SENATE AGENDA ITEM III.C.1.
9 April 2019

President's Performance Survey Report
2018-2019 Academic Year

Faculty Senate Committee on Provost and Presidential Performance (CPPP)
Senators: Jason Franken, Andrea Hyde, Heather McIlvaine-Newsad, Feridun Tasdan, and Khaled Zbeeb

Thank you to David Towers of CITR (Survey Creation and Distribution) and Annette Hamm (Survey Distribution and Office Support) for all their help.

Executive Summary

A survey was designed and administered by the Faculty Senate Committee on Provost and Presidential Performance (CPPP). A total of 230 faculty members completed the entire survey out of 478 eligible faculty members. In the 2018 evaluation, 228 of eligible faculty out of 509 completed the survey. The respondents evaluated the President's Overall Performance on a five-point rating scale at a mean value of 1.62, with a standard deviation of 1.061 (out of N=226 respondents). This is a drop from the rating in Academic Year 2017-2018. They also rated the President's performance in the areas of the campus environment, student success, academic goals, use of university resources, and personnel-faculty relations. The respondents were also given opportunities to comment on President Thomas's performance. The comments provided are summarized at the end of the report, and representative comments are shown. Chart 1, found at the end of the report, gives a side by side comparison on means from the 2017-2018 and 2018-2019 Presidential Evaluation by the faculty.

Overview and Methodology

The CPPP used the same survey that was administered during the 2017-2018 evaluation period. The CPPP will share the results of the survey with Faculty Senate, the President, and the Board of Trustees.

The survey was conducted online by emailing each eligible faculty member (478 invited) a web link to complete the survey. The survey ran from February 25th to March 11th, and 48% of the faculty completed the survey. The rating scale was on a 1-5 scale where 1 was strongly disagree and 5 was strongly agree. 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 Overview

Of the total of 206 respondents who indicated their gender, 49.1% identified as man, 45.63% identified as woman, and 4.85% identified as other. Out of the 200 survey participants, 39.5% were from the College of Arts and Sciences, 19.5% were from the College of Business and Technology, 17% were from the College of Education and Human Services, 15.5% were from the College of Fine Arts, 3.5% were from the University Libraries, and 5% identified as other. Of 212 participants who provided their years of service, 44.34% have been at Western Illinois University for 11-20 years, 25.58% for 6-10 years, 18.4%

for more than 20 years, and 13.68% for 0-5 years. On frequency of interactions with President Thomas, 51.21% of respondents selected 1-3 times a year, 22.22% selected 1-3 times a semester, 17.87% selected never, 6.76% selected 1-3 times a month, and 1.93% selected 1-3 times a week. Of the 206 survey participants who responded which campus is their primary work place, 96.6% primarily work on the Macomb campus and 3.4% primarily work on the Quad Cities campus.

Significant Statistical Findings:

The following are listed in the order they appeared on the survey.

43.17% (79 respondents out of 183) **Strongly Disagree** that "President Thomas fosters effective relationships with the Board of Trustees (University Professionals of Illinois)."

67.28% (146 respondents out of 217) **Strongly Disagree** that "President Thomas fosters effective relationships with the UPI."

63.84% (143 respondents out of 224) **Strongly Disagree** that "President Thomas effectively promotes policies that foster the activities of your department or academic unit."

69.96% (156 respondents out of 223) **Strongly Disagree** that "President Thomas allocates resources so that your department or academic unit can accomplish their research mission."

71.82% (158 respondents out of 220) **Strongly Disagree** that "President Thomas manages the University's resources well."

70.85% (158 respondents out of 223) **Strongly Disagree** that "Regarding faculty, President Thomas's management practices promote excellence."

66.82% (143 respondents out of 214) **Strongly Disagree** that "President Thomas supports faculty governance at all levels."

70.70% (152 respondents out of 215) **Strongly Disagree** that "President Thomas makes effective administrative appointments."

59.62% (127 respondents out of 213) **Strongly Disagree** that "President Thomas directs the university's academic facilities so that they meet the needs of your department or academic unit."

68.81% (151 respondents out of 226) **Strongly Disagree** that "Overall, President Thomas is highly effective at performing the duties of the President."

Section 1: The Survey Administered

President Thomas Evaluation - Spring 2019

This confidential, secure online survey is being used to provide eligible faculty members opportunities for providing input regarding the performance of President Thomas. **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 the Board of Trustees and discussed with the President by the CPPP. It will also be made available to the campus community through the Faculty Senate's website. The President will be invited to write a response to the evaluation, which will be posted to the Faculty Senate website, and to address the Senate. For the following series of questions, you will be asked to rate how effective President Thomas has been in the current academic year (2018-2019) in performing various aspects of his responsibilities.

Click here to view information regarding confidentiality (http://www.wiu.edu/university_surveys/faculty_survey_privacy.php).

Below is a brief synopsis of President Thomas's evaluation of his initiatives and accomplishments from the academic year 2018-2019. Please review this synopsis prior to evaluating the President's performance.

Dear Colleagues,

At this time, I want to sincerely express my gratitude to all of you for supporting this University. Your hard work, dedication, commitment and accomplishments in the face of uncertainty and difficult decisions is commendable. Working together, we will weather these fiscal crises and the subsequent sacrifices, pass this test, and continue to provide students who meet our standards a high-quality and world-class education. I want to thank you each for your continued commitment and dedication to our University and particularly to our students.

A visitor to our University recently told me that Western Illinois University is so busy trying to survive, that we do not realize that we are thriving. This individual is an administrator at another institution and informed me that Western is their aspirational university. Despite the challenges we face, we continue to accomplish amazing things.

For the 14th consecutive year Western Illinois University has been recognized as a "Best Midwestern University" by U.S. News and World Report and for the 15th consecutive year as a "Best Midwestern College" by The Princeton Review. Further, for the tenth consecutive year, we have been recognized by G.I. Jobs Magazine as a military friendly institution and for the ninth consecutive year as a "Best for Vets College" by Military Times Magazine. Recently, we were named among U.S. colleges and universities that produced the most 2018-2019 Fulbright U.S. Scholars. Since 2001, more than 25 WIU faculty, staff and students have received Fulbright scholarships and grants. We continue to support students who

compete for prestigious, national scholarships such as the Rhodes, Truman, Goldwater, Fulbright, Udall, Mitchell, Mellon, Boren, Madison, Lagrant and Portz Scholarships. These accolades are due to the tireless efforts we all put forth to strengthen and build the University, as we continue to place the needs of our students ahead of our own.

As you are aware, enrollment decline is one of the major challenges we face. This decline is attributable to students going elsewhere, increased competition, fewer high school graduates, a crisis of confidence in our state, and continued negativity stemming from the aftermath of the budget impasse and from enrollment decline. In response, we reduced and then froze tuition rates while continuing to support nationally innovative financial assistance programs, including Western Commitment Scholarships and the new Western Promise Plus program.

Our admissions staff, academic programs, and the School of Global Learning and Outreach are working aggressively to recruit and admit more students. I am pleased with the progress we have made recently in recruiting more local students. We are also experiencing substantial growth in distance education programs. Faculty have assisted tremendously with recruiting efforts, and I am pleased that we have been able to support your efforts to offer more online, hybrid, and synchronous-distributed courses.

Further, the Centennial Honors College's enrollment continues to be strong, demonstrating that we are attracting more students with strong academic backgrounds. We continue to experience gains in the academic profile of our students, as seen in average class rankings, ACT/SAT scores, and other measures.

Despite very limited state appropriated funding for construction and maintenance projects for many years, we continue to find creative ways to improve campus facilities. We are pleased that the Illinois Board of Higher Education recently allocated $9.5 million in deferred maintenance funds for WIU. Facilities Management staff are working with the Capital Development Board to begin the projects identified to be completed using these funds. The projects include roof replacement, piping replacement, and chilled water loop installation. With funding provided by generous donations, construction was recently completed on the McCamey Crime Lab, a state- of-the-art facility in Tillman Hall. Further, the design process has begun for developing the Gwendolyn Brooks Memorial Park on the site of the former center. Funding for the memorial park is being provided by private donations and a state grant. The Alumni Plaza remodel is well underway north of the University Union, with the project being funded with private donations for engraved bricks placed in the plaza. Construction of a campus columbarium was completed in the employee memorial park overlooking the east side of Sherman Hall. Campus fire alarms system upgrades allowing voice notification is nearly complete in Horrabin Hall, University Services Building, and Western Hall. A much-needed facelift and equipment upgrade was accomplished in the athletic training rooms in Brophy Hall and Western Hall with funding from the NCAA. While much work remains to be done, we continue to enhance our infrastructure where possible in a time of reduced state funding.

The President's Executive Institute (PEI) was created several years ago to build and strengthen relationships with partners in our region and across the public and private sectors. Through the PEI, we have already raised over $3 million in less than three years. The work of the PEI is yielding positive

results in other areas as well, including the development of regional partnerships with civic leaders through summits, establishing dual enrollment agreements, implementing tuition assistance for our military students, developing partnerships that benefit our students, and learning more about the needs of the region and the United States Armed Forces.

In addition to working with the PEI, I continue to strengthen and maintain relationships with key legislative officials on both sides of the aisle through hosting receptions, participating in individual meetings, and providing legislative testimonies on numerous occasions. I also continue to meet with the Governor, officials from the Governor's office, including the Office of Management and Budget, and the Illinois Secretary of Education Office to advocate for Western Illinois University and for Illinois public higher education. Over the past year, one US Senator, one US Representative, six state legislators, and other prominent government officials have visited our campuses. We will continue our work with legislative leaders to ensure adequate, reasonable, and consistent funding and support for Western Illinois University.

I continue to work on community engagement in the communities we serve. The Mayor and I continue to host the Town-Gown Reception, participate in Homecoming and other marquee events, work together for the Macomb Legislative Day, and support the Community University Partnership Program. I have also held meetings with business and civic leaders and those retired from the University to hear concerns and solicit feedback for improvement. I work closely with Quad Cities legislators to ensure that I hear their concerns and seek opportunities in that region, as well. In addition to working with government, community leaders and interested individuals, I continue to meet with editorial boards and media professionals to share the narrative of the positive things we are doing.

To further our mission and enhance the visibility and standing of Western Illinois University, I serve on several national and distinguished boards including: the Illinois Board of Higher Education, the Marguerite Casey Foundation, the American Association of State Colleges and Universities, the American Association of Blacks in Higher Education, the NCAA Presidential Forum, the NCAA Accelerating Academic Success Program Selection Committee and the Macomb Area Economic Development Corporation Executive Board.

I also remain committed to open dialogue with all constituent groups. In the past year, I have attended 18 alumni events across the country to hear our graduates' stories of success and encourage support for the University. Communication with alumni and with all constituency groups is invaluable. Therefore, in addition to regular letters, I have held town halls with faculty, staff, and students. I have also met with the Faculty Senate Executive Committee and the UPI Leadership to facilitate open discussions regarding faculty ideas and concerns. Further, I have held numerous meetings with deans, directors, chairs and other administrators to encourage them to communicate (disseminate and gather information) openly and regularly. I continue holding faculty, staff, and student round tables each month in order to solicit ideas for improving Western Illinois University.

In the preceding ways and others, I continue to work with you to ensure our University provides access to a world-class and affordable education to all students who meet our standards. No worthwhile endeavor or notable achievement is ever accomplished alone. Each of you has contributed to the successes of this

University while dealing with particularly challenging circumstances. I look forward to studying the results of this survey, and encourage each of you to participate this year, so that we can work together to strengthen Western Illinois University.

President Thomas effectively promotes an environment for excellence in **scholarship**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

2. President Thomas effectively promotes an environment for excellence in **teaching and learning**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

3. President Thomas effectively promotes policies that support **the mission of the university** (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

4. President Thomas effectively promotes the University to **the local community**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

5. President Thomas effectively promotes the University to **the Western Illinois Region**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

6. President Thomas fosters effective relationships with **the local community**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

7. President Thomas fosters effective relationships with **the Board of Trustees**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

8. President Thomas fosters effective relationships with **the UPI (University Professionals of Illinois).**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

9. President Thomas effectively promotes policies that foster the activities of your **department or academic unit.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

10. President Thomas **allocates resources so that your department or academic unit's faculty can accomplish their research mission.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

11. President Thomas **manages the University's resources well.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

12. President Thomas effectively **secures funding to support university initiatives.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

13. To ensure student success, President Thomas demonstrates effort to **increase access, retention, and graduation rates of students**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

14. To ensure student success, President Thomas demonstrates effort to **make education affordable at WIU**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

15. President Thomas **fosters high academic standards** for students at Western Illinois University.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response

- Decline to Respond

16. President Thomas effectively promotes policies that **foster the enhancement of student-learning outcomes for becoming global citizens.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

17. Regarding **faculty**, President Thomas's management practices promote **excellence**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

18. Regarding **faculty**, President Thomas's management practices promote **diversity**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

19. Regarding **staff**, President Thomas's management practices promote **excellence**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

20. Regarding **staff**, President Thomas's management practices promote **diversity**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response

- Decline to Respond

21. President Thomas is **responsive to your concerns.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

22. President Thomas effectively promotes your campus work environment to be **healthy**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

23. President Thomas effectively promotes your campus work environment to be **safe**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

24. President Thomas effectively promotes your campus work environment to be **pleasant**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

25. President Thomas supports **faculty governance** at all levels.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

26. President Thomas makes **effective administrative appointments.**

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

27. President Thomas directs the university's **academic facilities** so that they meet the needs of your department or academic unit.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

28. Overall, President Thomas is highly effective at **performing the duties of the President**.

- 1=Strongly Disagree
- 2
- 3
- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

29. Please provide additional comments or suggestions about President Thomas's performance regarding **personnel and faculty relations**.

30. Please provide additional comments or suggestions about President Thomas's **overall performance**.

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

1. What is your gender?

- Man
- Woman
- Other

2. What is your academic unit?

- College of Arts and Sciences
- College of Business and Technology

- College of Education and Human Services
- College of Fine Arts and Communication
- University Libraries
- Other _____

3. With which faculty unit are you affiliated?
- Unit A
- Unit B

4. Including this year, how many years of service with WIU do you have?
- 0-5 years
- 6-10 years
- 11-20 years
- more than 20 years

5. How often do you have interaction with President Thomas?
- 1-3 times a week
- 1-3 times a month
- 1-3 times a semester
- 1-3 times a year
- Never

6. On which campus do you primarily work?
- Macomb
- Quad Cities

Thank you for taking the time to provide confidential input regarding the performance of President Thomas in the academic year 2018-2019. Click on the Next button to complete the survey. **Once you click the Next button you will not be able to return to previous pages or restart the survey.**

Section 3: Statistical Findings

President Thomas effectively promotes an environment for excellence in scholarship.

#	Answer	%	Count
1	1=Strongly Disagree	52.00%	117
2	2	22.67%	51
3	3	11.11%	25
4	4	7.56%	17
5	5=Strongly Agree	6.67%	15
	Total	100%	225

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes an environment for excellence in scholarship.	1.00	5.00	1.94	1.24	1.53	225

President Thomas effectively promotes an environment for excellence in teaching and learning.

#	Answer	%	Count
1	1=Strongly Disagree	53.02%	123
2	2	18.10%	42
3	3	15.09%	35
4	4	8.62%	20
5	5=Strongly Agree	5.17%	12
	Total	100%	232

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes an environment for excellence in teaching and learning.	1.00	5.00	1.95	1.22	1.49	232

President Thomas effectively promotes policies that support the mission of the university (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.

#	Answer	%	Count
1	1=Strongly Disagree	58.52%	134
2	2	19.21%	44
3	3	11.79%	27
4	4	4.80%	11
5	5=Strongly Agree	5.68%	13
	Total	100%	229

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes policies that support the mission of the university (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.	1.00	5.00	1.80	1.17	1.37	229

President Thomas effectively promotes the University to the local community.

#	Answer	%	Count
1	1=Strongly Disagree	45.00%	99
2	2	20.91%	46
3	3	15.91%	35
4	4	11.36%	25
5	5=Strongly Agree	6.82%	15
	Total	100%	220

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes the University to the local community.	1.00	5.00	2.14	1.29	1.66	220

President Thomas effectively promotes the University to the Western Illinois Region.

#	Answer	%	Count
1	1=Strongly Disagree	46.23%	98
2	2	22.17%	47
3	3	18.40%	39
4	4	6.60%	14
5	5=Strongly Agree	6.60%	14
	Total	100%	212

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes the University to the Western Illinois Region.	1.00	5.00	2.05	1.23	1.50	212

President Thomas fosters effective relationships with the local community.

#	Answer	%	Count
1	1=Strongly Disagree	47.87%	101
2	2	21.80%	46
3	3	12.80%	27
4	4	11.37%	24
5	5=Strongly Agree	6.16%	13
	Total	100%	211

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas fosters effective relationships with the local community.	1.00	5.00	2.06	1.27	1.61	211

President Thomas fosters effective relationships with the Board of Trustees.

#	Answer	%	Count
1	1=Strongly Disagree	43.17%	79
2	2	13.11%	24
3	3	15.85%	29
4	4	9.84%	18
5	5=Strongly Agree	18.03%	33
	Total	100%	183

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas fosters effective relationships with the Board of Trustees.	1.00	5.00	2.46	1.55	2.39	183

President Thomas fosters effective relationships with the UPI (University Professionals of Illinois).

#	Answer	%	Count
1	1=Strongly Disagree	67.28%	146
2	2	14.29%	31
3	3	12.44%	27
4	4	2.76%	6
5	5=Strongly Agree	3.23%	7
	Total	100%	217

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas fosters effective relationships with the UPI (University Professionals of Illinois).	1.00	5.00	1.60	1.02	1.04	217

President Thomas effectively promotes policies that foster the activities of your department or academic unit.

#	Answer	%	Count
1	1=Strongly Disagree	63.84%	143
2	2	13.84%	31
3	3	12.05%	27
4	4	5.36%	12
5	5=Strongly Agree	4.91%	11
	Total	100%	224

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes policies that foster the activities of your department or academic unit.	1.00	5.00	1.74	1.16	1.35	224

President Thomas allocates resources so that your department or academic unit's faculty can accomplish their research mission.

#	Answer	%	Count
1	1=Strongly Disagree	69.96%	156
2	2	13.45%	30
3	3	7.62%	17
4	4	4.93%	11
5	5=Strongly Agree	4.04%	9
	Total	100%	223

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas allocates resources so that your department or academic unit's faculty can accomplish their research mission.	1.00	5.00	1.60	1.08	1.17	223

President Thomas manages the University's resources well.

#	Answer	%	Count
1	1=Strongly Disagree	71.82%	158
2	2	13.64%	30
3	3	5.00%	11
4	4	4.09%	9
5	5=Strongly Agree	5.45%	12
	Total	100%	220

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas manages the University's resources well.	1.00	5.00	1.58	1.12	1.24	220

President Thomas effectively secures funding to support university initiatives.

#	Answer	%	Count
1	1=Strongly Disagree	68.57%	144
2	2	12.38%	26
3	3	11.90%	25
4	4	5.24%	11
5	5=Strongly Agree	1.90%	4
	Total	100%	210

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively secures funding to support university initiatives.	1.00	5.00	1.60	1.01	1.02	210

To ensure student success, President Thomas demonstrates effort to increase access, retention, and graduation rates of students.

#	Answer	%	Count
1	1=Strongly Disagree	55.16%	123
2	2	16.14%	36
3	3	17.04%	38
4	4	7.62%	17
5	5=Strongly Agree	4.04%	9
	Total	100%	223

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	To ensure student success, President Thomas demonstrates effort to increase access, retention, and graduation rates of students.	1.00	5.00	1.89	1.17	1.38	223

To ensure student success, President Thomas demonstrates effort to make education affordable at WIU.

#	Answer	%	Count
1	1=Strongly Disagree	33.80%	72
2	2	14.08%	30
3	3	24.88%	53
4	4	15.96%	34
5	5=Strongly Agree	11.27%	24
	Total	100%	213

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	To ensure student success, President Thomas demonstrates effort to make education affordable at WIU.	1.00	5.00	2.57	1.38	1.92	213

President Thomas fosters high academic standards for students at Western Illinois University.

#	Answer	%	Count
1	1=Strongly Disagree	47.87%	101
2	2	16.11%	34
3	3	21.80%	46
4	4	9.00%	19
5	5=Strongly Agree	5.21%	11
	Total	100%	211

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas fosters high academic standards for students at Western Illinois University.	1.00	5.00	2.08	1.23	1.52	211

President Thomas effectively promotes policies that foster the enhancement of student-learning outcomes for becoming global citizens.

#	Answer	%	Count
1	1=Strongly Disagree	51.78%	102
2	2	17.26%	34
3	3	17.26%	34
4	4	9.64%	19
5	5=Strongly Agree	4.06%	8
	Total	100%	197

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes policies that foster the enhancement of student-learning outcomes for becoming global citizens.	1.00	5.00	1.97	1.20	1.44	197

Regarding faculty, President Thomas's management practices promote excellence.

#	Answer	%	Count
1	1=Strongly Disagree	70.85%	158
2	2	13.45%	30
3	3	8.07%	18
4	4	3.59%	8
5	5=Strongly Agree	4.04%	9
	Total	100%	223

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Regarding faculty, President Thomas's management practices promote excellence.	1.00	5.00	1.57	1.05	1.11	223

Regarding faculty, President Thomas's management practices promote diversity.

#	Answer	%	Count
1	1=Strongly Disagree	35.18%	70
2	2	15.58%	31
3	3	15.58%	31
4	4	19.60%	39
5	5=Strongly Agree	14.07%	28
	Total	100%	199

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Regarding faculty, President Thomas's management practices promote diversity.	1.00	5.00	2.62	1.48	2.18	199

Regarding staff, President Thomas's management practices promote excellence.

#	Answer	%	Count
1	1=Strongly Disagree	68.78%	130
2	2	13.23%	25
3	3	7.41%	14
4	4	6.35%	12
5	5=Strongly Agree	4.23%	8
	Total	100%	189

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Regarding staff, President Thomas's management practices promote excellence.	1.00	5.00	1.64	1.13	1.27	189

Regarding staff, President Thomas's management practices promote diversity.

#	Answer	%	Count
1	1=Strongly Disagree	36.09%	61
2	2	15.98%	27
3	3	15.98%	27
4	4	18.93%	32
5	5=Strongly Agree	13.02%	22
	Total	100%	169

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Regarding staff, President Thomas's management practices promote diversity.	1.00	5.00	2.57	1.46	2.13	169

President Thomas is responsive to your concerns.

#	Answer	%	Count
1	1=Strongly Disagree	66.34%	136
2	2	13.66%	28
3	3	8.78%	18
4	4	5.85%	12
5	5=Strongly Agree	5.37%	11
	Total	100%	205

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas is responsive to your concerns.	1.00	5.00	1.70	1.17	1.38	205

President Thomas effectively promotes your campus work environment to be healthy.

#	Answer	%	Count
1	1=Strongly Disagree	60.19%	124
2	2	16.50%	34
3	3	12.14%	25
4	4	6.31%	13
5	5=Strongly Agree	4.85%	10
	Total	100%	206

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes your campus work environment to be healthy.	1.00	5.00	1.79	1.17	1.37	206

President Thomas effectively promotes your campus work environment to be safe.

#	Answer	%	Count
1	1=Strongly Disagree	33.33%	64
2	2	12.50%	24
3	3	26.04%	50
4	4	19.79%	38
5	5=Strongly Agree	8.33%	16
	Total	100%	192

President Thomas effectively promotes your campus work environment to be pleasant.

#	Answer	%	Count
1	1=Strongly Disagree	63.01%	138
2	2	15.07%	33
3	3	11.87%	26
4	4	5.94%	13
5	5=Strongly Agree	4.11%	9
	Total	100%	219

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas effectively promotes your campus work environment to be pleasant.	1.00	5.00	1.73	1.13	1.28	219

President Thomas supports faculty governance at all levels.

#	Answer	%	Count
1	1=Strongly Disagree	66.82%	143
2	2	14.95%	32
3	3	7.01%	15
4	4	5.14%	11
5	5=Strongly Agree	6.07%	13
	Total	100%	214

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas supports faculty governance at all levels.	1.00	5.00	1.69	1.18	1.39	214

President Thomas makes effective administrative appointments.

#	Answer	%	Count
1	1=Strongly Disagree	70.70%	152
2	2	15.35%	33
3	3	6.51%	14
4	4	3.72%	8
5	5=Strongly Agree	3.72%	8
	Total	100%	215

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas makes effective administrative appointments.	1.00	5.00	1.54	1.02	1.05	215

President Thomas directs the university's academic facilities so that they meet the needs of your department or academic unit.

#	Answer	%	Count
1	1=Strongly Disagree	59.62%	127
2	2	16.43%	35
3	3	14.08%	30
4	4	6.57%	14
5	5=Strongly Agree	3.29%	7
	Total	100%	213

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	President Thomas directs the university's academic facilities so that they meet the needs of your department or academic unit.	1.00	5.00	1.77	1.12	1.24	213

Overall, President Thomas is highly effective at performing the duties of the President.

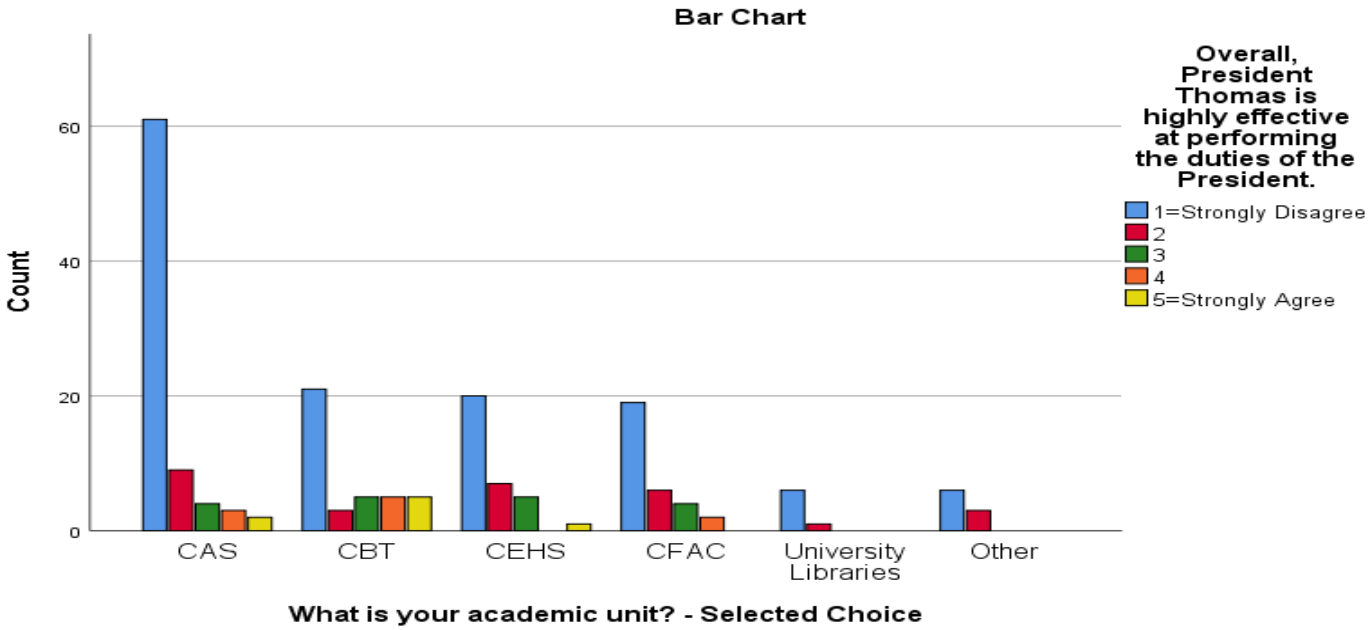
#	Answer	%	Count
1	1=Strongly Disagree	66.81%	151
2	2	16.37%	37
3	3	8.41%	19
4	4	4.87%	11
5	5=Strongly Agree	3.54%	8
	Total	100%	226

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, President Thomas is highly effective at performing the duties of the President.	1.00	5.00	1.62	1.06	1.12	226

Section 4: Additional Demographic & Statistical Findings

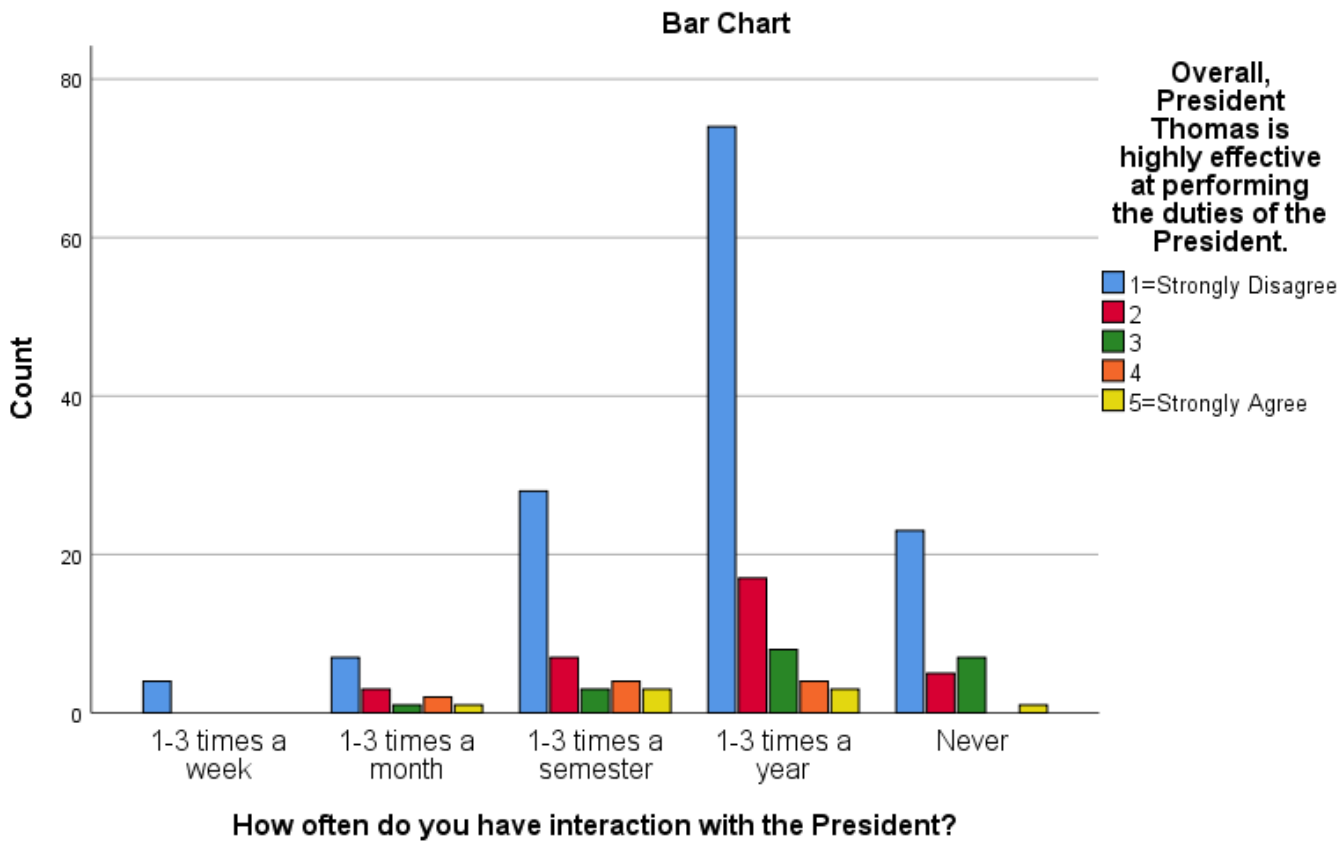
1- QID36: What is your academic unit? Versus QID31: Overall, President Thomas is highly effective at performing the duties of the President.

		Overall, President Thomas is highly effective at performing the duties of the President.					
		1=Strongly Disagree	2	3	4	5=Strongly Agree	Total
What is your academic unit?	College of Arts and Sciences	61	9	4	3	2	79
	College of Business and Technology	21	3	5	5	5	39
	College of Education and Human Services	20	7	5	0	1	33
	College of Fine Arts and Communication	19	6	4	2	0	31
	University Libraries	6	1	0	0	0	7
	Other	6	3	0	0	0	9
Total		133	29	18	10	8	198


Bar Chart
Count
60
40
20
0
CAS
CBT
CEHS
CFAC
University Libraries
Other
What is your academic unit? - Selected Choice
Overall, President Thomas is highly effective at performing the duties of the President.
1=Strongly Disagree
2
3
4
5=Strongly Agree

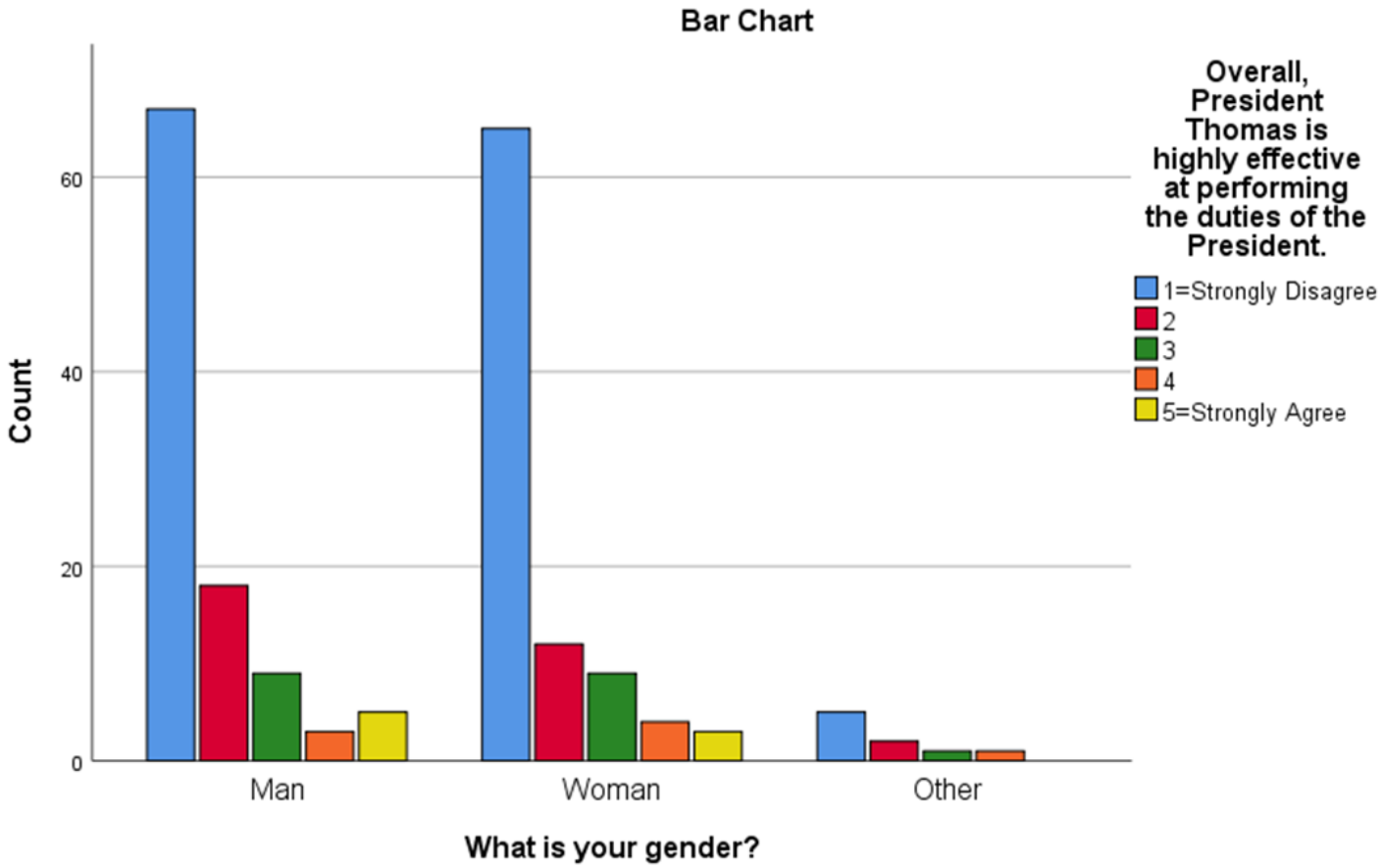
2- QID39: How often do you have interaction with the President? Versus QID31: Overall, President Thomas is highly effective at performing the duties of the President.

		Overall, President Thomas is highly effective at performing the duties of the President.					
		1=Strongly Disagree	2	3	4	5=Strongly Agree	Total
How often do you have interaction with the President?	1-3 times a week	4	0	0	0	0	4
	1-3 times a month	7	3	1	2	1	14
	1-3 times a semester	28	7	3	4	3	45
	1-3 times a year	74	17	8	4	3	106
	Never	23	5	7	0	1	36
Total		136	32	19	10	8	205


Bar Chart
Count
80
60
40
20
0
1-3 times a week
1-3 times a month
1-3 times a semester
1-3 times a year
Never
How often do you have interaction with the President?
Overall, President Thomas is highly effective at performing the duties of the President.
1=Strongly Disagree
2
3
4
5=Strongly Agree

3- QID35: What is your gender? Versus QID31: Overall, President Thomas is highly effective at performing the duties of the President.

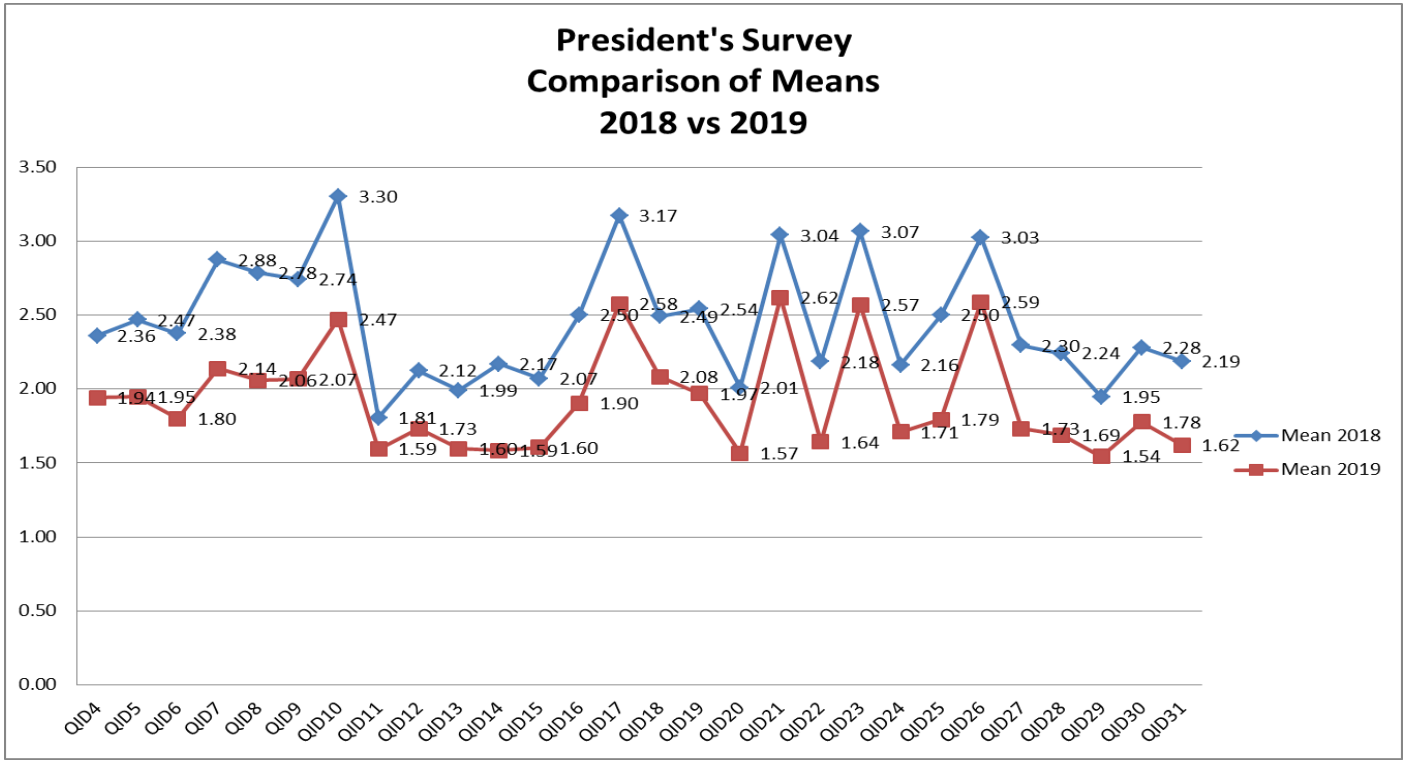
		Overall, President Thomas is highly effective at performing the duties of the President.					
		1=Strongly Disagree	2	3	4	5=Strongly Agree	Total
What is your gender?	Man	67	18	9	3	5	102
	Woman	65	12	9	4	3	93
	Other	5	2	1	1	0	9
Total		137	32	19	8	8	204


Bar Chart
Count
60
40
20
0
Man
Woman
Other
What is your gender?
Overall, President Thomas is highly effective at performing the duties of the President.
1=Strongly Disagree
2
3
4
5=Strongly Agree

4- Individual college averages of QID31: Overall, President Thomas is highly effective at performing the duties of President.

Overall, President Thomas is highly effective at performing the ···			
What is your academic unit? - Selected Choice	Mean	N	Std. Deviation
College of Arts and Sciences	1.43	79	.943
College of Business and Technology	2.23	39	1.530
College of Education and Human Services	1.64	33	.962
College of Fine Arts and Communication	1.65	31	.950
University Libraries	1.14	7	.378
Other	1.33	9	.500
Total	1.64	198	1.098

5- Comparison of the survey results between 2018 and 2019 years using the means of each question.



Section 5: Qualitative Analysis of the Qualitative Data

Exhibit. Comments/Suggestions about President Thomas regarding …

Number of comments on …	***Personnel and faculty relations***	***Overall performance***
Recordings/closed session	10	6
Resign/stepdown/let go or similar	13	39
No confidence	7	8
Layoffs	17	9
Total responses on survey item	107	112

Of 107 responses (106, excluding an "n.a." response) on, *"Please provide additional comments or suggestions about President Thomas regarding personnel and faculty relations."* …

- 17 were negative comments about the layoffs.
  - "Is there something below a "1"?? Maybe a minus 3? The latest insult —$15,000 a month payments to failed ex-Provost Neumann for 6 months — so that he can announce more faculty layoffs on Friday."
  - "Perhaps he should stop hiring extra administrators at well over 100000 dollars a year when he has actively promoted layoffs of essential personnel, slashed the library's budget and has been caught on tape actively courting grievances with university faculty."
- 13 suggested the president resign, step-down, or be let go.
  - "It's time for new leadership."
  - "Are you kidding me? I do not want to be disrespectful to Dr. Thomas but I believe his time is up. I would like to see another petition of "no confidence". I think he has a series of terrible personnel moves that has placed us in this mess. Please, Dr. Thomas for your own sanity and out of respect to the faculty and staff at WIU -- STEP DOWN NOW!"
  - "Jack does what is good for Jack. Time for you to GO, Jack!"

    - "Please do us all a favor and leave."
- 10 were negative comments about the recordings of closed sessions, open meetings act violations
    - "Just horrible. For much of the past year he avoided UPI leadership, only recently meeting with them more regularly. We have heard on the deplorable BOT CLOSED SESSION audiotapes how he treats the faculty in my department and personnel in general. He should simply resign for fostering what happened in those illegal closed sessions."
- **7 mentioned the "no confidence" vote and/or called for another one.**
    - "Why am I doing this? Dr. Thomas received a less than stellar evaluation two years ago. Since that time there has been a no-confidence vote. The Board of Trustees (for reasons I do not understand) has made it clear that my feelings about Dr. Thomas are irrelevant. It is clear that no matter how bad things get here, Dr. Thomas has the support of the BOT and they will not intervene."
    - "I think the vote of no confidence effectively state all that needs to be state regarding his performance. That and the fact that he and the board have admitted to violating the open meetings act which any junior level administrator should fully understand is against the law. Yet the board has no spine - they are simply watching us circle the drain!!!"
- **4 noted that the president is never seen, never around, or similar.**
    - "We never see him in our department or even out and about. I do think he supports our program. However, with all the layoffs, I think morale here and loyalty to the university have gone down tremendously in the 9 years that I have been here."
- **7 were neutral to positive or some of both (only 1 totally positive comment listed first below).**
    - "President Thomas is a people person, simple to approach and very straight forward. He has worked so hard to maintain the standards and peaceful work environment"
    - "I do not know the history of the relationships that exist between the town, Union, Faculty Senate, and the President. I do not place the blame for the current state of said relationships on any one person in particular, nor do I claim to know what could improve the relationships. What I do know, based on conversations with multiple members of each of the groups is that they all seem to view their relationships with the President as either non-existent or antagonistic at this point."
    - "Some of these questions are difficult to answer without, perhaps, adding the words "in the current climate" or "considering the state of Illinois finances." I declined to answer the question concerning making administrative appointments because without considering that many don't want to fill such positions during a time when state funding is unstable and position security and support are at the mercy of a budget that cannot be finalized."

- “President Thomas is a good representative of WIU to the state and other funders; he actively promotes the university to external partners. He has not responded to the poor job we are doing in terms of more local or regional recruitment. He must delegate this ineffectively. He has not led an effort - apparent to me - to maximize the use of the QC campus.”
- “Does well for having to deal with the Illinois situation and a union that doesn't want to cooperate, or understand the environment in which the university exists. My biggest complaint is that the layoffs should have come sooner when it was obvious that there were problems with some degrees, programs and colleges - or management actions taken to push the programs to make changes that might have prevented the layoffs.”
- “The relations, at best, are strained. While President Thomas is quite personable individually, that positive quality does not seem to shine in overall faculty relations.”
- “The president has been hardworking, this is commendable. These relations however need improvement.”

- **2 had a lot to say … none of it good.**
  - “President Thomas has successfully destroyed any trust that did or can exist between administrators, faculty, and staff. He took the helm of a decent regional university in challenging times, that is true, but managed to run it into the ground. He has worked hard to lower admission standards, offering opportunities to those who do not have the academic background or behavioral discipline to succeed. When they flunked out at phenomenal rates, he doubled down on recruiting more of the same, creating an enrollment death spiral. Pres. Thomas then encouraged and pushed for lower level, uncredentialled faculty hires- who needs those uppity Ph.D.s? The "warm body" to teach 4 year, university courses added to the "butts in the seats" defining criteria has irreparably damaged the reputation and credibility of WIU. The vote of no confidence by this faculty should have been a warning about these and other problems to anyone administering an institution of higher learning. Instead, the reaction was that of a foreman in a factory- punish them all for daring to point out the problem. He illegally colluded with the BOT to make changes not vetted or sanctioned by this faculty, while others have taken the fall for this. A leader bears the responsibility and accountability for his actions. Why is this man still in charge?”
  - “The President needs to fire his chief of staff. He needs to lay off his own wife. I know of two couples where both of them have been laid off from the university, but the President and his wife both work here taking home over 300K when the average family income in the county is around 32K. So nearly 10 times the average income, plus he gets free housing. Despicable. His choice of Billy Clow for interim provost after the failed Kathy Neumann is another example of a poor choice. Billy is not fit to hold an academic post outside his college. He has a terminal degree, but his understanding of the university terminates at the doors of COFAC, which makes him an excellent dean, but not a good interim provost.

Thankfully Rica is gone and if he would just get rid of the unnecessary Senior Vice President, Joe Rives, and let the other VPs run the Quad Cities, that would be fantastic. Could we also get a lobbyist who isn't a Republican. The state is run by democrats and we have no connections to them. I'm not anti GOP, but we need to have a more balanced understanding of the politics in the state. Hitching the WIU wagon to the Rauner agenda has killed us. Thanks Todd Lester"

Of 112 responses on, *"Please provide additional comments or suggestions about President Thomas's overall performance." …*

- **9 were negative comments about the layoffs.**
  - "He has not worked transparently with the faculty or the union in contract negotiations, program realignment, program review or layoffs."
- **39 suggested the president resign, step-down, or be let go.**
  - "I believe this link is important: http://www.wiu.edu/board_of_trustees/regulations/II-Employees-May2017.pdf 6. Termination of the President for Cause In the case of one or more acts or omissions which, singly or in the aggregate, have directly and substantially affected or impaired the President's performance or fulfillment of duties, the President may be terminated for cause. Prior to termination, the President shall have the right to a hearing by the Board. I would like to see the next BOT have a hearing to see if the President should be terminated for cause. He has no idea how much the QC Campus costs. He and the rest of the admin have no idea about where the budget funds are going. President Thomas has let his former Provost and former Budget director convince him to make some of the worst decisions one could make. Reason I think the new BOT should terminate the president for cause: a. violations of the OMA b. lack of a clear budget and budget priorities c. mocking shared governance d. inability to stem the enrollment decline since he started as Provost in 2008 e. laying off tenured faculty (this is an academic principle that he should violate only in times as severe crisis after all other measures have been exhausted. Like firing your chief of staff!) f. inability to articulate a clear academic vision for the university g. inability to make decision and hire competent administrators (like a new provost) The list can go on and on. But I believe that the new BOT should fire President Thomas for cause after a hearing on the issue. It can be closed session hearing or public. I don't care. But I also don't want this hearing to happen until after we have a new Provost! Let me be clear: None of the current members of the administration should be eligible to be the provost or another other leadership position. They have all failed us and there is still an active vote of no confidence in this administration!"
- **6 were negative comments about the recordings of closed sessions, open meetings act violations**
  - "Please retire. A president who commits a crime, who violates the state open meetings law, likely multiple times, lacks the moral authority needed to lead a university. It's that simple."

- **8 mentioned the "no confidence" vote and/or called for another one.**
    - "The President is expected to be the leader of the university and provide guidance and direction for a better tomorrow. It is quite unclear if President Thomas has a plan, the willingness to make changes (in how he personally manages and interacts with university stakeholders), or is even willing to acknowledge that he really needs to make some changes (i.e., the faculty had a vote of no confidence, yet I see no real difference in his leadership)."
- **8 were neutral to positive or some of both (5 were totally positive comments) listed below.**
    - "Excellent."
    - "It is my observation that President Thomas has been in a no win situation for several years. Expectations of his performance have skyrocketed during a time when budget constraints caused solely by inept state governance have all but tied his hands. Enrollment falling is being blamed on the President's lack of effort, when it's really prospective students and their families choosing universities that are stable, some outside of Illinois, that contribute to the decline. In the end, nobody sitting in the President's position could overcome the obstacles any better. Under the circumstances created by the last governor, President Thomas has done his best to advocate for the university and to maintain it's reputation."
    - "Given the current situation within the State of Illinois, President Thomas has done an OUTSTANDING job, giving maximum effort to do what's best for WIU as a whole, even when that comes with tough decisions and tough conversations. I am grateful that we have a president that gives tirelessly of himself to this university!"
    - "I very much appreciate Dr. Thomas' leadership during this challenging time at WIU. I cannot imagine how hard his job is. You are doing a commendable job."
    - "Dr. Thomas has been an extremely strong advocate for WIU. He has made numerous visits to Springfield to speak with State Legislators. Very few people predicted the fiscal problems that we have endured. Dr. Thomas has kept us to spending money responsibly, given that situation."
    - "President Thomas is a good man, but he is not a good leader for Western. He lacks vision at a time that calls for vision. He surrounds himself with people who tell him what he wants to hear, not what he needs to hear."
    - "He means well but has not done well."
    - "I used to support him. Still pray for him. Can't believe he still has the job. Would like to see him turn it around but he simply doesn't inspire faith anymore. Not all his fault — the union "bargaining partner" is just as bad, if not worse."

Questions	AY17-18 (mean)	AY18-19 (mean)
(1) President Thomas effectively promotes an environment for excellence in **scholarship**.	2.36	1.94
(2) President Thomas effectively promotes an environment for excellence in **teaching and learning**.	2.47	1.95
(3) President Thomas effectively promotes policies that support **the mission of the university** relative to long-term strategic planning.	2.38	1.80
(4) President Thomas effectively promotes the University to **the local community.**	2.88	2.14
(5) President Thomas effectively promotes the University to **the Western Illinois Region.**	2.78	2.06
(6) President Thomas fosters effective relationships with **the local community.**	2.74	2.07
(7) President Thomas fosters effective relationships with **the Board of Trustees.**	3.30	2.47
(8) President Thomas fosters effective relationships with **the UPI (University Professionals of Illinois).**	1.81	1.59
(9) President Thomas effectively promotes policies that foster the activities of **your department or academic unit.**	2.12	1.73
(10) President Thomas **allocates resources so that your department or academic unit's faculty can accomplish their research mission.**	1.99	1.60
(11) President Thomas **manages the University's resources well.**	2.17	1.59
(12) President Thomas effectively **secures funding to support university initiatives.**	2.07	1.60
(13) To ensure student success, President Thomas demonstrates effort to **increase access, retention, and graduation rates of students.**	2.50	1.90
(14) To ensure student success, President Thomas demonstrates effort to **make education affordable at WIU**.	3.17	2.57
(15) President Thomas **fosters high academic standards** for students at Western Illinois University.	2.49	2.08
(16) President Thomas effectively promotes policies that **foster the enhancement of student-learning outcomes for becoming global citizens.**	2.54	1.97
(17) Regarding **faculty**, President Thomas's management practices promote **excellence**.	2.01	1.57
(18) Regarding **faculty**, President Thomas's management practices promote **diversity**.	3.04	2.62
(19) Regarding **staff**, President Thomas's management practices promote **excellence**.	2.18	1.64
(20) Regarding **staff**, President Thomas's management practices promote **diversity**.	3.07	2.57
(21) President Thomas is **responsive to your concerns.**	2.16	1.71

(22) President Thomas effectively promotes your campus work environment to be **healthy**.	2.50	1.79
(23) President Thomas effectively promotes your campus work environment to be **safe**.	3.03	2.59
(24) President Thomas effectively promotes your campus work environment to be **pleasant**.	2.30	1.73
(25) President Thomas supports **faculty governance** at all levels.	2.24	1.69
(26) President Thomas makes **effective administrative appointments.**	1.95	1.54
(27) President Thomas directs the university's **academic facilities** so that they meet the needs of your department or academic unit.	2.28	1.78
(28) Overall, President Thomas is highly effective at **performing the duties of the President**.	2.19	1.62