

*Reception to Honor 50 Years of Faculty Senate
3:00-4:00 p.m., Tuesday, September 24, 2019
University Union Capitol Rooms*

**WESTERN ILLINOIS UNIVERSITY FACULTY SENATE
Regular Meeting, 24 September 2019, 4:00 p.m.
Union Capitol Rooms/WIUQC Riverfront 205**

A C T I O N M I N U T E S

SENATORS PRESENT: D. Banash, M. Bean, B. Bellott, J. Choi, S. Cordes, S. Czechowski, R. Dimitrov, R. Filipink, J. Franken, D. Hunter, I. Lauer, T. Lough, M. Maskarinec, D. Oursler, B. Perabo, C. Pynes, J. Robinett, R. Sawhney, F. Tasdan, E. Taylor, K. Zbeeb (via teleconference)

Ex-officio: Russ Morgan, Associate Provost; Heather McIlvaine-Newsad, Parliamentarian

SENATORS ABSENT: G. Delany- Barmann, M. Stinnett

GUESTS: Tom Blackford, Ginny Boynton, Guada Cabedo-Timmons, Amy Carr, Katrina Daytner, Dennis DeVolder, Spencer Foust, Buzz Hoon, Angela Lynn, Colton Markey, Sue Martinelli-Fernandez, Kristi Mindrup (via teleconference), Russ Morgan, Mark Mossman, Kat Myers, Lorette Oden, Renee Polubinsky, Eric Sheffield, Bill Thompson

I. Consideration of Minutes

A. September 10, 2019

MINUTES APPROVED AS DISTRIBUTED

II. Announcements

A. Provost's Report

Associate Provost Russ Morgan filled in for Interim Provost Billy Clow at the meeting. He announced that the Provost's Awards for Excellence recipients will be recognized at a reception at 4:00 p.m. on October 16 in the University Union Lamoine Room.

B. Student Government Association Report
(Colton Markey, SGA President)

SGA at its last meeting voted on a bill of resolution in support of the Homecoming Committee's recommendation for gender neutral royalty.

In response to a question from a previous Senate meeting, Mr. Markey told senators that SGA offers two \$400 scholarships per semester. He added that students must have a 2.8 GPA, be in good judicial standing, and cannot be a member of SGA to be eligible for the award. Applications are available on PurplePost, and students can apply for three more weeks.

C. Other Announcements

1. The 33rd Annual Mary Olive Woods Lecture will be held at 7:00 p.m. on Thursday, September 26, in the WIU Union Grand Ballroom. Andrea Jain, Indiana University-Purdue University, Indianapolis, will present "Peace, Love, Yoga: The Politics of Global Spirituality". The lecture is free and open to the public.
2. University Technology switched from the Scantron (hardware based) solution to the Remark (software based) solution for faculty evaluations and test scoring last year. According to

Interim CIO Rebecca Slater, the reduction in cost of the new solution has enabled University Technology to add another scoring station to Stipes 126, which will go live on October 1. She states that “During mid-terms and finals, faculty have always had to stand in lines, sometimes for 20-30 minutes at a time waiting to use the machine to score their tests. We are hoping this additional scoring station will greatly reduce the wait times for our faculty.”

3. The Board of Trustees (BOT) meeting is scheduled for October 3-4 in the University Union Heritage Room. Chairperson Pynes stated that he has still not received an agenda.

4. Acting President Martin Abraham

Acting President Abraham said that while he has met with the Senate Executive Committee two times, this is his first Senate meeting, and he is pleased to be able to participate. He assured Chairperson Pynes that his office is working diligently on finalizing the BOT agenda, and it should be emailed out by the end of this week.

Acting President Abraham told senators he wants to reiterate some of the significant objectives for this year and the foreseeable future, of which enrollment challenges are first and foremost in his mind and a substantial matter of concern for all. He reported that enrollment numbers for this year were down around ten percent again; the administration does not want the University to be down another ten percent in Fall 2020 and is working hard toward that end to make sure that WIU is better than it could be. He believes, nevertheless, that the University will almost undoubtedly be down in Fall 2020 for total enrollment, which is a historical issue. Acting President Abraham explained that two to three years ago, WIU admitted classes of about 3,000 new students and this fall admitted about 2,200, so the differences in numbers mean that WIU has very large junior and senior classes and smaller classes each successive year. He stated that even if enrollment goes up, it will still be a smaller number than enrolled three years ago, and those students will be graduating out, so WIU will see a few years of growing enrollment in which the total number is not really relevant.

Acting President Abraham observed that the new freshmen numbers this year were not terrible; they were still down, but not down as much as they could have been. He said the administration wants to increase the size of the population that might consider coming to WIU. One of the strategies they plan to use involves the way that scholarships are awarded and the types of new scholarships. Regarding transfer students, Acting President Abraham reported that work is being done with community colleges to, in part, determine where barriers and hurdles might exist to students transferring to WIU. He has been told that some things WIU does as a university puts some barriers in place, and the administration is trying to understand where these are and perhaps consider changing some the processes used to administer these students in order to reduce those impediments. Acting President Abraham told senators that there are also efforts underway to try to address some of the issues for graduate students to increase those numbers.

Acting President Abraham pointed out that if the University can increase the success of the students it already has, then WIU can increase its enrollment for next fall. He related that a “tiger team” led by Justin Schuch, who Acting President Abraham described as the point person for WIU’s retention initiatives, has worked to identify things that are different and impactful to try to improve retention. He told senators that a number of these things involve advising – being more intrusive with students and taking advantage of data that faculty can provide that will help the University to get in front of students at risk in order to discuss things with these students before they miss two or three weeks of classes and leave WIU. He thinks that if students can be reached before they miss classes, or before they miss a lot of classes, then perhaps they can be helped to address problems and become successful. He stated that faculty (and staff) are critical to the University’s success in everything that it does, including retention in terms of getting information about students with challenges who are in jeopardy, as well as from a recruiting standpoint. Acting President Abraham has a list of 200 faculty who have volunteered to meet with students that are coming to campus or to

go out to talk about their disciplines. He stressed that this is incredibly valuable and that faculty need to be engaged, particularly in their communities and with the public to talk about what WIU has to offer wherever they go, in the area or outside of it. He suggested that faculty can give presentations in groups they participate in, such as Rotary or Lions Club.

Acting President Abraham stated that communication is a very important component, not least of which because he is trying to keep people informed of what is going on at WIU. He wants to ensure that faculty will hear about what is going on from the President, deans, or other administrators first before reading about it in the newspaper. He wants faculty to know when things are going on that are relevant to them. He does not want a lot of rumors to be generated because they tend to provide false or misleading information around a kernel of truth; he would prefer that faculty hear what is going on directly and be engaged and involved with it, including with the decision making.

Acting President Abraham has heard concerns about the Tiger Teams from several faculty members. He explained these were small groups with very specific goals and a short turn-around period. He explained part of the reason there were not more faculty serving on the Tiger Teams is because he put them together on July 15 with a reporting date of August 15, and there were not many faculty around during that period of time. He stressed that it was not a question of not wanting faculty involvement but just the practicality of not having many to choose from over the summer. He also experienced problems with staff participation because many were on vacation. Acting President Abraham stated that, because of this, the Tiger Teams did the best they could with the individuals who were available; they generated some great ideas, and there will be some good opportunities going forward as a result of this process.

Acting President Abraham thinks community engagement is vital to WIU. He related that people have asked him why WIU's enrollment in its 16-county region is not what it should be, and he thinks part of the reason is there are not enough people speaking to their neighbors about how great the University is and the opportunities it offers. He stressed that even if the person one is speaking to does not have children who are college age, it is important to spread a positive message about the opportunities WIU provides and the resources available to educate students across the region, and this is the message he has tried to provide for the University. Acting President Abraham observed that Founder's Day was observed on the Macomb campus yesterday (September 23) and on the Quad Cities campus today; WIU has 120 years of history behind it and more than 120 years ahead of it. He believes there is a great future for WIU because, despite continuing challenges, the University has great faculty and staff, excellent students, community that supports the University, and a lot of people that want WIU to be successful, and he has no doubt WIU can do that.

Chairperson Pynes observed that historically, until about the past five years, when the University President visited Faculty Senate there was usually cake before the meeting, but today the cake was to celebrate the 50th anniversary of Faculty Senate and was provided by an anonymous donor. He opened the meeting up to questions for Acting President Abraham.

Senator Perabo thanked Acting President Abraham for providing his vision of what is ahead for WIU. She remarked that as a professor who is teaching a First Year Experience (FYE) class, she wanted to emphasize the importance of supporting the Counseling Center staff. Senator Perabo has encountered a number of students this year with a variety of more or less urgent mental health problems. She believes the Counseling Center staff does an excellent job, but they are already running behind, and she wonders if there are plans to fix this because it is hugely important for retention. Senator Perabo added that while she is more than happy to work with students on their academic skills and to talk to them, she is not a psychologist. Acting President Abraham recognizes this is a need that the University must address. He has talked to Interim Vice President for Student Services John Smith, since the Counseling Center falls under his area, and Vice President Smith has put some things in place to try to help in the short term. Acting President Abraham believes that in the longer

term the University will need to hire some additional people for that area. He is waiting somewhat impatiently to get some staffing plans from the Counseling Center to address that critical need. Acting President Abraham stressed that he knows it is a crucial need, and while he cannot say there is a plan, the administration knows it is something that needs to be taken care of, and he promised that they will.

Senator Hunter related that he read with interest the discussion from the Executive Committee meeting about dual credit enrollment. He asked if there is any follow-up on that topic since the ExCo meeting last week. Chairperson Pynes reminded Acting President Abraham that essentially the discussion involved two things: 1) how WIU reports high school dual credit enrollment, and 2) whether increasing high school dual credit students is appropriate for WIU. He observed that Eastern Illinois University includes a line in its enrollment reports for high school dual credit students; EIU has 1,580 high school students that they are counting as EIU students, which has increased their headcount, making them look like they have more students than WIU. Chairperson Pynes pointed out that if one looks at full-time equivalency (FTE) enrollment, WIU is still larger than EIU. He said the discussion raised the twofold questions of whether WIU should change how it reports so that people can see how many high school dual credit students are included and whether that type of enrollment should be increased because having high school students enrolled in WIU classes could lead them to become full-time WIU students in future. Chairperson Pynes added that Acting President Abraham spoke about a program he revamped at Youngstown State when it was found that they were not converting the high school students to regularly enrolled university students. Acting President Abraham reported there has been some movement on this since last Tuesday. He met this morning with Associate Provost Kristi Mindrup on the Quad Cities campus; she coordinates this type of program for both of WIU's campuses. He related that the two discussed some of the challenges for high school dual credit with Illinois law and the potential conflict with other colleges that are partners with WIU that the University needs to be sensitive to. He said the short answer is that the administration is exploring the opportunities to increase WIU's dual credit programs, but there is a need to do so carefully if the decision is made to move forward in order to avoid getting into an uncomfortable situation.

Senator Hunter asked if dual credit would be a good online platform for the 16-county area. He hopes that WIU already has an agreement with Macomb High School but wonders if that could be expanded to deliver online courses to more high schools in order to provide students with a foot in the door of WIU. Acting President Abraham responded that while Dr. Mindrup could speak to this better, he knows some dual credit courses are already offered online, and there are opportunities to expand this, while moving carefully so that the University does things that might be appropriate. Chairperson Pynes asked if it is known how EIU reached those enrollment numbers.

Senator Tasdan remarked that the main problem with Macomb High School students taking dual enrollment classes at WIU is transportation. He related that students cannot take a break from their usual courses to come to WIU to attend a class. He noted that another option would be for faculty from WIU to come to Macomb High School to teach a course so that students do not have to travel. Chairperson Pynes pointed out that one concern is that Macomb High School is the only high school that is really close to WIU's Macomb campus.

Dr. Mindrup said that in response to Chairperson Pynes's earlier question (which she was unable to answer due to a problem with the teleconference system), she cannot speak to the way EIU counts dual enrollment, but she spoke to Institutional Research and Planning (IRP) Director Angela Bonifas about how WIU counts dual enrollment. She related that WIU's headcount includes high school dual enrollment, but they do not count as new freshmen. WIU's dual enrollment numbers have increased from 18 in 2016 to 57 currently. Dr. Mindrup told senators that at one time dual enrollment reached as high as 79. She observed that sometimes spring semester dual enrollment headcount is higher because high school students become aware of this opportunity during the fall semester and enroll in the spring. Dr. Mindrup told senators that WIU's program began with one high school pilot program in

Cambridge, Illinois, about 45 minutes east of Moline, and this year the University has initiated new onsite dual enrollment courses at Quincy High School in law enforcement and Macomb High School in political science. She added that this spring a course in accounting will be offered by Amy Ford at West Central High School in Biggsville, IL. She added that Ms. Ford is an engaged member of that community, which is a valuable connection. Dr. Mindrup told senators that WIU takes a multipronged approach that is a collaborative effort between Academic Affairs and Admissions. She stated that efforts are made to promote dual enrollment through multiple avenues but admitted there are challenges associated with geography and being able to access the campus. Dr. Mindrup stated that a number of students look for general education courses offered online for dual enrollment. She said that the University paces itself offering these types of courses because it is important to provide the appropriate support for high school students taking online classes. She added that onsite courses are offered in Moline and Macomb for students within driving radius to take on campus as it fits their high school schedules.

Chairperson Pynes asked if there is any idea how EIU's dual credit headcount ramped up to 1,580 as opposed to WIU's 18 to 57 in three years. Dr. Mindrup replied she has not looked into this yet, but she will see what she can find out from contacts at EIU and report back. Chairperson Pynes saw where EIU has an agreement with District 214, and he does not know how that is going.

Senator Czechowski asked what WIU is doing to reduce student barriers to success. She reported that public radio in Peoria yesterday talked about the degree completion gap between African American and white students and referenced WIU; the station reported that 80 percent of white students return to WIU but less than 50 percent of African American students return. Senator Czechowski does not like hearing WIU in the news in this way. She wants to know what exactly the University is doing for retention. She brought up with Vice President Rives about a year ago that there is a consortium of colleges in the South and California that are working with a specific group to try to increase retention, and she has sent out many articles about their efforts. She questions what WIU's plan is when discussing retention between first and second years because students do not even have the money to buy their books and supplies, which is a problem. Senator Czechowski is unsure how the University can help these students when it is known that 50 percent of them leave. Acting President Abraham responded that the problem with retention is that every student pretty much has a unique issue or story; it becomes much more of a need for individualized, personalized attention to address their concerns. He believes one of the things that is important is to ensure those students have appropriate mentorship at WIU. Acting President Abraham pointed out that he has been at WIU less than three months, so he does not know everything that has been done already, but he knows that the University needs to be more impactful, more intrusive, and more intentional in making sure that WIU students get the support services they need.

Acting President Abraham related that one initiative discussed with the Tiger Teams is Grades First. He related that Grades First is not being used in the way the administration had hoped, partly because WIU is in the process of developing the new Enterprise Resource Planning (ERP) system, which will have some of these capabilities built into it, and many of WIU's technology efforts right now are being directed toward implementing that system. He noted that there are early warning indicators that faculty can see; this goes back to faculty because they see a lot of students in their classrooms. He stated that, when properly shared, this information can reach support structures – advisors, coaches, or others – who can reach out to those students, determine what is going on, and find out how they can help. He observed that it is a challenge to get this information and also a challenge to connect with the students; this does not just involve sending an email to an email address that a student is no longer using but phoning, texting, snapchatting, and making sure that contact is made. Acting President Abraham stated that this is not about one person, not about him, and not about faculty; it could be another student that reaches out because students communicate very well with other students and sometimes less well with “adults.” He thinks a lot of this needs to be developed institutionally and systematically, and will take time. Senator

Czechowski stated that this is what she fears. Acting President Abraham promised that the administration will not lose sight of this, but it will not happen overnight. He noted, however, that some specific activities, in terms of putting some processes in place to reach out, can be put in place immediately. He stated that Mr. Schuch has said that after seven to eight weeks into the semester there should be some great information that can be accessed about students; this information will be collected manually right now because the University does not yet have a systematic way to collect it. Acting President Abraham stated that this process will help to get some of the forces in place to reach out to these students and look at these concerns. He believes that WIU needs to do a better job with its orientation and first-week programs so that students can build a support network early; this is one of the conversations he plans to have with Admissions in the spring because that office will need to change some of its processes in relation to onboarding new students.

Acting President Abraham realizes that retention also involves students succeeding in the classroom. He has seen a list of about 15 classes that students historically do not succeed in, and approximately half of them are in the math sequence. He recalled that when he spoke at the University Assembly, he used MATH 099 as an example, but he stressed that it is not just MATH 099; it is a question of how the University can get students to a point where they can be successful in Math. He stated that it is probably not the fault of MATH 099 that students are not succeeding in Math; it is rather a university-wide systematic failure and perhaps an educational system failure, not just at WIU, and this needs to be addressed as well. Acting President Abraham believes the retention challenge is critical, and he thinks there are many things the University can do to make things happen immediately, although this problem will also require more systematic fixes that occur over the academic year and beyond. He stated there will be a little impact this year and a lot of impact going forward and promised Senator Czechowski that this is not something that will be lost sight of. He would like to see WIU's retention not only reach where it should be for a university of its size but to exceed the national average. Acting President Abraham stressed that if a student is accepted into WIU as a high school graduate, that student should be expected to graduate in four years, and this needs to be widely committed to as a university, with processes in place that will allow this to happen. He thinks the University can get there, but it will take a couple of years.

Chairperson Pynes related that he was a member of the Persistence and Completion Academy the first year he served on Faculty Senate, so there are people who have been thinking about these problems for some time and would be a good resource. He named Debbie Kepple-Mamros, Angela Lynn, Stacie Hunt, and Angela Bonifas as having insight into why WIU students do not retain. He related that the members looked at lots of information about what WIU can do to help retain students, including engagement in such things as the library and the Rec Center, and talked through these problems. Chairperson Pynes hopes that Acting President Abraham talks to these professionals because people at WIU know that retention is a big issue and have been working on it for a lot longer than the university at-large has been paying attention to it, and they deserve credit.

Senator Cordes asked what Acting President Abraham has found out about addressing some students' problems before they arrive at WIU. He noted that issues of motivation, academics, social and cultural issues all occur before students set foot on WIU, and he wonders what the University can do to reach students on their home ground. He suggested this could include building communities of high school students and bringing them to WIU as a cohort. Acting President Abraham acknowledged that communities can be built in the high schools, but they will not help too much until it is certain that students are admitted to WIU. He agrees that once students are accepted, the University needs to start building community among these students, which is part of the onboarding process. He explained this is more than just having a student show up for a one-day orientation in the summer, registering the student for classes, and then telling them to come back in mid-August. Acting President Abraham stated that there are other universities that seem to have figured this out, and WIU will look into some of these best practices to figure out what works for our population of students. Senator Cordes suggested one idea might be dual enrollment for OAS students. Acting President

Abraham stated that, while he is not necessarily recommending that WIU do this, some schools offer a math boot camp over the summer. He does not know if this would be a good strategy for WIU, but it is a strategy that has been employed by others.

Senator Sawhney has noticed for a long time that student-athletes in his classes seem to do better than other students in general. He thinks this is a credit to their athletic scholarships. He does not find any merit in WIU's four-year guarantee because it is not tied to GPA and has no financial incentive. He thinks students are motivated by finances and would rather see scholarships tied to grades, such as lowering tuition if a student achieves a 4.0, rather than giving students a flat four-year guarantee. Acting President Abraham said this is an interesting idea and not something he has thought about. Senator Sawhney shared this idea with the previous administration as well. Acting President Abraham suspects that it would be impossible to do this from the tuition side, but he thinks there might be a way to implement something like this from the scholarship side; for instance, if a student achieved above a certain GPA, it might be possible to add another scholarship for the following year. He thinks the idea is worth looking into and will take it back to the administration. Senator Sawhney observed that a motivated student can do well in a 45-student class while a non-motivated student can struggle in a class of 25 students. He thinks that the capacity of the faculty can be increased by having motivated students, so this strategy could pay for itself. Acting President Abraham responded he will take this idea to the individuals who work with scholarships and see what the potential is for implementation.

Senator Sawhney thinks there are two big markets for students that have not been properly tapped: India and China. He related that students within a 50-mile radius in India just keep feeding the Computer Science master's degree program year after year. He thinks WIU should try to reach out to these students to help with other programs. Acting President Abraham related that Interim Associate Provost Mark Mossman has spoken to him about international initiatives this year, and Hyderabad, India is one of the areas being looked at, especially for Computer Sciences, because the administration knows there is a market and opportunities there.

Senator Dimitrov asked if any of the Tiger Teams looked at college readiness, particularly ACT/SAT benchmarks for college readiness and specifically for math courses. He suspects that MATH 099 is perhaps trying to address that college readiness issue, but the gap may be too big. Acting President Abraham responded that the administration has looked at ACT/SAT scores as an indicator of success, with success equal to one year's retention, and test scores have been found not to be a big indicator. He does not know about the specifics of the math subscore and its relationship to success in mathematics. He has not looked at this recently and not in relation to WIU, but the data that he has seen indicates these scores were not a particularly strong indicator, even though they are almost universally used for placement purposes. Senator Dimitrov asked if success in MATH 099 correlates well with retention; Acting President Abraham responded that he has not looked at that data.

Senator Cordes brought up to the President's Executive Institute that work study, similar to merit-based scholarships, can aid in retention. He believes that work study provides students with good hands-on experience and wonders if it could be used in conjunction with merit-based scholarships. He suggested that the University might be able to match work study with scholarships so that instead of getting paid \$10 per hour a student could get \$15 per hour, for example. He noted that in this way students work off the cost of their tuition in conjunction with the University, which would support faculty and staff as well as supporting the learning experience. Acting President Abraham thinks that increasing the amount of work study available and paying students appropriately is important. He noted that the University will be forced to pay more for student help in future because the minimum wage in Illinois will be going up. Senator Cordes suggested that this could be merit-based so that if a student achieves a 3.5 they receive a certain level of reimbursement and a 4.0 would receive a different level. He thinks that this would give back to departments while allowing students to build relationships.

Chairperson Pynes, in response to the suggestions from Senators Sawhney and Cordes, remarked that market-based attempts to influence behavior often fail. He observed that students may be getting lower grades because they are less prepared, but it may also be that they are working hard at a job or have family obligations or some other issue. He is skeptical of market-based solutions for motivation and thinks that Senator Cordes's idea will be problematic because the federal government wants their cut in terms of taxes, so it may be impossible to pay students with scholarships.

Senator Robinett served on the Retention Tiger Team this summer. He admits that Athletics and the Greek community do very well with retention, but noted that their advisors are the most intrusive. He related that Athletics asks faculty to turn in comments on students every four weeks using Grades First rather than turning them in at midterm or the end of the semester; Greek advisors receive their students' grades at midterm and are able to address concerns more effectively. He thinks that rather than focusing on scholarships the University should look into advising to increase retention. Senator Robinett stated that for this reason the Tiger Team listed Grades First as one of the strategies the administration should consider first; other strategies included supporting the Multicultural Center and those areas that work with disabilities and veterans. He does not think the University has programs similar to those used by Athletics and Greek organizations that work closely with students from diverse or minority populations. Senator Robinett related that besides MATH 099, the Tiger Team looked at any course with over 15 students that had a non-success rate above 25 percent for more than one semester from Fall 2015 to the present. He stated that the Retention Tiger Team looked at national failure rates for MATH 099 and other courses and forwarded the entire list to the Interim Provost with a request that he look into the level of instructors teaching these courses, course attendance, delivery method, textbooks, national averages for non-success rates, the time the classes are offered, and cohort failure rates. Senator Robinett related that the Retention Tiger Team noticed that many of the courses on the list were ones that students would take their first semester. He added that they observed that a C- in STEM courses may be preventing students from proceeding, and they looked at synthesizing behaviors among Reach students, which is the new designation for OAS students. They also looked at whether there would be ways for scholarships to incentivize student behaviors. Senator Robinett told senators all of this information was moved forward by the Retention Tiger Team after spending a lot of time going through the data, and he would be happy to share more information about this process.

Senator Franken asked if retention issues may be affected by students receiving large scholarships to come to WIU but then these subsequently dry up and cannot be extended into later years. Acting President Abraham responded that Western Commitment is a four-year guarantee for students who continue to make satisfactory progress, while Foundation scholarships are the ones that may drop off. He pointed out that freshmen may receive some of these scholarships, which are not renewable, and then not receive additional scholarships in their sophomore years to make up the difference. He does not know if this impacts retention, but he knows that it occurs and stated that the administration will be looking into this to see if there are opportunities to address this concern.

Senator Hunter asked what percentage of retention revolves around financial aid. Acting President Abraham responded that retention involves a whole range of things, and he does not know that he can point to what percentage is a result of financial aid. Senator Robinett added that this data has not been as systematic as it could be, but the University is now asking why students choose not to return. He related that students should have received a note from Mr. Schuch's office asking them why they did not come back this year. Senator Hunter asked, if the problem is financial aid, whether WIU is doing anything pro-actively to work with those students to determine if there is a way they might be able to stay. Acting President Abraham responded that the University has now put some procedures in place to help identify why students leave WIU. He stated that if it can be determined why students decide to leave – and not all students indicate that they will not come back before they leave – there might be an opportunity to intervene. He added that the University is starting to collect data about how many leave for financial reasons, which in some cases might allow

the University to do something to help. He added that the intention is to be more intrusive about asking these questions, both after students leave and, preferably, before they leave. Chairperson Pynes related that when he served on the Persistence and Completion Academy advisors related that when they ask students why they leave the University they struggle to get an accurate answer. He suspects students may be embarrassed to admit the real reason, so they may say the reason is a family problem or because they cannot afford to attend when it may, instead, be a different reason. He thinks it is a difficult problem to solve to get honest answers from these students.

Senator Hunter related it is a pleasure to work with student-athletes in his classes, partly because Athletics advisors are right on top of any issue and work together with faculty to get student-athletes through. He related that he has not had as much interaction with the Greek advisors, but if WIU plans to replicate that system on a broader scale it will likely involve additional funding and moving resources around. He asked if this is being discussed as a strategy to increase attendance and opportunities for students. Chairperson Pynes responded this is a very good question. He recognizes that student-athletes get a lot of advising; when he served on the Persistence and Completion Academy, a lot of staff said that there needs to be more advisors hired and students need to get in front of their advisors. Chairperson Pynes observed, however, that students do not need to see an advisor to do better in his classes; they need to meet with him. He believed that students need to be encouraged to schedule time to meet with the faculty teaching their classes because they are the ones teaching and grading them, and the faculty know what is on their tests. He thinks that part of the labor problem is actually a faculty problem; faculty need to encourage students to see them when they are struggling rather than saying the University needs to hire more advisors. He believes that part of this problem belongs to the faculty; if the problem is about the academic side, that falls on faculty. Chairperson Pynes related that he stated this at the Persistence and Completion Academy, and he still believes this today. Senator Hunter is not sure hiring more advisors is the solution. He thinks that, instead, some of the techniques used by certain advisors should be spread out further into the general population. Chairperson Pynes remarked there is a lot of accountability with student-athletes. Senator Hunter hopes his students feel comfortable talking to him, but he still thinks there is something about Athletics advising that supports their students better. Chairperson Pynes pointed out that student-athletes have tutors, not just advisors. Acting President Abraham observed that one very important character of Athletics that cannot be replicated in the general population is that advisors can tell student-athletes they need to take some specific action or they cannot play the sport they came to WIU to play, which is a huge motivational tool. He added this does not mean that Athletics does not have some good techniques that can be replicated; for instance, Athletics uses Grades First to get information from faculty about challenges students have in their classes. He added, however, that Athletics advisors can tell student-athletes that they need to talk to their professor and report back to the advisor regarding what that professor said or they will not be able to practice with their team the next day, and that piece cannot be replicated.

Senator Zbeeb observed that there is a lot of discussion about retention but he thinks the University's main problem is enrollment. He realizes that it will take some time to fix this problem, but he wonders what immediate steps can be taken to improve enrollment now. He understands there are long-term goals but wonders what immediate steps can be taken to stop the bleeding that WIU is undergoing. Senator Zbeeb also suspects that the University is still targeting low-ACT students, and he does not know why. He related that his children have high ACT scores but WIU did not reach out to them; this lack of recruitment also occurred with the children of one of his friends in the Quad Cities, and Senator Zbeeb sees this trend happening repeatedly. He wonders if the University must wait for the ERP software to be installed to address this problem, noting that will take two to five years to implement, and he does not know if WIU can wait that long. He wonders if this problem should instead be attacked from a different angle. Acting President Abraham acknowledged that the fully operational ERP system will take five years or more to implement, but the first module going into place is the admissions and recruiting module, which he is told should be completed in a year, so that will help. He stated the reason this module is being put into place first is to

respond quickly to some of the immediate challenges. Acting President Abraham added that some things that can be done right now include changes being made to WIU's scholarship program that the administration thinks will have some significant impact. He stated that scholarships will be able to be offered to some populations that the University has not previously been able to reach. He related that steps are being taken to work with WIU's community college partners that may allow the University to be more successful attracting transfer enrollments. Acting President Abraham met with the President of Black Hawk College in the Quad Cities this morning and has met with the leadership of Spoon River College already, and there are others on his list. He believes these meetings may help to determine if there are things WIU can do differently that would be more successful in helping transfer students make the transition. He stated that some things put into place to address enrollment are short-term fixes that can be implemented fairly soon while others are longer term. Acting President Abraham assured Senator Zbeeb that the University is interested in having students of all varieties be recruited. Acting President Abraham stated that, while he cannot say why a specific prospect may not have received a certain piece of material from the University because he does not know everything about all of the recruiting campaigns, he does know WIU needs to do better with the campaigns being used so that students receive the proper materials. He related that Admissions is working on that and will continue to work on it, taking advantage of the technologies available to be able to improve that process. He observed that while new freshmen numbers were down again this year, they were not down by as much as the overall enrollment of new students, so a lot of the strategies that were put into place last year, before Acting President Abraham arrived, proved effective in stemming some of the challenges with the new freshmen population. He believes that if the University continues to focus on that as well as looking at some new things that can be done, WIU will be able to grow that new freshmen population again.

Senator Dimitrov observed that other universities have solved their enrollment problems by admitting a lot of international students. He has had several conversations with members of WIU's administration to ask when the University plans to bring the next 2,000 students from China or India here. He understands that the University has some pilot programs in place, but he suggests that the administration look very seriously into that possibility. Senator Dimitrov observed there are foreign students that can pay WIU's college tuition rate, and he thinks this is a big source of possible revenue for the University. He suggested that Acting President Abraham put together a team to look at some specific steps that can be taken toward this end. Acting President Abraham agrees there is a lot of opportunity in this area but pointed out that this route is not as easy as it was a few years ago. He related that there are now a lot of challenges because the current administration is not supportive of providing large numbers of visas for international students. He noted, however, that there are still ways to address this and things the University can consider doing that can be effective, and this is on the list of a number of things the administration is looking at. He is not sure, however, about attracting Chinese students because the Chinese market is saturated; he believes India is a good area as well as other countries. Acting President Abraham related there are many U.S. and non-U.S. institutions that are recruiting in China; it is a very competitive market right now and has become very hard to bring large populations of Chinese students to a university. He related that five years ago Youngstown State worked very hard to get Chinese students but were not highly successful because it is a tough market. He added that the Chinese base their decisions almost entirely on ranking; if a university is not number one in the nation, these students will go elsewhere. He said this does not mean that WIU should not try to attract these students, but it is a hard market. Senator Dimitrov thinks it depends where in China one is recruiting. He agrees that Beijing may be a hard market but wonders if the provinces might be more open to recruitment. Acting President Abraham responded that he has been in several provinces in China, and it is tough in many. He related that once one gets away from the main areas, students do not speak high quality English, which is a difficulty, so an institution must be very careful about the type of students it is recruiting. He added this does not mean that WIU should not recruit there, but it is not a simple answer.

Senator Oursler related that he was a student-athlete for many years in college, and he believes that these students not only feel a responsibility to their professors or even to

themselves but also to their peers. He believes that feeling a responsibility to one's peers, who are among a small group on a team, is where the motivation comes from for student-athletes to take care of business. He believes the incentive is to be accepted by peers within a group, similar to students in Greek life; there is a social aspect that incentivizes their behavior. He does not know how to create a social aspect that might motivate a group of students who are struggling with MATH 099, but that is why student-athletes respond differently than other students.

Senator Banash reported that he teaches First Year Experience courses currently, but when he spent years as the English graduate coordinator he had a lot of advisor screens that he no longer has. He formerly could see students' transcripts, GPAs, advisors, and how they are moving through the system, but now if he wants a specific screen he must ask for it since as a faculty member they are all gone. He stated that even if faculty want to be intrusive, the technology is not necessarily in place for them to do so, nor is the culture necessarily there. He thinks that FYE could be really useful in terms of doing these kinds of things.

Chairperson Pynes thanked Acting President Abraham for coming to Faculty Senate and told him that he is always welcome at the table and at the Executive Committee meetings. He encouraged everyone to attend the Board of Trustees meeting on October 3 and 4, adding that there is an open meeting both days. He promised that as soon as the agenda is made public he will send it to the senators.

III. Reports of Committees and Councils

A. Senate Nominating Committee (SNC) (Jeremy Robinett, Chair)

1. Nominations to Fill Vacancies

SENATE COUNCILS AND COMMITTEES:

Council on Curricular Programs and Instruction

Niyazi Ekici, LEJA	replacing	Todd Lough	2021	At-large
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AD HOC COMMITTEES

Social Responsibility Committee

Susan Brooks, Math/Philosophy (WIUQC)	2020
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Ad Hoc Committee to Identify WIU's Peer Institutions

Beth Hansen, Math/Philosophy	A&S
Hoang Bui, Computer Sciences	B&T
Debra Miretzky, Education	E&HS
Katherine Broughton, RPTA	WIUQC

There were no further nominations, and the slate of candidates was declared elected. A representative from Fine Arts and Communication for the ad hoc committee will be brought forward at the next Senate meeting.

IV. Old Business

A. Revised Senate Nominating Committee Policies and Procedures

Chairperson Pynes related that after the last Senate meeting the Recording Secretary found out that Music and Art no longer receive funding through the SGA Council on Student Activities Funds (CSAF), so the portion of the policies and procedures regarding avoiding nomination of Music and Art faculty to CSAF in order to avoid possible conflict of interest has been removed. The Senate

Nominating Committee also added a section listing which councils and committees have terms different than the usual three years.

Motion: To approve the policies and procedures as amended (Filipink/Hunter)

MOTION APPROVED 20 YES – 0 NO – 0 AB

B. Proposed Change to Senate Bylaws Article VI.C.1.b.: Committee on Provost and Presidential Performance

1. Second Reading and Vote

The change to Article VI.C.b. would allow the Faculty Senate to create the Committee during years where there is no survey required:

The Committee shall be constituted annually at one of the first Senate meetings of the year and shall conduct the surveys annually, ~~except that there~~ **There** will be no ~~committee composed of~~ survey distributed in the first year of a given person's appointment to the position of Provost or President.

Motion: To approve the bylaws amendment (Franken/Filipink)

MOTION APPROVED 20 YES – 0 NO – 0 AB

C. Proposed Changes to Senate Bylaws Article VII: Rules Governing Committees and Councils of the Senate

1. Second Reading and Vote

Chairperson Pynes explained the changes address the former problem with how committees and councils of the Senate are defined; there is now a separate definition specifying that committees are composed of senators, and councils are comprised of non-senators. He added that there are four Faculty Senate committees and eight Senate councils.

Senator Franken asked if this change means that a senator can no longer serve on a council; Chairperson Pynes replied that senators have never been able to serve on councils, but they can serve on committees. Senator Franken remarked that he was granted a special exception by the Senate when he was first appointed so that he could attend the one meeting of the Council on Intercollegiate Athletics that semester.

College of Arts and Sciences Dean Sue Martinelli-Fernandez recalled that in the past senators have not understood that they must serve the entire year from August through July and cannot say that they are unable to serve for the month between July and August. She observed that Article VII.A.2. of the Constitution states that "Unless otherwise specified, the term of appointment shall be three years and shall follow a staggered plan." She wondered if this section should also indicate the dates of that term. Chairperson Pynes pointed out that the Bylaws include a definition of a Senate year: Article I, Section 2 of the Bylaws states 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."

Motion: To approve the bylaws amendment (Filipink/Dimitrov)

MOTION APPROVED 20 YES – 0 NO – 0 AB

V. New Business

A. Board of Trustees Consent Agenda for October 3/4, 2019

Chairperson Pynes told senators that he will not object to the agenda at the BOT meeting but will also be unable to consent to their agenda on behalf of Faculty Senate since it has not yet been distributed. He will tell the Trustees that Faculty Senate does not consent to anything because senators have not had a chance to view the agenda, unless senators want to have a special meeting just to discuss the agenda once it comes out. Senator Perabo asked what should happen if the agenda is received following today's meeting and a senator objects to something on it. Chairperson Pynes suspects that there may be some things on the BOT agenda that may be potentially objectionable. He remarked that Faculty Senate objected to certain program eliminations that were on a prior BOT agenda but that meeting did not occur; that objection is on the record in case those items reappear on the October BOT agenda. He added that the previous Faculty Senate voted on this objection, and that vote will carry over. He stated that if there are any other items on the October agenda that a senator thinks drastically need attention, there may need to be a special Faculty Senate meeting.

B. For the Good of the Body

Senator Tasdan asked if Acting President Abraham plans to visit departments in future. Acting President Abraham responded that visits to colleges have been scheduled but visits to departments are not on his agenda at this point.

Motion: To adjourn (Filipink)

The Faculty Senate adjourned at 5:24 p.m.

Susan Czechowski, Senate Secretary

Annette Hamm, Faculty Senate Recording Secretary