APPROVED BY FACULTY SENATE
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President's Performance Survey Report
2017-2018 Academic Year

Faculty Senate Committee on Provost and Presidential Performance (CPPP)
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Executive Summary

A survey was designed and administered by the Faculty Senate Committee on Provost and Presidential Performance (CPPP). A total of 228 faculty members completed the entire survey out of 509 eligible faculty members. In the 2017 evaluation, 131 eligible faculty out of 553 completed the survey. The respondents evaluated the President's Overall Performance on a five-point rating scale at a mean value of 2.19, with a standard deviation of 1.32. This is a drop from the rating of 2.96 in Academic Year 2016-2017. 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 the President's performance. The comments provided are summarized at the end of the report, and representative comments are shown.

Overview and Methodology

The CPPP reduced the overall size of the survey in order to elicit more faculty participation. The CPPP will share the results of the survey with Faculty Senate, the President, and the Board of Trustees.

The survey was conducted on-line by emailing each eligible faculty member (509 invited) a web link to complete the survey. The survey ran from February 2nd to February 16th, and 45% 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[1]

Of the total of 207 respondents who indicated their gender, 53% identified as man, 44% identified as woman, and 3% identified as other. Out of the 204 survey participants, 44% were from the College of Arts and Sciences, 19% were from the College of Business and Technology,

[1] The use of man and and woman in this report is to remain consistent with the survey question "What is your gender?" According to the Williams Institute (2014), the terms male and female are commonly used over man and woman. https://williamsinstitute.law.ucla.edu/wp-content/uploads/geniuss-report-sep-2014.pdf

17% were from the College of Education and Human Services, 15% were from the College of Fine Arts, 3% were from the University Libraries, and 3% identified as other. Of 211 participants who provided their years of service, 42% have been at Western Illinois University for 11-20 years, 24% for 6-10 years, 21% for more than 20 years, and 12% for 0-5 years. On frequency of interactions with the President, 47% of respondents selected 1-3 times a year, 24% selected 1-3 times a semester, 19% selected never, 9% selected 1-3 times a month, and 1% (3 respondents) selected 1-3 times a week. Of the 206 survey participants who responded, 97% primarily work on the Macomb campus and 3% (7 respondents) primarily work on the Quad Cities campus.

Significant Statistical Findings:

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

Over 30% (46 respondents out of 152) **Strongly Agree** that "The President fosters effective relationships with the Board of Trustees."

Over 50% (132 respondents out of 221) **Strongly Disagree** that "The President fosters effective relationships with UPI (University Professional of Illinois)."

Over 50% (115 respondents out of 222) **Strongly Disagree** that "The President allocates resources so that your department or academic unit's faculty can accomplish their research mission."

Over 50% (115 respondents out of 224) **Strongly Disagree** that "Regarding faculty, the President's management practices promote excellence."

Over 20% (39 respondents out of 194) **Strongly Agree** that "Regarding faculty, the President's management practices promote diversity." It should be noted a larger percentage (45 respondents out of 194) **Strongly Disagree** to the same statement.

Over 20% (32 respondents out of 153) **Strongly Agree** that "Regarding staff, the President's management practices promote diversity." It should be noted a larger percentage (35 respondents out of 153) **Strongly Disagree** to the same statement.

Over 50% (116 respondents out of 211) **Strongly Disagree** that "The President makes effective administrative appointments."

Section 1: The Survey Administered

President Thomas Evaluation - Spring 2018

President Thomas Evaluation - Spring 2018 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 substantially shorter, with the expectation that faculty participation will increase.** Click here to view information regarding confidentiality (http://www.wiu.edu/university_surveys/faculty_survey_privacy.php). 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 (2017-2018) in performing various aspects of his responsibilities.

Below is a brief synopsis of President Thomas's evaluation of his initiatives and accomplishments from the academic year 2017-2018. Please review this synopsis prior to evaluating the President's performance. Accomplishment Statement for Faculty Senate Evaluation of President

Dear Colleagues

To begin, I want to express my gratitude to you for supporting Western Illinois University, and I commend you for your hard work and accomplishments. I know that these have been difficult times for all of us, but we have weathered fiscal crises, been tested together, and have all shared in necessary sacrifices. I want to thank you each for your continued commitment and dedication to our University.

Despite our financial challenges, we continue to be recognized for our work. For the 13th consecutive year Western Illinois University has been recognized as a "Best Midwestern University" by U.S. News and World Report and for the 14th consecutive year, as a "Best Midwestern College" by The Princeton Review. Western was also named as one of the top master's degree granting institutions in the nation by Washington Monthly. Further, for the ninth consecutive year we have been recognized by G.I. Jobs Magazine as a military friendly institution and for the eighth consecutive year as a “Best for Vets College” by Military Times Magazine. Recently, we have been recognized for our success in working with and graduating Pell Grant recipients and first-generation students. These accolades are due to the tireless work we all devote to the University, and the priority we place on putting the needs of our students ahead of our own.

As you know, our enrollment decline is partly the result of students going elsewhere, due to lower costs, fewer high school graduates, and a crisis of confidence in our state. To stem the effects of that outflow, we froze and then reduced tuition rates. More recently we have supported your efforts to offer more online, hybrid, and synchronous-distributed courses. Your efforts have partially offset enrollment losses we might have incurred and your continued efforts in this regard are to be commended. Additionally, the Centennial Honors College’s enrollment continues to grow, demonstrating that we are attracting more students with strong academic backgrounds. The academic profile of our students has shifted, and our current student body is just as talented and prepared as those in past years, as measured by class rank, ACT, and other measures.

Despite the 10% reduction in state funding, a two-year budget impasse, and less tuition revenues, I remain committed to all academic programs and the professional development of our faculty. Therefore, we released funds for faculty travel this year, and have invested new dollars in programs that demonstrate enrollment growth.

Notwithstanding the virtually non-existent state support for facilities maintenance over the past decade and a half, we continue to find creative ways to update facilities. We replaced the deteriorated roof of the Barrow Barn on our University Farm, and enhanced the lighting in Q-lot and at most academic buildings. We recently demolished Higgins Hall, which is cost effective since it will save money relative to maintaining the building. We appreciate those across campus

who have worked to obtain private funding and grants for facilities projects such as the Rock Hanson Statue, enhanced lighting and building automation systems, and the construction of the Art and Roslyn Chown Golf Learning Center. While there is still much to be done with regards to facilities, we continue to accomplish great things with the limited resources available.

The President's Executive Institute (PEI) was created over a year ago to build and strengthen relationships with major corporations. Through the PEI, we have already raised over $2 million in less than two years. The work of the PEI is yielding positive results in others areas as well, including the development of regional partnerships with civic leaders through summits, establishing dual enrollment agreements, developing partnerships that benefit our students, and learning more about the needs of the region.

In addition to working with the PEI, I have forged relationships with key legislative officials through hosting receptions, participating in individual meetings, and providing legislative testimonies on numerous occasions. I have also met with officials from the Governor's office and the Illinois Secretary of Education Office multiple times to advocate for Western Illinois University, and for higher education. Over the past year, we have hosted two US Senators, one US Representative, 7 state legislators, the Lieutenant Governor, representatives from the Office of the Illinois Secretary of Education, the State Treasurer's Office, the Attorney General's Office and the Illinois Board of Higher Education on our campuses. We will continue our work with legislative leaders to ensure adequate, reasonable, and consistent funding and support for Western Illinois University.

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 (Chairperson), the Illinois Campus Compact, the Stillman College Board of Trustees, and the Macomb Area Economic Development Corporation Executive Board.

I also remain committed to open dialogue with you. In addition to regular open letters, this year I held town hall meetings and brown bag lunches to facilitate open discussions regarding your concerns. I have continued holding faculty, staff, and student round tables each month in order to solicit your 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. More important, I know that you too have worked diligently under particularly challenging circumstances. I look forward to studying the results of this survey, and personally want to encourage each of you to participate this year, so that we can work together to strengthen Western Illinois University.

1. The President effectively promotes an environment for excellence in **scholarship**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

2. The President effectively promotes an environment for excellence in **teaching and learning**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

3. The President effectively promotes polies that support **the mission of the university** (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

4. The President effectively promotes the University to **the local community**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

5. The President effectively promotes the University to **the Western Illinois Region**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

6. The President fosters effective relationships with **the local community**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

7. The President fosters effective relationships with **the Board of Trustees**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

8. The President fosters effective relationships with **the UPI (University Professionals of Illinois).**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

9. The President effectively promotes policies that foster the activities of your **department or academic unit.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

10. The President **allocates resources so that your department or academic unit's faculty can accomplish their research mission.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

11. The President **manages the University's resources well.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

12. The President effectively **secures funding to support university initiatives.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

13. To ensure student success, the President demonstrates effort to **increase access, retention, and graduation rates of students**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

14. To ensure student success, the President demonstrates effort to **make education affordable at WIU**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

15. The President **fosters high academic standards** for students at Western Illinois University.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

16. The President effectively promotes policies that **foster the enhancement of student-learning outcomes for becoming global citizens.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

17. Regarding **faculty**, the President's management practices promote **excellence**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

18. Regarding **faculty**, the President's management practices promote **diversity**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

19. Regarding **staff**, the President's management practices promote **excellence**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

20. Regarding **staff**, the President's management practices promote **diversity**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

21. The President is **responsive to your concerns.**
    - o 1=Strongly Disagree
    - o 2

- o 3
- o 4
- o 5=Strongly Agree
- o No Basis for Response
- o Decline to Respond

22. The President effectively promotes your campus work environment to be **healthy**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

23. The President effectively promotes your campus work environment to be **safe**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

24. The President effectively promotes your campus work environment to be **pleasant**.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

25. The President supports **faculty governance** at all levels.
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response
    - o Decline to Respond

26. The President makes **effective administrative appointments.**
    - o 1=Strongly Disagree
    - o 2
    - o 3
    - o 4
    - o 5=Strongly Agree
    - o No Basis for Response

- Decline to Respond

27. The President 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, the President 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 the President's performance regarding **personnel and faculty relations**.

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

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

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

1. What is your gender?[2]
    - 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 the President?
    - 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 the President in the academic year 2017-2018. 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.**

[2] This question is verbatim from the survey sent to faculty. The question was not changed to reflect how each survey respondent answered the question as asked. According to the Williams Institute (2014), the terms male and female are commonly used over man and woman. https://williamsinstitute.law.ucla.edu/wp-content/uploads/geniuss-report-sep-2014.pdf

Section 2: Demographic Information

The data in the following section includes all answers submitted even if the user only completed portions of the survey. No Basis for Response and Decline to Respond were not included in the sample sizes on which statistical analyses were performed.

1. Completed the Survey:

#	Answer	%	Count
0	False	5.39%	13
1	True	94.61%	228
	Total	100%	241

2. What is your gender?[3]

#	Answer	%	Count
1	Man	52.66%	109
2	Woman	43.96%	91
3	Other	3.38%	7
	Total	100%	207

3. What is your academic unit?

#	Answer	%	Count
1	College of Arts and Sciences	43.63%	89
2	College of Business and Technology	18.63%	38
3	College of Education and Human Services	16.67%	34
4	College of Fine Arts and Communication	15.20%	31
5	University Libraries	2.94%	6
6	Other	2.94%	6
	Total	100%	204

[3] The use of man and and woman in this report is to remain consistent with the survey question "What is your gender?"According to the Williams Institute (2014), the terms male and female are commonly used over man and woman. https://williamsinstitute.law.ucla.edu/wp-content/uploads/geniuss-report-sep-2014.pdf

4. Which faculty unit are you a member of?

#	Answer	%	Count
1	Unit A	87.14%	183
2	Unit B	12.86%	27
	Total	100%	210

5. Including this year, how many years of WIU service do you have?

#	Answer	%	Count
1	0-5 years	11.85%	25
2	6-10 years	24.64%	52
3	11-20 years	42.18%	89
4	more than 20 years	21.33%	45
	Total	100%	211

6. How often do you have interaction with the President?

#	Answer	%	Count
1	1-3 times a week	1.43%	3
2	1-3 times a month	8.57%	18
3	1-3 times a semester	24.29%	51
4	1-3 times a year	47.14%	99
5	Never	18.57%	39
	Total	100%	210

7. On which campus do you primarily work?

#	Answer	%	Count
1	Macomb	96.60%	199
2	Quad Cities	3.40%	7
	Total	100%	206

Section 3: Quantitative Data

The data in the following section includes all answers submitted even if the user only completed portions of the survey. No Basis for Response and Decline to Respond were not included in the sample sizes on which statistical analyses were performed.

1. The President effectively promotes an environment for excellence in **scholarship**.

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	81 (35.68%)	55 (24.23%)	41 (18.06%)	28 (12.33%)	22 (9.69%)	2.36	1.33	227

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	73 (31.88%)	59 (25.76%)	39 (17.03%)	33 (14.41%)	25 (10.92%)	2.47	1.35	229

3. The President 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	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	80 (35.71%)	51 (22.77%)	45 (20.09%)	25 (11.16%)	23 (10.27%)	2.38	1.34	224

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	50 (23.15%)	42 (19.44%)	45 (20.83%)	43 (19.91%)	36 (16.67%)	2.88	1.40	216

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	47 (22.60%)	45 (21.63%)	51 (24.52%)	36 (17.31%)	29 (13.94%)	2.78	1.34	208

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	53 (25.85%)	41 (20.00%)	46 (22.44%)	36 (17.56%)	29 (14.15%)	2.74	1.38	205

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	28 (18.42%)	17 (11.18%)	34 (22.37%)	27 (17.76%)	46 (30.26%)	3.30	1.46	152

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	132 (59.73%)	39 (17.65%)	22 (9.95%)	17 (7.69%)	11 (4.98%)	1.81	1.19	221

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	106 (48.62%)	38 (17.43%)	34 (15.60%)	21 (9.63%)	19 (8.72%)	2.12	1.34	218

10. The President **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	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	115 (51.80%)	42 (18.92%)	31 (13.96%)	20 (9.01%)	14 (6.31%)	1.99	1.26	222

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	93 (43.66%)	47 (22.07%)	33 (15.49%)	24 (11.27%)	16 (7.51%)	2.17	1.30	213

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	95 (48.47%)	39 (19.90%)	32 (16.33%)	13 (6.63%)	17 (8.67%)	2.07	1.30	196

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	71 (33.49%)	45 (21.23%)	41 (19.34%)	29 (13.68%)	26 (12.26%)	2.50	1.39	212

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	35 (16.51%)	28 (13.21%)	51 (24.06%)	61 (28.77%)	37 (17.45%)	3.17	1.32	212

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	76 (36.02%)	35 (16.59%)	48 (22.75%)	24 (11.37%)	28 (13.27%)	2.49	1.41	211

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	61 (31.77%)	35 (18.23%)	48 (25.00%)	27 (14.06%)	21 (10.94%)	2.54	1.35	192

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	115 (51.34%)	49 (21.88%)	23 (10.27%)	17 (7.59%)	20 (8.93%)	2.01	1.31	224

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	45 (23.20%)	26 (13.40%)	38 (19.59%)	46 (23.71%)	39 (20.10%)	3.04	1.45	194

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	79 (48.47%)	25 (15.34%)	25 (15.34%)	18 (11.04%)	16 (9.82%)	2.18	1.39	163

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	35 (22.88%)	17 (11.11%)	36 (23.53%)	33 (21.57%)	32 (20.92%)	3.07	1.44	153

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	89 (44.95%)	48 (24.24%)	23 (11.62%)	16 (8.08%)	22 (11.11%)	2.16	1.36	198

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	77 (37.75%)	34 (16.67%)	36 (17.65%)	28 (13.73%)	29 (14.22%)	2.50	1.46	204

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	43 (21.50%)	25 (12.50%)	49 (24.50%)	50 (25.00%)	33 (16.50%)	3.03	1.38	200

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	86 (41.75%)	40 (19.42%)	33 (16.02%)	27 (13.11%)	20 (9.71%)	2.30	1.37	206

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	84 (41.38%)	50 (24.63%)	29 (14.29%)	16 (7.88%)	24 (11.82%)	2.24	1.37	203

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	116 (54.98%)	41 (19.43%)	21 (9.95%)	15 (7.11%)	18 (8.53%)	1.95	1.30	211

27. The President 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	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	78 (38.42%)	47 (23.15%)	38 (18.72%)	23 (11.33%)	17 (8.37%)	2.28	1.30	203

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

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	97 (43.50%)	49 (21.97%)	33 (14.80%)	26 (11.66%)	18 (8.07%)	2.19	1.32	223

Section 4: Qualitative Analysis of the Survey Data

The written response section was analyzed for common themes and then broken down with a few examples per theme. A total of 228 faculty members completed and submitted the 2018 Presidential Evaluation.

President's Evaluation, Question 19 from Section 1:

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

Faculty Morale/Relations

- 55 respondents commented on issues pertaining to faculty morale.
    - 50 of those respondents had negative comments.
        - "I am sorry to not be more enthusiastic and supportive of administrative activities. I love teaching and helping students. The part of my job that requires interaction with administrators I find odious. I, like other colleagues, have not completely recovered from the purge of late 2015."
        - "We all understand that WIU has severe external challenges, but instead of reaching for common ground and finding solidarity, for some reason the President seems intent upon driving agendas that sow confusion, undercut morale, and harm the work environment."
        - "Even though we understand that money for different projects come from different sources of money, we feel disrespected when there is money found for things like a "grand entrance," new floor and seating at Western Hall, electronic signs around campus, hiring new administrators with no experience . . . while faculty is asked to give back salary, pay for their own conference travel, etc. Feelings were hurt more when the money we gave back to the university has been spent on an expensive law firm to negotiate even lower salaries for faculty."
        - "The treatment of the faculty over the last few years has been deplorable and the environment is not healthy, pleasant, or positive in any way. The contract negotiations, the budget issues, and the general disrespect for who we are and what we do for this University and its students have all created a mess that ultimately the President is responsible for."
    - 5 of the respondents made positive comments.
        - "The President is always interested in what is going on in my department and my college."

Leadership/Vision

- 44 respondents made comments on the President's leadership.
    - 40 of those comments were negative.
        - "We have a vision and mission statement, we have a strategic plan, we have all the pundits to recruit, but I have yet to hear how President Thomas and Provost Neumann plan to support a means for implementing the vision, mission, and pundits. This is where the real lack of leadership is."
        - "I cannot say how disappointed I remain in the Thomas Administration. Ultimately, he's to blame for the massive declines in enrollment."
        - "This president needs to chart a course for the future of our institution. He seems paralyzed by the fact that some people might complain about the choices made, but this paralysis, should it continue, will likely be the death knell of our university."
    - 4 were positive comments.
        - "The President can be very effective and make even the toughest of decisions with great care and consideration. Many of the mistakes and blunders in recent years appear to be created by over-reliance on delegation."

UPI/Union Relations

- 38 respondents commented on the President's relationship with the faculty union.
    - 34 of those respondents made negative comments.
        - "In choosing the course of action that he did with regard to contract negotiations at UPI – hiring a lawyer rather than engaging in a more cooperative process – President Thomas has helped to deepen the rifts between faculty, staff, and administration in a way that I fear will take decades to recover from."
        - "The faculty and administration have been negotiating more than two years without a contract to show for it, even though the administration has spent approximately $200,000 on outside counsel to secure an agreeable deal. Those funds are drawn from the faculty's salary giveback."
        - "The President needs to get involved in the contract negotiations, and needs to know what is going on. He has demonstrated publicly that he does not know what is going on in negotiations/mediation."
        - "Every other university in Illinois with a similar union has reached a contract with modest 1-2% raises. Only Western persists in trying to break minima. Clearly the president does not understand and has no interest in understanding how crucial an issue minima is to faculty, especially those faculty outside of CBT. The protracted negotiations and their slant

towards CBT show that Thomas thinks of the university in the narrowest and short-sighted market-driven terms."

- 4 of them made positive or mixed comments (critical of UPI or its leadership).
  - "I do belief [sic] that the UPI leadership has not demonstrated willingness to be a reasonable negotiating partner. However I don't feel the President has been as transparent as he could be regarding faculty retention and possible salaries [sic] cuts."

Management/Administration

- 22 respondents made comments about the President's management/administrative decisions.
  - 21 of those comments were negative.
    - "While I understand current budgetary restrictions, I do not think relations with administration and the president's office could be much worse. Part of the problem has to do with poor communication with faculty and poor job understanding or effectively managing other administrators."
    - "My largest complaint about the President's performance is actually his administrative team. The President seems to have surrounded himself with a team that is disdainful of faculty across the board. In small settings, the President is warm and personable, but his team, charged with carrying out his directives, is condescending, negative, and ready to blame any and everything on faculty."
    - "He's outsourced the management of the institution to people who do not fundamentally understand the nature of the task because they do not understand what a university is supposed to be."
    - "Appointing people in charge of admission strategies and decisions made in that regard resulted in disastrous enrollment numbers and falling academic standards."
  - 1 comment was positive.
    - "Very open and transparent."

Budget

- 12 respondents commented on the President's handling of the budget situation.
  - 6 of those comments were negative.
    - "The president has led a confusing, shifting, and demoralizing approach to the challenges created by budget concerns."
  - 6 were positive.
    - "He has done an outstanding job during these unprecedented budgetary times in IL."

President's Evaluation, Question 20 from Section 1:

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

Leadership:

- 53 references to leadership
  - 50 negative comments
    - "He has provided no long term vision for this institution and has led to a "crisis of confidence", to use his own term, among the faculty and student community on this campus."
    - "I have little to no confidence in the president. If, as the consumer-cultured administration has long contended, student enrollment is the main measure of success at an institution of higher learning, this president has been an unmitigated disaster for WIU."
  - 3 positive comments
    - "He is performing excellently in these difficult times."
    - "A man not afraid to make tough decisions. A person who goes to bat for this University and spends more time doing so than most people realize."

Budget:

- 23 references to the budget
  - 22 negative comments
    - "we all know that the funding environment has been difficult. But the President does not really seem to care that faculty have sacrificed and tried to get by with much less in the way of resources. I bring in loose leaf paper from home for essay questions on exams because our department can't afford to buy loose leaf paper. I know many other faculty members who spend their own money on what should be university covered items. To then try to cut faculty pay is an insult."
  - 1 positive comment
    - "President Thomas has done an OUTSTANDING job at managing the fiscal resources of this university to keep the doors open and keep our mission for STUDENTS as strong as ever. I think he is a fantastic asset to this university and this community, and I hope that he realizes just how valued he is."

Administrative Appointments:

- 19 references to the president's staff - all negative
  - "The President would be well served to have a better team surrounding him and helping him. The hiring and promotions within Sherman Hall have been truly disturbing."
  - "I also blame him for constantly hiring upper-level administrators from within campus. If WIU was booming and prospering, that might make sense."

Faculty Relations:

- 12 references to faculty relations - all negative

- "I don't find the President approachable nor open to faculty input. Instead of viewing faculty as an asset, I consistently get the message from this administration that faculty is a problem to be dealt. I look forward to working for an institution that views faculty as a valuable asset to work with to improve the institution rather than being viewed as the source of all problems."
- "It was difficult to answer several of the questions because of the limited interaction that faculty have with the President."

Enrollment:

- 23 references to enrollment - all negative
  - "The president is responsible for the decline of this institution. Enrollment has been falling steadily since he was elevated to the presidency. He has shown that he has no answer for the problem, nor is he interested in taking any responsibility for it."
  - "Incapable of coming up with fresh and viable solutions that address the drop in enrollment and the decrease in the quality of the incoming students. Same outdated approach to anything related to the University, plays the blaming game instead of showing initiative. His performance is marked by reacting in a panic mode (sometimes in the worst way possible - like the layoff, then rehire situation), instead of a proactive and global approach."

Favoritism:

- 3 references to favoritism - all negative
  - "Catering to the perceived elite faculty (and closely associated administration members) promotes general discontent. Please stop."

Section 5: Deep Dive into the Statistical Data

The faculty survey reveals some statistically significant results with regards to the gender (Man-Woman)[4] variable, and the college (CAS, CBT, CEHS, CFAC, and University Libraries) variable. Starting with gender, we noticed that Q4, Q12 and Q21 show statistically significant difference between male and female faculty. The table below shows which questions are significantly scored differently between male and female faculty. A two-sample t-test was used to compare the data with a level of significance value of 0.10.

Group Statistics

	What is your gender?	N	Mean	Std. Deviation	Std. Error Mean
The President effectively promotes the University to the local community.	Man	83	2.57	1.399	.154
	Woman	67	3.13	1.424	.174
The President effectively secures funding to support university initiatives.	Man	83	1.87	1.237	.136
	Woman	67	2.49	1.491	.182
The President is responsive to your concerns.	Man	83	1.90	1.322	.145
	Woman	67	2.55	1.500	.183

Independent Samples Test

		t-test for Equality of Means				
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
The President effectively promotes the University to the local community.	Equal variances assumed	-1.675	188	.096	-.346	.207
	Equal variances not assumed	-1.682	182.657	.094	-.346	.206
The President effectively secures funding to support university initiatives.	Equal variances assumed	-2.648	167	.009	-.546	.206
	Equal variances not assumed	-2.618	153.352	.010	-.546	.208
The President is responsive to your concerns.	Equal variances assumed	-2.082	173	.039	-.440	.212
	Equal variances not assumed	-2.061	154.926	.041	-.440	.214

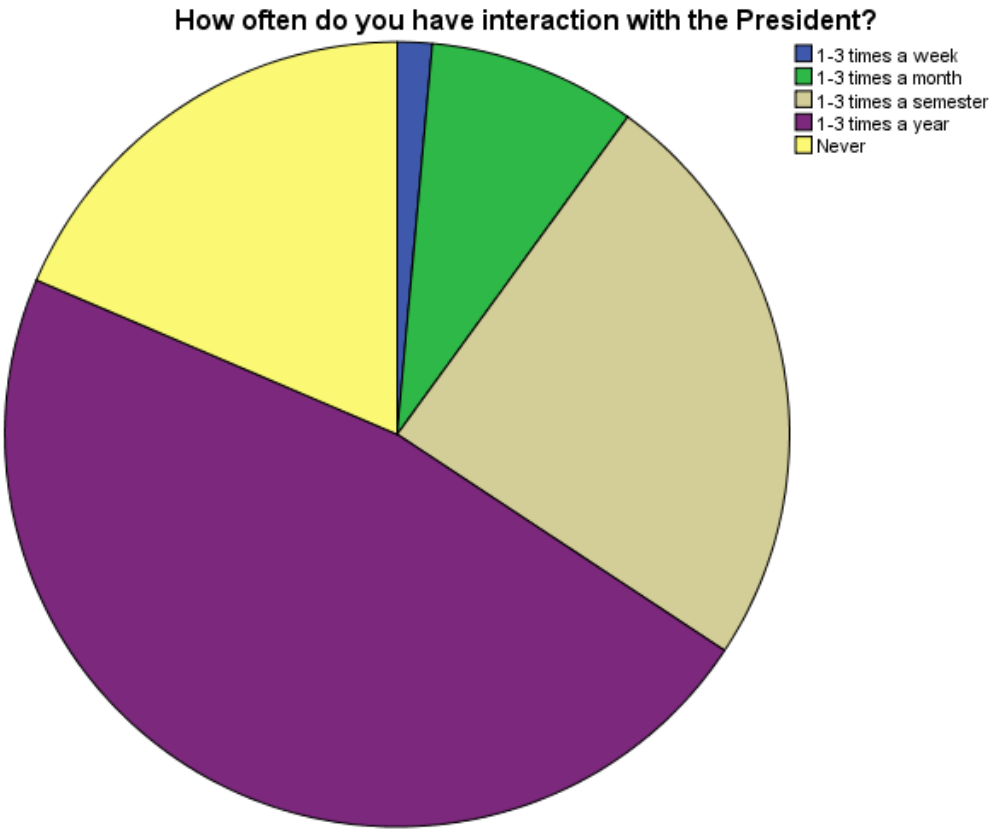
[4] The use of man and and woman in this report is to remain consistent with the survey question "What is your gender?" According to the Williams Institute (2014), the terms male and female are commonly used over man and woman. https://williamsinstitute.law.ucla.edu/wp-content/uploads/geniuss-report-sep-2014.pdf

Looking at the college category, the data shows that the CAS faculty has significantly lower scores when compared to the rest of the items in that category. Faculty identifying with the College of Fine Arts and Communication scored higher when compared to the other academic units.

What is your academic unit? - Selected Choice	College of Arts and Sciences		College of Business and Technology		College of Education and Human Services		College of Fine Arts and Communication		University Libraries	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
The President effectively promotes an environment for excellence in scholarship.	2.12	1.84	2.65	2.46	2.44	2.35	3.00	3.00	2.50	2.50
The President effectively promotes an environment for excellence in teaching and learning.	2.23	1.96	2.74	2.67	2.50	2.33	3.13	3.27	2.50	2.50
The President effectively promotes policies that support the mission of the university (http://www.wiu.edu/catalog/intro/values.php) relative to long-term strategic planning.	2.15	1.88	2.51	2.31	2.43	2.31	3.17	3.18	2.17	1.75
The President effectively promotes the University to the local community.	2.69	2.66	3.03	2.94	2.68	2.60	3.48	3.78	3.83	3.75
The President effectively promotes the University to the Western Illinois Region.	2.70	2.68	2.84	2.74	2.62	2.57	3.38	3.67	3.33	3.25
The President fosters effective relationships with the local community.	2.67	2.64	3.06	3.07	2.38	2.20	3.31	3.50	3.67	3.67
The President fosters effective relationships with the Board of Trustees.	3.15	3.30	3.40	3.38	3.41	3.56	3.90	4.14	3.50	3.50
The President fosters effective relationships with the UPI (University Professionals of Illinois).	1.56	1.36	2.19	1.78	1.94	1.68	2.34	2.10	1.83	1.60
The President effectively promotes policies that foster the activities of your department or academic unit.	1.89	1.59	2.38	2.00	2.06	1.76	3.10	3.25	1.67	1.60
The President allocates resources so that your department or academic unit's faculty can accomplish their research mission.	1.86	1.60	2.24	1.83	1.76	1.58	2.83	2.88	1.67	1.40
The President manages the University's resources well.	2.06	1.77	2.31	1.95	2.34	2.14	2.76	2.83	1.67	1.40
The President effectively secures funding to support university initiatives.	1.97	1.64	2.26	2.00	1.93	1.65	2.83	3.00	1.83	1.75

To ensure student success, the President demonstrates effort to increase access, retention, and graduation rates of students.	2.23	1.94	2.66	2.31	2.65	2.53	3.14	3.27	3.17	3.33
To ensure student success, the President demonstrates effort to make education affordable at WIU.	3.06	3.18	3.20	3.24	3.34	3.50	3.61	3.93	3.50	3.75
The President fosters high academic standards for students at Western Illinois University.	2.17	1.91	2.61	2.42	2.81	2.88	3.19	3.38	3.40	3.33
The President effectively promotes policies that foster the enhancement of student-learning outcomes for becoming global citizens.	2.25	2.03	2.75	2.62	2.56	2.53	3.30	3.62	2.60	2.33
Regarding faculty, the President's management practices promote excellence.	1.72	1.46	2.39	2.00	2.09	1.86	2.73	2.50	2.00	1.60
Regarding faculty, the President's management practices promote diversity.	2.79	2.90	3.41	3.54	2.96	3.14	3.76	4.06	3.00	2.75
Regarding staff, the President's management practices promote excellence.	1.90	1.54	2.45	2.00	2.32	2.17	2.80	2.75	1.33	1.33
Regarding staff, the President's management practices promote diversity.	2.69	2.67	3.56	3.73	3.00	2.91	3.56	3.78	2.50	2.50
The President is responsive to your concerns.	1.94	1.65	2.47	2.25	2.15	1.72	2.91	2.80	2.33	2.00
The President effectively promotes your campus work environment to be healthy.	2.25	1.94	2.97	2.92	2.57	2.50	3.00	3.20	2.67	2.00
The President effectively promotes your campus work environment to be safe.	2.84	2.97	3.33	3.53	2.84	3.00	3.56	3.82	3.00	3.00
The President effectively promotes your campus work environment to be pleasant.	2.04	1.76	2.58	2.33	2.63	2.50	2.96	3.10	1.83	1.60
The President supports faculty governance at all levels.	1.91	1.67	2.73	2.55	2.15	1.83	3.00	3.00	2.00	1.60
The President makes effective administrative appointments.	1.78	1.50	2.11	1.67	1.97	1.58	2.54	2.25	1.60	1.50
The President directs the university's academic facilities so that they meet the needs of your department or academic unit.	2.22	2.03	2.52	2.33	2.10	1.81	3.00	3.20	2.00	1.75
Overall, the President is highly effective at performing the duties of the President.	2.01	1.71	2.42	2.00	2.13	1.90	2.84	3.08	2.00	1.75

Another significant result comes from the question: "How often do you have interaction with the President?" Out of 210 faculty who responded to this question, 18.6% selected "never," 47.1% selected "1-3 times a year," finally, 10% of the faculty selected "1-3 times a week" or "1-3 times a month."

How often do you have interaction with the President?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 times a week	3	1.2	1.4	1.4
	1-3 times a month	18	7.5	8.6	10.0
	1-3 times a semester	51	21.2	24.3	34.3
	1-3 times a year	99	41.1	47.1	81.4
	Never	39	16.2	18.6	100.0
	Total	210	87.1	100.0	
Missing	System	31	12.9		
Total		241	100.0