

Provost Performance Survey Report
2024-2025 Academic Year

Faculty Senate Committee on Provost and Presidential Performance (CPPP)
Senators: Julia Albarracin (Chair), Benjamin Brewer, Heidi Elbe, Alice Melkumian, and
Seyfi Turkelli

We would like to thank Annette Hamm and Senate Chair Robinett (for their support, survey creation, and distribution).

Executive Summary

A survey was designed and administered by the Faculty Senate Committee on Provost and Presidential Performance (CPPP). The Faculty Senate sent 343 survey invitations to eligible faculty; 151 faculty members at least partially completed the survey and 119 completed it (39% response rate). As a point reference, for the year 2019-2020, when Provost William Clow was evaluated, the Faculty Senate sent 434 Invitations to eligible faculty, and 137 faculty members completed it (32% response rate). The respondents evaluated the Interim Provost on a 1-5 scale, where 1 was strongly disagree and 5 was strongly agree. The average mean response to all questions about performance on different areas was 2.17, with a standard deviation of 1.44. Faculty rated the provost's performance in the areas of creation of positive campus environment, support of the university's mission, resource management, management style and practices, and provost-faculty relationships. The respondents were also given opportunities to comment on Interim Provost Mossman's overall performance. The comments provided are summarized at the end of each thematic section at the end of this report.

Overview and Methodology

The CPPP used the same survey that was administered during the 2023-2024 evaluation period. The CPPP will share the executive summary with the Faculty Senate, the President, and the Board of Trustees.

The survey was conducted online by emailing each eligible faculty member a web link to complete the survey on Qualtrics. The survey ran from February 20th to March 1st, 2025. The survey had a few additional options of No Basis for Response and Decline to Respond, which are not included in the sample sizes on which statistical analyses were performed.

Demographic and Selected Characteristics

- Of the total of 110 respondents who indicated their gender, 45% (50) identified as female, 42% as male (46), 3% (3) as Genderqueer/Gender Non-conforming/Nonbinary, 1% (1) stated being unsure, 9% (10) preferred to self-describe.
- Out of 109 respondents, 92% (100) individuals stated being Unit A and 8% (9) Unit B.

- Of 107 participants who provided their years of service, 42% (45) indicated having been at Western Illinois University for 11-20 years, 31% (33) for more than 20 years, 15% (16) for 0-5, and 12% (13) for 6-10 years.
- Out of the 105 survey participants who indicated their college, 38% (40) were from the College of Arts and Sciences, 15% (16) were from the College of Business and Technology, 22% (23) were from the College of Education and Human Services, 19% (20) were from the College of Fine Arts and Communication, 2% (2) were from the University Libraries, and 4% (4) identified as other.
- On frequency of interactions with Dr. Mossman, 41% (44) of respondents selected 1-3 times a year, 27% (29) selected 1-3 times a semester, 20% (22) selected 1-3 times a month, and 12% (13) selected never.
- Of the 109 survey participants who responded which campus is their primary workplace, 96% (105) responded primarily working on the Macomb campus and 4% (4) primarily on the Quad Cities campus.

Section 1: The Survey Administered

QID2

Interim Provost Mossman's Faculty Evaluation 2025

This confidential, secure online survey is being used to provide eligible faculty members opportunities for providing input regarding the performance of Interim Provost Mossman. This year's survey is the same as last year.

The survey has been developed, administered, and will be analyzed by the Faculty Senate's Committee on Provost and Presidential Performance (CPPP). A report summarizing the responses to this survey will be provided to Interim Provost Mossman and will also be made available to the campus community through the Faculty Senate's website. For each of the following series of questions you will be asked to rate how effective Interim Provost Mossman has been in the current academic year (2024-2025) in performing various aspects of his responsibilities.

Q38 The link below is a brief synopsis of Interim Provost Mossman's evaluation of his goals and accomplishments from the academic year 2024-2025. Please review the synopsis prior to evaluating Interim Provost Mossman's performance.

Self-Evaluation, Mark Mossman

February 4, 2025

Dr. Jeremy Robinett, Senate Chair
Western Illinois University

RE: Mark Mossman, First-Year Self Evaluation
Interim Provost and Academic Vice President

Dear Dr. Robinett,

It is an honor to serve Western in the role of Interim Provost. I believe deeply in this institution, its mission, and its long history of excellence and accessibility.

I submit to you below a self-evaluation of my performance over the last year. I have framed this evaluation under four categories: Priorities and Initiatives; Accomplishments; Challenges; and Imagining the Future.

Please know that I am happy to speak further on any of the items below.

Sincerely,

Mark Mossman

AY 24-25 Priorities and Initiatives

In the past year the Provost's Office has been able to better identify our priorities and as a result begin to better implement a number of initiatives for the Division. These include:

- Establish overall fiscal stability and eliminate the budget deficit in the division
- Increase support for DEI initiatives and support for first- to second-year retention
- Reimagine the QC campus and advocate for increased funding
- Increase number of minority vendors used in the division
- Establish a "return to campus" policy in order to improve community and a sense of place for students, faculty, and staff
- Increase faculty capacity in order to maximize efficiency in the course schedule
- Correct issues with overload and adjunct costs (see attached MOA)
- Increase transparency and communication
- Work on the enhancement of the Provost Travel Award (in progress)

AY 24-25 Accomplishments

We have made progress in numerous areas over the last year. These accomplishments include:

- Successfully avoided an anticipated cashflow crisis in September
- Developed a proposal for The WIU Innovation Campus at the Quad Cities; expanded partnerships with the University of Illinois and Iowa State University regarding the newly formed Quad Cities Manufacturing Institute (QCMI) [both of these items provide a foundation for revenue generation in the coming academic years]
- Started the process of increasing faculty capacity and better efficiencies in course/program offerings
- Initiated efforts to increase transparency and communication (participated in Innovation Discussions with President Mindrup; met with almost every department in the division; formed a small advisory group of department chairs; committed to increasing Provost Office attendance at University Chairs Council)
- Supported student learning and student success on campus, emphasizing to current and prospective students WIU's success in achieving a high social mobility rate for our alumni
- Despite the funding crisis, made numerous attempts to support Deans, Chairs, Staff, and Faculty in localized recruitment, retention, and student learning activities

AY 24-25 Challenges

The Division faces numerous challenges. These include:

- A fiscal environment created by the following: (1) a significantly decreased undergraduate student population since 2017; (2) a consistent pattern of partial funding from the state; (3) a budget deficit for two years prior to my assumption of this role
- A wider campus environment characterized by this: (1) over a decade of an austerity mindset and behavior; (2) a low morale and a lack of purpose; (3) a general unwillingness by our WIU community to communicate with parties and stakeholders who disagree with us (this unwillingness includes the Provost and the Provost's Office, administration in the division, as well as staff, faculty, and students in the division); (4) a campus that has over 500 million dollars in deferred maintenance from the state.
- A complicated set of teaching environments and pedagogical approaches, which are characterized by the following: (1) the necessity to increase teaching loads for our faculty and thus decrease the time faculty members have to meet with individual students, to scrutinize course materials, to prep individual classes, etc; (2) the circumstances of our students, many of whom were just starting high school during the Covid-19 pandemic, and thus have experienced mild to severe learning loss; (3) the technology, classrooms, labs, and buildings on the Macomb campus that are old and in need of updates and repairs; (4) a larger shift in the region and nation that is hostile to the value of a public higher education system.

AY 25-26, Imagining the Future

With sustained focus and problem solving, each of the challenges above can be met and resolved. And indeed, we are well on the way to a significant rebirth of the institution.

The following constitute this foundation of this vision:

- The creation of a fiscal environment where the university is simultaneously hyper-efficient and oriented towards revenue growth
- A recognition that we cannot depend on state appropriations
- A retooling of the operational structure in the division that will simultaneously lead to cost savings while maintaining the intellectual identity of the departments/disciplines

Conclusion

As noted above, I am happy to expand this self-evaluation further if needed.

Dr. Mark Mossman

Please find below the evaluation questions for Interim Provost Mossman's performance.

Agreement questions, with answers ranging from 1-strongly disagree to 5-strongly agree. Other possible answers included No Basis for Response and Decline to Respond.

QID4 Interim Provost Mossman effectively promotes an environment for excellence in scholarship.

QID5 Interim Provost Mossman effectively promotes an environment for excellence in teaching and learning.

QID6 Interim Provost Mossman effectively promotes policies that support the mission of the university (<http://www.wiu.edu/catalog/intro/values.php>) relative to long-term strategic planning.

QID7 Overall, Interim Provost Mossman fosters an academic environment that is rewarding for faculty work.

QID8 Overall, Interim Provost Mossman fosters an academic environment that is rewarding for students to learn.

QID9 Interim Provost Mossman effectively promotes policies that foster the activities of your department or academic unit.

QID10 Interim Provost Mossman manages the University's resources well.

QID11 Interim Provost Mossman effectively promotes resource development for Academic Affairs.

QID12 Overall, Interim Provost Mossman fosters faculty success.

QID13 Interim Provost Mossman fosters high academic standards for students at Western Illinois University.

QID14 Interim Provost Mossman allocates resources so that your department or academic unit's faculty can accomplish their research mission.

QID15 Regarding faculty, Interim Provost Mossman's management practices promote excellence.

QID16 Regarding faculty, Interim Provost Mossman's management practices promote diversity.

QID17 Regarding staff, Interim Provost Mossman's management practices promote excellence.

QID18 Regarding staff, Interim Provost Mossman's management practices promote diversity.

QID19 Interim Provost Mossman ensures that university policies, procedures, and available resources are transparent to you.

QID20 Interim Provost Mossman is responsive to your concerns.

QID21 Interim Provost Mossman provides effective leadership in the area of international education.

QID22 Interim Provost Mossman provides effective leadership in the area of the Centennial Honors College.

QID23 Interim Provost Mossman supports faculty governance at all levels.

QID24 Interim Provost Mossman consults the faculty adequately before making important decisions.

QID25 Interim Provost Mossman makes effective administrative appointments.

QID26 Overall, Interim Provost Mossman is highly effective at performing the duties of the Provost.

QID27 Please provide additional comments or suggestions about Interim Provost Mossman's performance regarding personnel and faculty relations.

QID28 Please provide additional comments or suggestions about Interim Provost Mossman's performance regarding academic goals.

QID29 Please provide additional comments or suggestions about Interim Provost Mossman's overall performance.

QID30 For purposes of data analysis, please provide the following demographic information.

QID31 Which best describes your gender?

Female/Woman (1)

Male/Man (2)

Transgender (3)

Trans Female/Woman (4)

Trans Male/Man (5)

Genderqueer/Gender Non-conforming/Nonbinary (6)

Questioning/unsure (7)

Prefer to self-describe: (_____) – *self describe text box* (8)

QID32 What is your academic unit?

College of Arts and Sciences (1)

College of Business and Technology (2)

College of Education and Human Services (3)

College of Fine Arts and Communication (4)

University Libraries (5)

Other (6) _____

QID33 With which faculty unit are you affiliated?

Unit A (1)

Unit B (2)

QID34 Including this year, how many years of service with WIU do you have?

0-5 years (1)

6-10 years (2)

11-20 years (3)

more than 20 years (4)

QID35 How often do you have interaction with the Interim Provost?

1-3 times a week (1)

1-3 times a month (2)
1-3 times a semester (3)
1-3 times a year (4)
Never (5)

QID36 On which campus do you primarily work?
Macomb (1)
Quad Cities (2)

QID37 Thank you for taking the time to provide confidential input regarding the performance of Interim Provost Mossman in the academic year 2024-2025. Click on the Next button to complete the survey.

Section 3: Statistical Findings and Qualitative Comments

The questions were classified in themes, including positive environment, support of the university's mission, resources management, management style and practices, and provost-faculty relationships. For each question we report frequencies of responses, mean, and standard deviation. We also include qualitative comments for each theme showing strengths and areas for growth,

1. Positive Environment (QIDs 4, 5, 7, and 8)

Q1: Interim Provost Mossman effectively promotes an environment for excellence in scholarship. ¹¹⁰

1=Strongly Disagree	43%	47
2	23%	25
3	13%	14
4	10%	11
5=Strongly Agree	12%	13

Mean: 2.25

Standard Deviation:1.40

Q2. Interim Provost Mossman effectively promotes an environment for excellence in teaching and learning. 118

Q40 - Interim Provost Mossman effectively promotes an environment for excellence in teaching and learning.	Percentage	Count
1=Strongly Disagree	46%	54
2	14%	16
3	14%	17
4	11%	13
5=Strongly Agree	15%	18

Mean: 2.36

Standard Deviation:1.51

Overall, Interim Provost Mossman fosters an academic environment that is rewarding for faculty work. 119

Q1D7 - Overall, Interim Provost Mossman fosters an academic environment that is rewarding for faculty work.	Percentage	Count
1=Strongly Disagree	58%	68
2	18%	21
3	7%	8
4	7%	8
5=Strongly Agree	11%	13

Mean: 1.96

Standard Deviation:1.38

Overall, Interim Provost Mossman fosters an academic environment that is rewarding for students to learn. 112

Q1D8 - Overall, Interim Provost Mossman fosters an academic environment that is rewarding for students to learn.	Percentage	Count
1=Strongly Disagree	44%	49
2	14%	16
3	17%	19
4	12%	13
5=Strongly Agree	13%	15

Mean: 2.37

Standard Deviation:1.46

Positive Themes:

- Some faculty find Interim Provost Mossman is approachable and easy to talk to.

- A few comments mentioned that he genuinely listens during department meetings.
- Efforts to increase department visits were seen as a step toward fostering openness.

Negative Themes:

- Widespread faculty distrust and deteriorating morale due to layoffs and lack of transparency.
- Perceptions of a hostile or toxic work environment created by administrative decisions.
- Faculty feeling overworked and unsupported, leading to burnout and program instability.

2. Support of the University's Mission (QID 6)

Interim Provost Mossman effectively promotes policies that support the mission of the university (<http://www.wiu.edu/catalog/intro/values.php>) relative to long-term strategic planning. 114

QID6 - Interim Provost Mossman effectively promotes policies that support the mission of the university (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.	Percentage	Count
1=Strongly Disagree	35%	40
2	21%	24
3	17%	19
4	11%	13
5=Strongly Agree	16%	18

Mean: 2.52

Standard Deviation: 1.46

Positive Themes:

- Some comments acknowledged that difficult decisions were made with institutional survival in mind.
- A few respondents saw the general education restructuring as aligning with broader access goals.
- A sense that Interim Provost Mossman is trying to adapt the university to current financial and enrollment realities.

Negative Themes:

- Mission and academic integrity seen as undermined by financially driven decisions.
- Cuts perceived to contradict the mission of academic excellence and student success.
- Strategic goals described as vague, misaligned, or non-existent from the faculty's perspective.

3. Resource Management (QID10, 11, and 14)

Interim Provost Mossman manages the University's resources well. 112

QID10 - Interim Provost Mossman manages the University's resources well.	Percentage	Count
1=Strongly Disagree	42%	47
2	18%	20
QID10 - Interim Provost Mossman manages the University's resources well.	Percentage	Count
3	19%	21
4	8%	9
5=Strongly Agree	13%	15

Mean: 2.33

Standard Deviation: 1.42

Interim Provost Mossman effectively promotes resource development for Academic Affairs. 92

Interim Provost Mossman effectively promotes resource development for Academic Affairs.	Average	Minimum	Maximum	Count
1=Strongly Disagree	1.00	1.00	1.00	49
2	2.00	2.00	2.00	10
3	3.00	3.00	3.00	11
4	4.00	4.00	4.00	11
5=Strongly Agree	5.00	5.00	5.00	11

Mean: 2.18

Standard Deviation: 1.47

Interim Provost Mossman allocates resources so that your department or academic unit's faculty can accomplish their research mission. 114

QID14 - Interim Provost Mossman allocates resources so that your department or academic unit's faculty can accomplish their research mission.	Percentage	Count
1=Strongly Disagree	61%	70
2	18%	21
3	8%	9
4	4%	5
5=Strongly Agree	8%	9

Mean: 1.79

Standard Deviation: 1.24

Positive Themes:

- Recognition that resource-related decisions were necessary given severe budget constraints.
- Some appreciated that Interim Provost Mossman was willing to make tough choices to avoid institutional collapse.
- Efficiency and cost-saving strategies were noted as necessary by a few faculty members.

Negative Themes:

- Layoffs and resource cuts viewed as erratic, poorly communicated, and harmful to departments.
- Concerns over inequitable distribution of faculty and lack of transparency in hiring/firing.
- Perceived failure to protect revenue-generating programs and vital academic resources.

4. Management Style and Practices (QIDs 9, 12, 13, 15, 16, 17, 18, 19, 20, 21, and 22)

Interim Provost Mossman effectively promotes policies that foster the activities of your department or academic unit. 119

QID 9 - Interim Provost Mossman effectively promotes policies that foster the activities of your department or academic unit.	Percentage	Count
1=Strongly Disagree	53%	63
2	19%	23
3	8%	10
4	7%	8
5=Strongly Agree	13%	15

Mean: 2.07

Standard Deviation: 1.42

Overall, Interim Provost Mossman fosters faculty success. 118 ⓘ

QID12 - Overall, Interim Provost Mossman fosters faculty success.	Percentage	Count
1=Strongly Disagree	53%	63
2	14%	17
3	14%	17
4	7%	8
5=Strongly Agree	11%	13

Mean: 2.08

Standard Deviation: 1.39

Interim Provost Mossman fosters high academic standards for students at Western Illinois University. 106

QID13 - Interim Provost Mossman fosters high academic standards for students at Western Illinois University.	Percentage	Count
1=Strongly Disagree	42%	45
2	11%	12
3	20%	21
4	17%	18
5=Strongly Agree	9%	10

Mean: 2.40

Standard Deviation: 1.41

Regarding faculty, Interim Provost Mossman's management practices promote excellence. 116

QID15 - Regarding faculty, Interim Provost Mossman's management practices promote excellence.	Percentage	Count
1=Strongly Disagree	53%	62
2	19%	22
3	8%	9
4	8%	9
5=Strongly Agree	12%	14

Mean: 2.06

Standard Deviation: 1.42

Regarding faculty, Interim Provost Mossman's management practices promote diversity. 87

QID16 - Regarding faculty, Interim Provost Mossman's management practices promote diversity.	Percentage	Count
1=Strongly Disagree	37%	32
2	14%	12
QID16 - Regarding faculty, Interim Provost Mossman's management practices promote diversity.	Percentage	Count
3	17%	15
4	13%	11
5=Strongly Agree	20%	17

Mean: 2.64

Standard Deviation: 1.55

Regarding staff, Interim Provost Mossman's management practices promote excellence. 85

QID17 - Regarding staff, Interim Provost Mossman's management practices promote excellence.	Percentage	Count
1=Strongly Disagree	49%	42
2	18%	15
3	14%	12
4	5%	4
5=Strongly Agree	14%	12

Mean: 2.16

Standard Deviation: 1.44

Regarding statement: Interim Provost Mossman's management practices promote diversity. 68

QID18 - Regarding statement, Interim Provost Mossman's management practices promote diversity.	Percentage	Count
1=Strongly Disagree	41%	28
2	9%	6
3	24%	16
4	4%	3
5=Strongly Agree	22%	15

Mean: 2.57

Standard Deviation: 1.57

Interim Provost Mossman ensures that university policies, procedures, and available resources are transparent to you. 113

QID19 - Interim Provost Mossman ensures that university policies, procedures, and available resources are transparent to you.	Percentage	Count
1=Strongly Disagree	57%	64
2	14%	16
3	8%	9
4	12%	14
5=Strongly Agree	9%	10

Mean: 2.03

Standard Deviation: 1.39

Interim Provost Mossman is responsive to your concerns. 108 ⓘ

QID20 - Interim Provost Mossman is responsive to your concerns.	Percentage	Count
1=Strongly Disagree	53%	57
2	14%	15
3	11%	12
4	8%	9
5=Strongly Agree	14%	15

Mean: 2.17

Standard Deviation: 1.48

Interim Provost Mossman provides effective leadership in the area of international education. 71

QID 21 - Interim Provost Mossman provides effective leadership in the area of international education.	Percentage	Count
1=Strongly Disagree	58%	41
2	18%	13
3	7%	5
4	4%	3
5=Strongly Agree	13%	9

Mean: 1.96

Standard Deviation: 1.40

Interim Provost Mossman provides effective leadership in the area of the Centennial Honors College. 74

QID 22 - Interim Provost Mossman provides effective leadership in the area of the Centennial Honors College.	Percentage	Count
1=Strongly Disagree	57%	42
2	8%	6
3	15%	11
4	8%	6
5=Strongly Agree	12%	9

Mean: 2.11

Standard Deviation: 1.46

Positive Themes:

- A minority saw Interim Provost Mossman as transparent in one-on-one or small group meetings.
- Some acknowledged that he admitted when he lacked information and was willing to listen.
- Perceived willingness to meet with departments to explain decisions (in some cases).

Negative Themes:

- Overwhelming concerns about lack of transparency and poor communication.
- Decision-making viewed as unilateral, last-minute, and dismissive of shared governance.
- Reports of inconsistent messaging and contradictory statements between meetings.

5. Provost-Faculty Relationships (QIDs 23, 24, and 25)

Interim Provost Mossman supports faculty governance at all levels. 115

QID23 - Interim Provost Mossman supports faculty governance at all levels.	Percentage	Count
1=Strongly Disagree	53%	61
2	12%	14
3	11%	13
4	12%	14
5=Strongly Agree	11%	13

Mean: 2.17

Standard Deviation: 1.46

QID24 - Interim Provost Mossman consults the faculty adequately before making important decisions.	Percentage	Count
1=Strongly Disagree	68%	80
2	11%	13
3	7%	8
4	7%	8
5=Strongly Agree	7%	8

Mean: 1.73

Standard Deviation: 1.25

Interim Provost Mossman makes effective administrative appointments. 93

QID25 - Interim Provost Mossman makes effective administrative appointments.	Percentage	Count
1=Strongly Disagree	57%	53
2	15%	14
QID25 - Interim Provost Mossman makes effective administrative appointments.	Percentage	Count
3	9%	8
4	5%	5
5=Strongly Agree	14%	13

Mean: 2.04

Standard Deviation: 1.46

Positive Themes:

- Some faculty noted Interim Provost Mossman's history as a professor and efforts to meet with departments.
- A few individuals mentioned prompt email responses and availability.
- Isolated praise for efforts to explain decisions from an administrative perspective.

Negative Themes:

- Widespread perception of faculty being ignored or disrespected in decision-making.
- Faculty governance seen as undermined or completely bypassed.
- Many described a broken or unrecoverable relationship between faculty and the provost's office.

6. Overall Effectiveness (QID 26)

Overall, Interim Provost Mossman is highly effective at performing the duties of the Provost. 117

QID 26 - Overall, Interim Provost Mossman is highly effective at performing the duties of the Provost.	Percentage	Count
1=Strongly Disagree	51%	60
2	17%	20
3	12%	14
4	7%	8
5=Strongly Agree	13%	15

Mean: 2.13

Standard Deviation: 1.43

Positive Themes:

- Some believe Interim Provost Mossman is doing the best he can in extremely difficult circumstances.
- A few respondents expressed confidence in his long-term vision and support his leadership.
- Efforts to stabilize enrollment and address inefficiencies acknowledged by some.

Negative Themes:

- Several faculty members used negative terms and phrases to describe Interim Provost Mossman's overall performance.

- General sense of disarray, confusion, and a lack of confidence in leadership.
- Decisions perceived as reactive, harmful to institutional health, and lacking a coherent plan.