. Sajewski, C. Tarrant, F. Tasdan, K. Zbeeb (via teleconference)
Ex-officio: Kathy Neumann, Interim Provost; Ilon Lauer, Parliamentarian

SENATORS ABSENT: None

GUESTS: Brad Bainter, David Banash, Tom Blackford, Keith Boeckelman, Emily Boyer, Amy Carr, Ute Chamberlin, Gordon Chang, Katrina Daytner, Dennis DeVolder, Liz Duvall, Jack Elfrink, Anita Hardeman, Rick Hardy, Magdelyn Helwig, Keith Holz, Buzz Hoon, Bill Knox, Michael Lorenzin, Angela Lynn, Colton Markey, Sue Martinelli-Fernandez, Rose McConnell, Kristi Mindrup (via teleconference), Russ Morgan, Mark Mossman, Jill Myers, Kat Myers, Kathleen O'Donnell-Brown, Boris Petrocovi, Lia Petrocovi, Gordon Pettit, Bill Polley, Renee Polubinsky, Joe Rives, Tim Roberts, Darcie Shinberger, Erin Taylor, Jack Thomas, Bill Thompson, Letitia Trepac, Ron Williams

Chairperson Pynes recognized that today is September 11, an important day to think about and remember that America is still living in post-9/11 terrorism times.

I. Consideration of Minutes

A. August 28, 2018

- On page 2, third paragraph, change “She thinks it is important at the first Faculty Senate meeting of the year to recognize that 26 Arts and Sciences faculty were laid off by the administration this past June ...” to “...26 **faculty, including many in Arts and Sciences, faculty** were laid off by the administration this past June...”
- On page 5, second paragraph, correct “stand-along” to “stand-alone.”

MINUTES APPROVED AS CORRECTED

II. Announcements

A. Provost's Report

Interim Provost Neumann announced that she and President Thomas will hold town hall meetings with each of the individual colleges and with University Libraries. These meetings have been scheduled and should be on everyone’s calendars. She encourages faculty to try to attend; if unable to attend, individuals are encouraged to submit questions to Interim Provost Neumann and she will make sure that they are addressed.

The Study Abroad Fair will be held from 10 a.m. to 3 p.m. tomorrow (September 12) behind Stipes Hall. Interim Provost Neumann asked faculty to encourage their students to attend.

The College of Business and Technology will hold its Professional Development Series over the next two weeks. Topics include resume writing, networking, how to use social media, and many other sessions and activities. Interim Provost Neumann stressed that the sessions are open to all students, not just those in the College of Business and Technology.

The College of Fine Arts and Communication will hold its music scholarship concert at 7:30 Friday night, September 14 in the COFAC Recital Hall, featuring students who received scholarships in the School of Music.

The first home football game will be held on Saturday, September 15 versus Montana.

Lysa Fox will play Patsy Cline in "Always, Patsy," to be held this Friday and Saturday, September 14 and 15 in the Horrabin Hall Theatre at 7:30 p.m. Interim Provost Neumann told senators that Dr. Fox travels the country doing a very good rendering of Patsy Cline.

Founder's Day will be celebrated on the Macomb and Quad Cities campuses on September 25. Interim Provost Neumann stated that last year was the first time the event was held in the Sherman Hall Auditorium, which is a very special space on campus. She encouraged everyone to try to attend.

Mathematics and Philosophy professor Gordon Pettit asked about the recent email from President Thomas regarding shared governance. He wonders if the proposed realignment is still going forward or if there is a process to potentially change that plan. Interim Provost Neumann responded that is part of what President Thomas will discuss during his address to the Faculty Senate. She added that the administration is still moving forward with the discussions about realignment. Dr. Pettit said he is confused about the purpose of the realignment; deans and chairs communicated to faculty that the proposal did not have to do with cost savings, but President Thomas's email seemed to indicate that it does. Interim Provost Neumann explained that cost savings will be a side effect of the realignment; however, the primary motivations are to make sure that the University makes strategic combinations of areas to facilitate communication, break down silos, and move WIU forward. Dr. Pettit asked how much the possible effect on enrollment will be factored into the realignment. He noted that approximately ten percent of incoming freshmen are majoring in programs that will be realigned according to the recently announced plan and may want to seek a different university where their major is contained within its own department; for instance, History majors may not want to see their major become part of a Humanities-Social Sciences department. Interim Provost Neumann stressed that majors will not go away, and she thinks students identify more with the majors than with individual departments. She noted that some majors that are very separate from one another are already housed within the same department, and she has heard no complaints from those areas. Dr. Pettit asked the Interim Provost if there is another academic goal that she has in mind, but she reiterated that faculty communication, collaboration, and moving the institution forward with some combinations of degrees and programs that the administration is not currently seeing are the primary goals. Dr. Pettit asked if departments could be encouraged to collaborate more without the need for realignment. Interim Provost Neumann responded that this has been encouraged in the past, but there has not been much success to date. Dr. Pettit asked what kinds of collaborations the Interim Provost has in mind; she responded that there are examples across the country of cross-disciplinary majors and combinations of existing academic areas, but WIU has not made progress in this area.

Chairperson Pynes read an observation from a faculty member about the proposed realignment: "It's like junior high -- Jimmy likes Sally, but Sally thinks Johnny is cute. Susie likes Jimmy but no one seems to be interested in Susie, and Johnny is just interested in football. . . Who will end up as a couple at the dance? Or will the PE teacher come in and just assign partners and make everyone square dance?" Chairperson Pynes stated that on July 16, when the proposed realignment was announced, no faculty knew what it would look like, and now some are cynical about the process and think that the Interim Provost, like the PE teacher, is going to come in and make everyone square dance by making Gen Ed and curricular changes, and the chairs are trying to determine who will be the couples at the dance.

Senator Dimitrov asked if Interim Provost Neumann could give examples of a few new majors that she thinks need to be created and how the proposed realignment will help. Interim Provost Neumann responded that there were several examples given at the faculty assembly a couple of years ago, including some from Mathematics. She thinks Mathematics would be a natural area to

combine majors with other areas. Senator Dimitrov recalled that at that faculty assembly the examples included Mathematics with Computer Sciences and Mathematics with Physics. Interim Provost Neumann responded there are many possible collaborations that everyone can think about and which would be good to discuss, but she hesitates to throw out specific examples.

Senator Allison thinks innovation and collaboration is great. When she first came to WIU, Senator Allison was assigned to design a new Cultural Studies minor which, despite her efforts to promote it, failed quickly and was taken off the books, so she understand the difficulties associated with collaboration. She asserted that the issue is not that individuals do not want to collaborate, but that areas are set up in such a way that it is difficult to collaborate easily. Senator Allison noted, for example, that team teaching has been a difficult obstacle to overcome, and she thinks this is part of the reason the Cultural Studies minor, which was completely interdisciplinary, failed. Senator Allison stated that, to build on the analogy that Chairperson Pynes read about the junior high dance, her department wanted to dance but was put on the sidelines. She thinks that if the administration forces collaboration that is not organic or natural, it will fail even quicker than the one she worked on, which was organic.

Senator Maskarinec observed he often hears the word “organic” bandied about quite frequently. He stated that if individuals do not like collaboration from the top-down, they should make it from the bottom-up and start working together. He agrees with the Interim Provost that collaborations are not happening in a lot of areas where they could, and faculty need to work with their colleagues and develop interdisciplinary programs now. He thinks these opportunities are currently out there, and someone just needs to make them happen.

Chairperson Pynes observed that WIU’s current administration seems to have the view that the Illinois Board of Higher Education (IBHE) low productivity reporting requirement of 40 majors and nine graduates over a three-year rolling average should be a policy to run the University. He said this means that any new program is going to have to take resources away from primary majors and programs. Chairperson Pynes believes that faculty are risk averse since the Academic Program Elimination Review (APER) Committee recommended two years ago that majors under review be reorganized but the administration eliminated them instead. He said that faculty fear their programs being on the low productivity report, noting that Anthropology and Religious Studies were recently created programs, but Religious Studies was eliminated and Anthropology is on the low productivity report. He added that Anthropology has been lauded as a model of an online major, and the faculty working on that are doing a fantastic job, but it is still on the list. Senator Maskarinec pointed out that there are successes, too, with recently approved new majors such as Engineering and Nursing. He recalled that questions were raised about whether these two majors could be successful when they were first proposed, but they have had very strong numbers. Chairperson Pynes pointed out that these programs are not interdisciplinary and do not break down silos, which the Interim Provost has repeatedly indicated is a primary goal for realignment. Senator Maskarinec reiterated that individuals should not be so risk averse that they say that the University should not do something.

Senator Rahman pointed out that Eastern Illinois University (EIU) has done a number of things to successfully increase its enrollment this past fall, including working within shared governance. She stated that EIU also created nine task forces in areas such as university technology, enrollment management, and shared governance, including three task forces looking at academic issues. Eastern also created seven new majors, got its local businesses to establish a scholarship for students within a 60-mile radius, and hired a marketing firm, The Thornberg Group. Senator Rahman hopes that WIU is going to do all of these types of things as well, and asked Interim Provost Neumann if that is in the works. Interim Provost Neumann responded that WIU has lots of task forces, including the Provost’s Task Force and Provost Advisory Council, enrollment management task forces, and many others. She told senators that if they want to be a part of any task force or group to simply ask her and she will make sure that they can be involved.

Joe Rives, Vice President for Quad Cities and Planning, stated that the President and Interim Provost have agreed to hire a consulting firm to look at the feasibility need of offerings by location,

both current programs and those being developed. He pointed out it should be kept in mind that many of the ultimate careers for WIU's incoming students may have not yet even been invented. He stated that there are numerous other task forces meeting currently; Vice President Williams heads the Strategic Enrollment Task Force, and there are a military task force and a student cost task force, which Eastern has not considered and which can help give WIU a decisive advantage. Vice President Rives will also be convening the Social Responsibility Task Force in the near future. Senator Rahman pointed out that one of EIU's task forces addressed intercollegiate athletics and asked if WIU has something similar. Interim Provost Neumann responded that she does not know but will ask.

Senator Boynton pointed out that sometimes individuals do not realize that a program is interdisciplinary because it is not explicitly noted in the program name. She pointed out, for example, that History-Teacher Education includes such disciplines as political science, economics, sociology, psychology, anthropology, and geography because students must graduate qualified to teach all of these subjects, according to the state. Biology-Teacher Education requires students to also know chemistry, physics, and earth sciences, as well as biology. Students also graduate with the equivalent of a degree in educational studies. Even though the names do not specify that these majors are interdisciplinary, that does not mean that it is not built into the major. Interim Provost Neumann agrees this can be said of all comprehensive majors. She pointed out that in the case of History, for example, the degree is History with an option in Teacher Education.

Senator Allison agrees that faculty are risk averse at the moment; she told senators that her husband is on the layoff list, so she definitely feels this way right now because she wants to make sure one of them is going to have a salary. She does think faculty want to reach out to other departments; for instance, the Department of English has requested numerous times and at numerous places, including before the General Education Review Committee, that the University link courses like ENG 180 and 280 with other disciplinary courses so that students could take a History course, for instance, and a writing course simultaneously, and faculty could cross-visit each other's courses. She has been told repeatedly, however, that the logistics of making this happen are complicated. She wonders how the University will be able to successfully offer interdisciplinary programs if it cannot facilitate a linked course. Senator Allison told senators that her department has floated ideas, but they have gone nowhere.

Senator Allison finds the EIU task forces to be an interesting list, and she, too, would like to know if there is going to be an intercollegiate athletics task force at WIU. She observed that the College of Arts and Sciences has been examined upside-down and inside-out, and she wonders if that is being done with Athletics. She noted that EIU has different task forces on academic programs, academic workshops, and academic visioning, and she would love to see task forces like those growing out of the Senate, but if this is happening she is not aware of it. English professor David Banash observed that Interim Provost Neumann says there were many task forces during the past year looking at these issues, and he wonders if specific proposals for realignment emerged from recommendations and reports from these task forces. Interim Provost Neumann responded that three years ago a Provost's task force was established dedicated to the topic of moving Academic Affairs forward. This task force identified categories of excellence, and Interim Provost Neumann said they have stayed pretty consistent in the narrative. She added that conversations about restructuring also occurred during meetings of this task force and have been ongoing for the past three years. Dr. Banash recounted that he was one of about 20 members of the Provost Search Committee last year, and there was no talk about major restructuring or realignment as it was presented in July. He is confused in terms of the radical nature of the work of this task force. He understands that people are discussing and working on things, such as the General Education Review Committee, but he does not understand the steps between a recommendation from a task force and what was presented regarding realignment in July. He wonders if this recommendation was first presented in a report. Interim Provost Neumann responded that all plans at some point have to be put out for people to react to. She asserted that it was carefully stated in July that the realignment plan was something the university is working towards, as Interim Provost Neumann confirmed with Chairperson Pynes immediately after the press release. She explained that there has to be a starting point for people to react to, and the university has to stop talking in circles and find

a way to move forward. Dr. Banash stated that, looking at the EIU process and task forces in relation to their realignment, the striking difference is that Eastern's task forces were created by their president and given an explicit charge to think about realignment, from athletics to academics, and to ask for feedback from every constituent and examine every dimension of the university. EIU faculty were surveyed, served on the task forces, and produced reports that showed the consensus that EIU's faculty and the other stakeholders had reached. He observed that at WIU faculty have been somewhat excluded from the process, as if everything has already been decided. Interim Associate Provost Neumann countered that nothing has been decided; the task force has provided the input and discussions around which the proposal was presented on July 16.

Senator Boynton observed that the language of the press conference of "working towards" seems to indicate that the end point is already known, such as when a student is "working towards" a Ph.D. rather than an M.D. or a D.D. This language seems to indicate that the university will end up at a predetermined point but it is not known how WIU will get itself to that point. She thinks this makes it sound like there is no input called for into reshaping what has already been decided is the end point. Interim Provost Neumann asserted that is not what she means by "working towards." She has received a lot of good feedback since July 16, including a suggestion from Chairperson Pynes, and that feedback will be carried forward. Senator Boynton responded that in that case she would encourage the Interim Provost not to say the University is "working towards" this end goal if the end goal might look different than what was presented at the press conference. She suggested that the Interim Provost say that WIU is working on a reorganization, but not working toward the plan that was presented in July, which came across to a lot of faculty as a "done deal."

Liberal Arts and Sciences professor Amy Carr asked why the Liberal Arts and Sciences is not considered to be interdisciplinary since a student can choose two minors from Arts and Sciences and a third minor from anywhere else at the University. She noted that, from a student perspective, there would not seem to be the need for any kind of realignment involving the Department of Liberal Arts and Sciences between it already offers an interdisciplinary option and does everything that the Interim Provost wants to see happen. Interim Provost Neumann responded that this is a good point and good feedback.

Sociology and Anthropology professor Gordon Chang remarked that one reason WIU has department chairs is because that person really knows the discipline and can push the department in different ways; departments can sometimes be focused unequally, and a chair can focus on different aspects to equal things out as faculty members change. Dr. Chang thinks it is important to have a chain of administrators with at the lowest level someone who has comprehension and knowledge of content. He noted that currently the University is structured with department chairs, who understand the intellectual discipline, and above them deans, who understand the cognitive discipline. He thinks that if three departments merged, the person who oversees that area may unconsciously play favorites because of knowledge of his or her own discipline and may unintentionally shape the programs. Interim Provost Neumann pointed out that Western currently has a Department of Engineering Technology that houses the majors of Engineering Technology, Construction Management, Graphic Design, and Instructional Design and Technology – four very different majors, some having no overlap – and that department is overseeing that blending very well and the majors are doing fine. She does not see that this is much of a concern because she can see examples of where this works well. She related that Computer Science and Information Systems for a long time were sort of siblings or cousins that did not get along well; they saw each other as sort of a threat, and there were a lot of turf wars occurring between the two disciplines. She stated that when she chaired Computer Sciences, the two sides were not very happy about merging, but once the groups got together and were no longer experiencing that tug of war over resources, their relationship became very collaborative, and they have done some phenomenal things and are much stronger together than they were apart. Dr. Chang remarked that there are multiple models in the liberal arts and sciences; for instance, sometimes one to two faculty members moonlight as department chairs. He thinks some person, however, needs to be in place capture the passion of the faculty because what may work in other colleges may not work in the College of Arts and Sciences. Senator Allison remarked that in her department meeting there was discussion of other models, and they wondered if the College of Arts and Sciences could move to a model of department heads

rather than chairs and still leave their departments intact. She explained that department heads might have a different job description, while the work of a chair could be done at a higher level so that the existing departmental units could be retained and do not lose their identity.

B. Student Government Association Report
(Colton Markey, SGA Director of Academic Affairs)

SGA held its first meeting last Tuesday, September 4. SGA is sponsoring a Superhero Blue Light 5K Run/Walk to raise awareness for sexual assault, domestic violence, and campus safety. Registration will be at 8 a.m. on October 20 with a ceremony at 8:30 a.m. at which four new emergency blue lights will be presented. The race to all the blue lights on campus begins at 9 a.m. The race is a campus and community exploration event for UNIV 100 students, so participation is free for them; others can participate in the race for \$25, which includes a commemorative t-shirt. Mr. Markey has registration forms and offered to give them to faculty who teach Y or UNIV 100 classes. Senator Czechowski asked if SGA is having any other discussions about increasing safety in addition to the addition of four new blue lights. Mr. Markey responded that a former SGA senator, Elizabeth Swan, is part of a new group dedicated to this topic. [Note: Mr. Markey clarified that Ms. Swan is no longer part of the group, which is called It's On Us and is run through the Women's Center. He will be reaching out to them about some of their initiatives.]

SGA is creating a newsletter, which will be made available the last Friday of every month. Individuals should provide Mr. Markey with their email addresses to get on the mailing list.

C. Other Announcements

1. Presidential Initiatives for Academic Year 2018-2019
(President Jack Thomas)

President Thomas stated that academic realignment is one initiative that concerns the entire university, and he wants to have in-depth conversations on it, adding that this will be a year of change and results for WIU. He expressed his thanks to the Senate Executive Committee for meeting with him and members of the President's Leadership Team twice in the past week in order to increase understanding of faculty ideas and concerns, which was beneficial to both President Thomas and his Team and will continue on a routine basis this semester.

President Thomas realizes that WIU needs to reverse enrollment declines and enhance retention and recruitment rates. Interim Admissions Director Jason Woods, Vice President for Student Services Ron Williams, and others are working deliberately to develop a plan that will be presented to the Leadership Team and Senate Executive Committee next week and to Faculty Senate the following week. President Thomas told senators the University deficit spent \$4 million last year, and it is predicted that deficit spending will increase this year, which is not sustainable. He stated that the administration has made, and will continue to make, difficult and unpopular decisions but stressed that things must be done strategically. President Thomas pledged to respect opportunities for input and shared governance; he wants the University community to understand why difficult decisions are made and, while individuals might disagree with them, to understand that shared governance is being respected; otherwise, actions become detrimental to the University and to the students that everyone serves. President Thomas acknowledged that there have been shared sacrifices since the state started reducing public university budgets 16 years ago, but the University cannot afford to ignore the hand that it has been dealt.

President Thomas told senators that making WIU a strategic and viable institution for the immediate and long-term future will be accomplished by:

- enacting the Academic Program Elimination Review (APER) Committee;
- engaging in academic realignment to make WIU the institutional choice for students who are attracted by cutting-edge and competitive academic programs;
- growing enrollment, retention, and recruitment;

- eliminating deficit spending, which will entail enhanced efficiencies and decreasing appropriated funds expenditures from both operating and personal services;
- identifying new and diversified revenue streams for the University; and
- emphasizing communication collaboration, transparency, civility, and mutual respect in shared governance and administrative decision making.

President Thomas explained that one reason APER was enacted, as required by the University Professionals of Illinois (UPI) contract agreement, was because the University has a structural and unsustainable budget deficit. Academic Affairs accounts for about 80 percent of the personnel component of the overall appropriated budget. Student-faculty ratios have declined over the past several years to a rate of 14:1 in some areas which are not defined by discipline-specific accreditation requirements, which President Thomas said is “not balanced.” He said the APER Committee will be convened because of the economic reality following the statewide budget impasse, revenue losses associated with enrollment declines, and the need to improve retention and graduation rates. President Thomas related that some have questioned whether implementing APER decreases the perceived value of tenure, but his response is that it absolutely does not, asserting that WIU has in the past and continues to place a premium on tenure, which is why tenured faculty were removed from the original layoff list in Spring 2016. He assured senators that if there are disciplines that are eliminated following the review, the administration will strive to minimize layoffs of tenured faculty. President Thomas also related that some have asked if there is a preconceived plan and the APER Committee report will not matter, but he stressed that there is no preconceived plan, and the report does matter. He explained that the last APER Committee report recommended no eliminations even though the University had been dealing with appropriated funds reductions for over a decade, which placed the administration in a precarious position since doing nothing in light of reduced funding was not an option. The administration at that time had to make decisions to keep WIU viable and open, continue to make payroll, and provide a high-quality, well-rounded educational experience for students. The President stressed that no one should discount the financial position of the University and the state. In response to questions regarding whether convening the APER Committee harms recruitment and retention, President Thomas believes that depends on how the University collectively handles the matter. He noted that other universities nationwide have similar processes but do not publicly announce their system for programs under review; other universities announce only the final decisions and explain how consideration of high-demand programs will shape their institutional degree portfolio. President Thomas believes that WIU is often its own worst enemy; whatever is said internally and put out to the public can help or harm the institution.

President Thomas believes it is absolutely necessary for WIU to undergo academic realignment this year. He stressed that WIU must define an academic portfolio that, beginning in 2019-20, will make WIU the institution of choice for students completing university studies for personal enrichment, careers, and advanced degrees. At the July 16 press conference, Interim Provost Neumann identified areas of strength for WIU and proposed a draft reorganization structure which was to act as a starting point for academic realignment. President Thomas told senators that one has to begin with a concept and work toward change through meaningful and productive discussions. He related that town hall meetings were held this week with administrators on both campuses, and an extended President’s Leadership Team meeting, with the deans in attendance, was held yesterday (September 10) to discuss expectations for academic realignment. President Thomas stressed that chairs and directors are responsible for discussing realignment with faculty and sharing their feedback with deans, who will then share it with the Interim Provost, who also shares the feedback with the President. In order to provide more opportunities for input and dialogue, Interim Provost Neumann and others will be meeting with all department chairs, school directors, and deans this semester, beginning with every department and school in the College of Arts and Sciences. President Thomas strongly encourages other departments and schools to invite the Interim Provost for similar meetings. Additionally, President Thomas, Interim Provost Neumann, and other administrators will hold open forums with every college, WIUQC, University Libraries, and Global Education and Outreach to solicit input, ideas, and concerns regarding the restructuring. The President

encourages faculty to meet with their colleagues across the University and share their ideas and input regarding Academic Affairs because those ideas cannot be incorporated if they are unknown.

President Thomas asserted that academic realignment is not an attempt to change WIU's status as a regional master's degree granting comprehensive university. He has heard concerns that "schools" may not be the appropriate title for combined entities and said that the administration needs input on how to proceed differently. He acknowledged that the APER process may lead to program eliminations because WIU has a sizable budget deficit that must be eliminated in order to sustain operations since cash flow remains an issue. President Thomas stated that academic realignment is not a chance for the administration to dictate what new degree programs should be offered, adding that faculty have always owned the curriculum at WIU and always will.

President Thomas vowed to work with faculty to identify new and existing programs that are attractive to students, graduate and professional schools, and employers in order to increase tuition revenue by offering educational opportunities that appeal to students for their personal enrichment and in preparation to be productive members of society. He emphasized the importance of communication, collaboration, civility, and mutual respect in shared governance and administrative decision making but stressed that changes must be made in order to grow enrollment, and everyone needs to work together. President Thomas noted that WIU broadcasts everything, positive and negative, but it is important to talk about the good, positive things and how well the institution does them. He believes it is at the same time important to be more transparent than ever and communicate at all levels in order to grow WIU by working together with all constituencies, internal and external.

President Thomas announced that the University will be hiring an institutional grant writer to help with external funding. He said that the administration has heard the feedback from faculty and will act on it. He reminded senators that this initiative grew out of the President's Round Table for faculty a couple of years ago. He thinks the institutional grant writer will bring revenue to the University and raise his or her own salary. President Thomas also announced that the Provost search will begin this fall, as well as the search for a Vice President for Administrative Services.

President Thomas introduced Interim Vice President for Administrative Services Bill Polley and Budget Director Letitia Trepac to provide context regarding the University budget. Ms. Trepac is in charge of the University budget and works under the President's Office, while Interim Vice President Polley oversees Business Services, Purchasing, Facilities Management – the appropriated budget outside of Academic Affairs. Interim Vice President Polley added that the two positions regularly collaborate.

Interim Vice President Polley stated that WIU has a structural budget deficit that has been a number of years in the making. He related that in 2002, the state of Illinois had a \$1.5 billion budget for higher education at public universities, but by FY 18 the state was only spending \$1.1 billion, a reduction of \$400 million from 2002. He stated that, even without the budget impasses of FY 16 and FY17, the structural pressure on all public universities led them to make some hard decisions to reduce their budgets, and all universities have had to make many of the same decisions. Public universities did not receive any appropriation in FY16, so the state said that money received in FY 17 could be applied to expenses from FY 16, which Interim Vice President Polley says really means that those two years should be treated as one appropriation, and the University is really missing almost an entire year's worth of appropriated funding. In FY 16, general revenue funding for WIU was \$15 million, and it was around this time that the University began to eat into its reserves.

Interim Vice President Polley related that as the state began reducing funding in 2002, and especially during the financial crisis beginning in 2008, a number of universities began adding to their reserves so that in the event the state was late with making payments, as they were

many times, universities could float those funds for the state using reserve money. In 2002, the state funded about 60 percent of WIU's appropriated budget and tuition covered the remaining 40 percent. In 2008, funding switched from being majority funded from the state to majority funded by tuition – about \$58 million each. In the last full appropriation before the budget impasse in 2015, WIU received \$51 million from the state, about \$7 million less than the appropriation of 2008 and \$10 million less than the 2002 appropriation, accounting for only 40 percent of the appropriated budget. Interim Vice President Polley stated that inflation caused the value of the dollar in 2015 to be about one-third less than it was in 2002, so that the 2015 appropriation equaled the buying power of \$38 million in 2002 dollars. He pointed out that this put an incredible amount of pressure on WIU and all state universities during those years.

Ms. Trepac explained that reserves are like savings accounts, allowing institutions to plan and prepare for unexpected expenditures and make goals. WIU measures whether it has a healthy reserve by using the primary recommended reserve ratio of .4 established by the National Association of College and University Business Officers (NACUBO), which would amount to a reserve fund of about five months of operating expenses. Ms. Trepac told senators that WIU's reserve from FY 12 through FY 15 was around \$20 million, which is actually two months of operating expenses and a primary reserve (PR) Ratio of .25. In FY 17, the University had \$9 million in reserves, which is less than one month of operating expenses and a PR Ratio of .16. Ms. Trepac explained that, historically, if WIU experienced surpluses they were banked in the reserve funds, and if the University experienced deficits, that money was taken from the reserves, but currently the University's spending is exceeding its revenue and there is no cushion for deferred maintenance issues, which are looming.

Interim Vice President Polley told senators that WIU's deferred maintenance is now about \$400 million, which is a very large number, particularly when considered that it amounts to about three years' worth of appropriated spending; the appropriated budget is around \$120 million. He compared deferred maintenance to a bill that has not yet come due; that bill will come due in bits and pieces when a roof starts leaking or a chiller fails, such as those for Browne Hall and Malpass Library did this past summer. Interim Vice President Polley stated that WIU does not have as many portable chillers as it formerly did, and some of the chillers in the buildings date from the 1970s and were meant to last 30 years. The Malpass Library chiller, which was original to that structure, is now 40 years old; a transformer that failed around July 4 dated to the 1960s. Interim Vice President Polley stated that even a relatively small item such as a transformer will come to a five- or six-figure repair bill, and those repairs can reach over \$1 million for multiple roofs and chiller incidents. He pointed out that with a reserve of \$20 million dollars, the University could safely handle one of those incidents without too much trouble, but with a reserve of \$5 million it would be more painful, and a \$0 reserve brings real risk to the University in the event of emergency need. Additionally, loss of reserves eliminates the ability to float the state or cover when utilities are more than expected because of a cold winter; utilities have been coming in under budget because of recent mild winters, but that may change at any time. Interim Vice President Polley stated that the backdrop of shrinking state appropriations and the impasse that cut reserves by more than half has destroyed the University's ability to plan for these kinds of potential risks, which is why difficult decisions must be made. He told senators there was an article last week on a couple of news sites indicating that WIU would receive a large payout for deferred maintenance, but that was a mistake, and the information did not originate with WIU. The University will, however, receive \$9.5 million for deferred maintenance, and the administration is working with the Capital Development Board in Springfield on that now. Interim Vice President Polley stated that the money would be used for chillers, roof repairs, and system water piping in three buildings. He added that the money cannot be used to replenish reserves but only for capital needs, and the \$9.5 million must be weighed against the \$400 million in deferred maintenance.

Senator Dimitrov wonders, if reserves act as insurance and a cushion for when the state is unable to provide timely funding, whether decisions would have been different at the state level if they were aware that WIU did not have such a large reserve. He suspects that the political cost for legislators may be lower in the presence of institutional reserves. President Thomas

replied that he wishes the state worked like that, but it does not. He explained in his testimony to legislators about the dire situation at the University, and legislators said they were sympathetic, but that is about all that occurred. Chairperson Pynes remarked that Senator Dimitrov's view is not uncommon; former Trustee Mike Huston thought that the University should not have any reserves because the state would cut WIU's funding to force use of that money. President Thomas recalled that this was being discussed when he arrived at WIU as Provost, and he has had Board of Trustees members ask him since he became President whether having reserves affects the amount of funding WIU receives; he always responds that it absolutely does not. President Thomas said that while the state cannot take funding from the University, it is important to continue to advocate for more funding. He observed that every Illinois state university has had to cut programs, layoff employees, and make all kinds of reductions, and it is frustrating to frequently travel to Springfield to advocate and come back with nothing from the state, which disappoints everyone. President Thomas continues to ask legislators to make up funding from the year when none was received, but legislators are telling him to "move on." Interim Vice President Polley stated that the NACUBO recommendation of five months of reserves is a best practice that universities around the country need to do, but not many public universities in Illinois have been able to meet this goal lately.

Senator McIlvaine-Newsad stated that, as a disaster researcher and somebody that feels WIU is in the midst of a disaster, she sees an opportunity to think differently and collaborate with the new institutional grant writer. When Senators McIlvaine-Newsad and Delany Barmann were recently in Puerto Rico, they visited several schools facing similar situations who were thinking differently. One of these had a principal originally from the south side of Chicago who many years ago had written an institutional grant to put in a water capturing system. In addition to providing their community with potable water during the disaster, this allowed those educators to think about what they can do the next time a disaster occurs. The district is now building a solar park to provide emergency power to the school system and needed shade. Senator McIlvaine-Newsad thinks the opportunity is present for WIU to begin, in addition to addressing issues of roofing, heating, and cooling, to think about investing in a solar park of its own, particularly given that there is talk of building one near Macomb. She thinks this could be a great collaborative town and gown initiative and would give students a way to work together and learn very tangible skills. Senator McIlvaine-Newsad knows \$9.5 million is not a lot of money, but she would like to see WIU think about this idea in terms of long-term sustainability, reduction of reliance on fossil fuels, and ways the institution can explore and mindfully move in a direction that may cost a little up front but prepare students for future jobs and skills. Interim Vice President Polley expressed his agreement with Senator McIlvaine-Newsad, adding that Facilities Management staff have been looking at some of these ideas and others. He noted that many do require large fixed costs to get the projects going but end up being sustainable and even save money over time. He noted, however, that if projects have a payback period over 20 years, it becomes very difficult for WIU to do them because the institution needs a fairly short payback period. Additionally, WIU's ability to borrow right now is limited because of the difficulties of the past two years. Senator McIlvaine-Newsad pointed out that there are grant monies available to do these kinds of projects. She noted that WIU has a more green and sustainable campus in the Quad Cities. Interim Vice President Polley would welcome any grants that could help with this effort. He remarked that if the University had reserves, some of that money might be able to be used as start-up funds.

Senator Boynton questioned what the purpose is of the realignment. She recalled that Interim Provost Neumann spoke about overcoming silos and developing interdisciplinary programs, with cost savings as a side product, but from what she is hearing now the focus is on money, and she wonders which one it is. President Thomas responded that it is a combination of these things. Senator Boynton asked for confirmation that the purpose is not just to break up silos; President Thomas responded that it is not, adding that budget is key. He believes the realignment will lead to efficiencies as well as collaboration.

Senator Rahman remarked she understands that WIU needs to avoid deficit spending and that the decision was made to layoff seven faculty in English, but she has not heard about deficit

spending affecting Athletics. She stressed that the work those faculty do in ENG 100, 180, and 280 to retain Western's students is valuable, and no other department lost seven faculty in these recent cuts. She asked how the administration decides that Athletics does not lose staff but English does. President Thomas responded that the administration has been reviewing Athletics as well and brought in a consultant some time ago to look at those programs. He pointed out that in many instances students come to WIU because of athletic programs and pay their own way. He stated that the Interim Director of Athletics right now is looking at all of their programs, as stated at the BOT meeting; no stone will be left unturned because the administration is considering cost savings in all areas, including Athletics.

Senator Dimitrov asked what level of reserves the University has to establish and if faculty may need to be laid off to reach this level. President Thomas responded that if the University could get even rather than being in deficit spending, it would be fine with him; right now the University needs to make sure it meets payroll and remains viable while providing a quality education. Chairperson Pynes asked how much of a reserve the University needs to meet the NACUBO standards and if this is a zero-sum game. Interim Vice President Polley responded that the University would need \$45-\$50 million as a rough estimate to meet NACUBO standards of five months of operating expenses, which are about \$10 million per month. Chairperson Pynes asked how many Illinois universities satisfy that standard; Ms. Trepac replied that she would guess that not many do. She explained that the ratio factors in a university's restricted and unrestricted funds as well as foundation funds; there are several different components of the income statements that are used to calculate that ratio. She added that WIU had a ratio of .25 in FY 15 and should have a ratio of .4, so Interim Vice President Polley's estimate is pretty accurate. Senator Dimitrov observed that building a reserve will take years and asked if this will be at the expense of laying off faculty. President Thomas stressed that the administration is not cutting faculty to build reserves; the University wants reserves, but beyond that the administration needs to make sure to make ends meet, and people do not know how crucial things are at the moment. Interim Vice President Polley pointed out that it took many years to accumulate the \$20 million of reserves that WIU had before 2015. He added that reserves are built by a handful every year, perhaps \$5 million or less. Chairperson Pynes recalled that the reserves were built by a faculty give-back; President Thomas said the reserves were not all built on give-back because they were started when Al Golfarb was President, before faculty gave back part of their salary. President Thomas recalled that when he became president the University kept building the reserves because the state was not providing funding in a timely manner; there were months when WIU did not receive state money and the University had to use its reserves, which at times decreased almost to zero.

Senator Dimitrov observed that the Presidential Initiatives includes the goals of expanding the number of international agreements and increasing international student recruitment. He has heard that President Thomas has been to China and wonders if there is some massive recruitment happening there. President Thomas clarified that he went to China five years ago and has not been able to do international recruitment recently because he has been needed here. Director of Global Education and Outreach Jeff Hancks, however, has been visiting a lot of embassies in Washington, D.C. and creating various kinds of articulation agreements, one of which brought a number of Thai students to WIU. Vice President for Student Services Ron Williams added that department chairs and school directors have also helped to build relationships with the Chinese. Lea Monahan, Director of the School of Nursing, has recruited students from China, and recently retired Chair of the Department of Engineering Technology Ray Diez has also been working on this effort. President Thomas added that Dr. Diez brought a Chinese student in to meet him yesterday.

Senator Allison pointed out that the layoffs of seven non-tenured faculty in the Department of English whose sole responsibility is to teach fundamental writing classes across the University will result in the loss of 49 sections of ENG 100, 180, and 280 per year, which will directly affect 1,078 students per year. She asked, given these drastic reductions, how the administration will 1) assure that students do not suffer tangible consequences as a result of the layoffs and 2) reassure parents that their children will continue to receive an education that allows them access

to faculty who have the time and resources to attend to each student's individual needs. Interim Provost Neumann responded there are a number of factors that go into the academic profile of every area; student credit hours (SCH) generated, number of majors, academic trends, and other factors go into trying to determine what the appropriate faculty-staff ratio should be in a department. Senator Allison remarked that eliminating seven of the eight primary writing instructors on campus whose main duty is to teach ENG 100, 180, and 280 makes her wonder how those 1,078 students per year will continue to be served. Interim Provost Neumann responded there is capacity in English and the assumption that the majority of English faculty are qualified to teach those courses. Senator Allison would agree that English faculty are qualified to teach the level of these courses but pointed out that Unit B faculty are not required to do the same level of research and service as Unit A faculty. Once 49 sections get shifted onto Unit A faculty, if that is even possible, she does not know how Unit A faculty would be able to serve the major, teach General Education courses beyond ENG 180 and 280, offer service to the University at large, and conduct research. She pointed out that two senators are from the Department of English, and English does good work across the University with faculty on a lot of committees. Senator Allison stressed that writing needs to be taught with a lot of individual attention to students, and those classes are crucial to retention; if students do not do well or have bad experiences in ENG 100, 180, and 280, they will not stay at Western. She related that Unit B English faculty have been allowed to concentrate on those students in a way that Unit A faculty would not be able to. She asked if the administration has run the numbers to see whether Unit A English faculty would be able to cover 49 additional sections, deliver majors in English and English Education, deliver General Education courses, perform service, and do research. Interim Provost Neumann responded affirmatively. She stated that there is a large General Education component in what Senator Allison has described, and with the decrease in students there should be adequate capacity in the remaining faculty to be able to maintain the area. Senator Allison said she would appreciate seeing those numbers. College of Arts and Sciences Dean Sue Martinelli-Fernandez stated that at this point she could not answer Senator Allison's question without doing some number crunching. Senator Allison stated that if the question is one without an immediate answer, she does not understand why the seven individuals were laid off. Interim Provost Neumann responded that the layoffs were done over the summer, and she does not have the information with her today.

History professor Tim Roberts asked about the legislators that President Thomas mentioned who were sympathetic to WIU's plight but non-responsive and whether their reaction had anything to do with WIU's reserves. President Thomas responded this had nothing to do with WIU's reserves; legislators know about WIU's budgetary needs. He said legislators often ask if the President has talked to "the other side of the house," but he has spoken to both the House and Senate about these concerns many times. Dr. Roberts asked if depletion of WIU's reserves makes it more likely that WIU will receive additional funding. President Thomas said this is a good question, but when certain institutions gutted their reserves early on, the state did not give them additional funding; those universities had to make cuts and reductions to keep their institutions viable and were criticized for it. He added that WIU has had to do some of these things, too, but not as much as some other state institutions because WIU tries to save as many employees as possible. Dr. Roberts asked if the President can explain at the town hall meeting what is meant by keeping an institution "viable."

Dr. Roberts asked if it is possible to issue bonds for deferred maintenance and whether the \$400 million is the present value of WIU's deferred maintenance or a figure for the future. Ms. Trepac responded that Facilities Management evaluates deferred maintenance each year, so \$400 million is a fairly current figure. Interim Vice President Polley added that \$400 million represents the cost today if the University fixed everything that needs to be fixed. He told senators that WIU officials have been reminding the Illinois Board of Higher Education (IBHE) that they have not provided any deferred maintenance support for decades, which is why it is so refreshing that some deferred maintenance projects will come to pass with the \$9.5 million that was just released. He explained that Facilities Management compiles a yearly list of all things needing attention – generally best practices in the industry that the University should be renewing, replacing, and renovating every certain number of years. He pointed out that WIU

has buildings that have not had major renovation for 40 to 50 years, which is out of step with best practices in universities across the country. Chairperson Pynes recommended that faculty attend a Board of Trustees meeting where this report is provided for each meeting.

Senator Tasdan observed that there are increasingly fewer students from Saudi Arabia, which used to have a large contingent at WIU, and wonders if there is a reason for this. Interim Provost Neumann responded that the Kingdom of Saudi Arabia has decided that the United States is not a destination of choice for Saudi students. She stated that there are a lot of Saudi students in Canada; the U.S., as a nation, continues to try to regain favor so that Saudi students can come back at the levels they were before. She observed that WIU has also seen a sharp decline in the number of visas granted for India and Nigeria this year. She stated that this is a national issue rather than a state or local issue, and he hopes the situation eases in future to allow those students, and ones from other countries, to come back to WIU to study.

Senator Tasdan asked why there are references to the faculty-student ratio, in addition to the administrative employee to student ratio, on the Administrative Data Summary. Chairperson Pynes responded that the faculty-student ratio was likely included to illustrate how the ratios are determined. He has asked for a detailed explanation of the Administrative Data Summary, which is very complicated because of the way the data is compiled. Vice President for Quad Cities and Planning Joe Rives stated that, in terms of efficiency, the IBHE uses three metrics: administrative cost per credit hour, instructional cost per credit hour, and student-faculty load. Vice President Rives did not produce the document but stated that the table was probably used in another arena and probably should not have included faculty-student ratios under the heading of Administrative Data Summary.

Senator Perabo related that she met this week with a Building Connections mentee who was very stressed about her writing process and spoke very highly of her professor, who is on the layoff list for next year. She related that this professor has ten years of experience and dedicates herself full-time to working on composition because she is a specialist in that area. Senator Perabo does not think the University should say too quickly that the specialization of Unit A English faculty can be switched to focus on these classes because Unit B English faculty have worked for years to develop their specialization to work with this student population on something that is extremely stressful and takes a lot of time. Senator Perabo recognizes that sometimes these kinds of decisions need to be made, but she does not think the administration should dismiss that whole situation, which is part of a larger concern of hers. She recognizes that WIU needs to do a lot and believes faculty are aware of these difficulties, but it is important to recognize that shutting down programs and laying off faculty closes off opportunities for students. She spoke to another student this week who is a Pre-Law Political Science major and is very concerned about her mentor being eliminated. Senator Perabo sometimes see these kinds of issues shrugged off because “We can’t be all things to all people,” and she would like to see the administration recognize that everyone is fighting to attract and retain every student possible, and to think about how eliminating programs and faculty will affect five, ten, or 30 people – whether tenured or Unit B – across the board. President Thomas stated that anytime WIU’s administration is put in a position like this, it is very difficult and will hurt somebody no matter what decision is made. He and members of his administration inform Springfield of these situations and try to convince legislators because the administration does not want to have to hurt people. President Thomas told senators that when he deliberates about these types of decisions because they are so hurtful, he is criticized for not doing enough and told to rip the bandaid off, which is not easy to do when cutting programs or faculty. The President wants his children and grandchildren to see WIU continue for the next 100 years.

Regarding the Presidential Initiative to diversify the campuses, Senator Boynton asked if this is in terms of programs, faculty, students, race, LGBTQ, or some other factor. President Thomas replied that it applies to all of these, but this particular initiative falls under the heading of Enrollment Management so refers specifically to that. Senator Boynton asked how this will be accomplished. Vice President Williams responded that Admissions is working with offices in the Multicultural Center and others who have expressed an interest in what it means to diversify

a campus. He observed that typically this refers to visual, racial diversity, but Admissions has also been working with partners in Disability Support Services, Career Services, and the LGBTQA+ community who might have diverse identities that are not necessarily visible. Vice President Williams emphasized the need to be careful how to approach or identify individuals who may have an identity that is beyond ethnic or racial because, depending on the individual, the identification may make them feel bad. Senator Boynton said that she realizes this initiative is under Enrollment Management, but she sees faculty as part of this process since they have direct interactions with students; President Thomas agrees.

Mathematics and Philosophy professor Gordon Pettit remarked that of the seven tenured faculty who were laid off, one or more had very distinctive characteristics, such as being a full professor; from programs whose enrollment is significantly better than that of WIU as a whole; from programs with more than 50 majors; graduate directors; advisors to successful student organizations; and bringing in grants for WIU. He pointed out that some of the tenured faculty are very successful scholars, including a Fulbright Scholar, and have seniority in their departments over several faculty that were not laid off. He would find it helpful to understand why these individuals with these characteristics were laid off and if there is clearer criteria. He asked if President Thomas approved the criteria that were used to make these decisions in this once-in-a-century process. President Thomas responded that “We all looked at the criteria and different things presented and made a decision.” Dr. Pettit observed that those criteria have not been made clear to him; he attended a layoff meeting and did not see criteria that fit the descriptions that were provided. President Thomas explained that the University has guiding principles, and the Interim Provost has other kinds of guiding principles when looking at departments. Interim Provost Neumann added that all factors for consideration are contractual and listed in the UPI contract. Dr. Pettit asked if those factors are premised on reductions in enrollment; Interim Provost Neumann replied that this is not necessarily the case. Dr. Pettit asked if a tenured, full professor could be laid off even if the program was a very successful one. Interim Provost Neumann responded that demonstrable reduction in enrollment is one of the factors that can trigger layoffs, and the criteria is listed under Article 24 of the UPI contract. Dr. Pettit responded that this article does not describe how the programs are selected, only how the individuals within the programs will be selected. Interim Provost Neumann explained that every program, and every sub-area within a department, has an academic profile which is composed of such things as enrollment, SCH produced, and percentage of classes going toward General Education. Dr. Pettit remarked that the number of credit hours in Gen Ed was not mentioned in the layoff meeting he attended; Interim Provost Neumann stated that if this was omitted it was an error on her part. Chairperson Pynes pointed out that Interim Provost Neumann promised to give a public presentation on two topics: the principles of the reorganization and the principles of the layoffs, and this discussion would be a good follow-up for that meeting. He added that the meeting has not yet been scheduled but a University-wide email will go out when it is set. President Thomas added that when the Interim Provost and other administrators visit affected departments, particularly in Arts and Sciences, faculty can talk more about specifics.

Vice President Rives summarized the discussion as touching on several points:

- APER is a financial decision;
- Realignment is intended to bolster recruitment and retention;
- There needs to be more communication and collaboration;
- There will be college and departmental meetings;
- The administration should consider solar/sustainable alternatives, such as initiatives undertaken by the Illinois Clean Air Foundation;
- The administration should examine barriers to interdisciplinary programs, such as difficulties cross-linking courses;
- The town hall meetings should provide the operational definition of viability;
- The Interim Provost will make a public presentations on two topics.

Senator Franken added that it was said that realignment involved both marketing and cost.

2. Chairperson Pynes announced there was a mistake in the original mailing list received for the APER ballots, so the three original elections were cancelled; the Recording Secretary has double checked the lists, the Arts and Sciences ballot was resubmitted, and the Business and Technology and Education and Human Services ballots will be resubmitted tomorrow.
3. The Mary Olive Woods Lecture will be held at 7:00 p.m. Thursday, September 20 in the Union Heritage Room. Timothy O'Connor, a professor of philosophy at Indiana University, will address the question, "Can it be Reasonable and Moral to Believe in One True Religion?" The lecture, funded by the Mary Olive Woods trust, will include free cheese and coffee following the event, and an open session with Dr. O'Connor will be held from 9:30-11:30 a.m. Friday, September 21 in Morgan Hall 453.

III. Reports of Committees and Councils

A. Council on General Education (CGE)
(Keith Holz, Chair, 2018-2019)

1. Annual Report (Keith Holz, Chair, 2017-2018)

Motion: To table the report to the next Faculty Senate meeting (Boynton/Franken)

MOTION APPROVED 19 YES – 0 NO – 0 AB

B. Senate Nominating Committee (SNC)
(Ginny Boynton, Chair)

1. Faculty Nominations

UNIVERSITY COUNCILS AND COMMITTEES:

ad hoc Academic Calendar Committee

Chris Bitner, LEJA				At-large
Dinesh Ekanayake, Mathematics & Philosophy				At-large
Richard Hughey, Music				At-large

Student Laureate Selection Committee

Redina Finch, Earth, Atmospheric & GIS	replacing	Mojtaba Moniri	2020	A&S
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University Technology Advisory Group (UTAG)

Keela Trennepohl, Agriculture	replacing	Zheng Li	2019	B&T
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There were no further nominations, and the slate of candidates was declared elected.

IV. Old Business – None

V. New Business

A. Election of Senator to Student Learning Assessment Committee

1. One Senator to Serve One-Year Term:

The Student Learning Assessment Committee (SLAC) is a committee serving in an advisory capacity on university-wide assessment, started in 2006. This team of faculty and administrators are appointed to provide institutional guidance of and support for assessment of student learning, and to provide assistance in meeting external expectations for assessment, especially those of accrediting bodies.

Senator Cordes volunteered to serve on this committee. There were no further nominations.

B. Proposed Ad Hoc Textbook Affordability Committee

1. Charge, Timeline, and Membership

Charge:

The committee will

- 1) determine best practices for textbook affordability amongst colleges;
- 2) identify sources for free textbooks;
- 3) explore textbook funding sources;
- 4) present recommendations to Faculty Senate at the first spring meeting (January 22, 2019).

Membership:

- 4 – one faculty member (non-senator) from each academic college
- 1 – one faculty member representing University Libraries

Chairperson Pynes stated that the Senate Nominating Committee will bring nominations back to Faculty Senate once the membership is approved.

Motion: To approve the ad hoc Textbook Affordability Committee charge, membership, and timeline (Boynton/Cordes)

Chairperson Pynes stated that United States Senator Dick Durbin instituted this initiative when he was on the WIU campus last semester. The Senate Nominating Committee has already secured a representative from University Libraries, Linda Zellmer. He added that the Senate Nominating Committee will work from their ad hoc committee list.

MOTION APPROVED 19 YES – 0 NO – 0 ABSTENTIONS

Motion: To adjourn (Franken)

The Faculty Senate adjourned at 5:58 p.m.

Susan Czechowski, Senate Secretary

Annette Hamm, Faculty Senate Recording Secretary