

Interim Provost's Performance Survey Report
2017-2018 Academic Year

Faculty Senate Committee on Provost and Presidential Performance (CPPP)
Senators: Brian Bellott, Virginia Boynton, Heather McIlvaine-Newsad, Mallory Sajewski, and
Feridun Tasdan

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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 200 faculty members completed the entire survey out of 509 eligible faculty members. This compares to 163 faculty members who completed the entire survey in 2017 out of 553 eligible faculty members. The respondents evaluated the Interim Provost's Overall Performance on a five-point rating scale at a mean value of 2.31 with a standard deviation of 1.44. This is a drop from 3.16 in Academic Year 2016-2017. They also rated the Interim Provost's performance in the areas of faculty relations, management, budget allocations, campus diversity, and shared governance. The respondents were also given the opportunity to comment on the Interim Provost's personnel and faculty relations, academic goals, and overall performance.

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 the Faculty Senate, the President, and the Interim Provost.

The survey was conducted online 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 39% 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 which statistical analyses were performed.

Demographic Overview¹

Of the total of 180 respondents who indicated their gender, 56% identified as man, 40% identified as woman, and 4% identified as other. Out of the 174 survey participants, 45% were

¹ The use of man 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>

from the College of Arts and Sciences, 20% were from the College of Business and Technology, 14% were from the College of Education and Human Services, 16% were from the College of Fine Arts, 2% were from the University Libraries, and 3% identified as other. Of 184 participants who provided their years of service, 44% have been at Western Illinois University for 11-20 years, 26% for 6-10 years, 20% for more than 20 years, and 11% for 0-5 years. On frequency of interactions with the Interim Provost, 35% of respondents selected 1-3 times a year, 26% selected 1-3 times a semester, 21% selected never, 15% selected 1-3 times a month, and 2% (4 respondents) selected 1-3 times a week. Of the 179 survey participants who responded, 96% primarily work on the Macomb campus and 4% (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 50% (100 respondents out of 194) **Strongly Disagree** that “Overall, the Interim Provost fosters an academic environment that is rewarding for faculty work.”

Over 50% (94 respondents out of 185) **Strongly Disagree** that “The Interim Provost allocates resources so that your department or academic unit’s faculty can accomplish their research mission.”

Over 20% (24 respondents out of 111) **Strongly Agree** that “Regarding staff, the Interim Provost’s management practices promote diversity.” It should be noted a larger percentage (35 respondents out of 111) **Strongly Disagree** to the same statement.

Over 20% (23 respondents out of 106) **Strongly Agree** that “The Interim Provost provides effective leadership in the area of the Centennial Honors College.” It should be noted that a larger percentage (33 respondents out of 106) **Strongly Disagree** to the same statement.

Over 50% (103 respondents out of 178) **Strongly Disagree** that “The Interim Provost consults the faculty adequately before making important decisions.”

Section 1: The Provost Performance Survey

Interim Provost Faculty Evaluation 2018

Interim Provost's Evaluation - Spring 2018 This confidential, secure online survey is being used to provide eligible faculty members opportunities for providing input regarding the performance of Interim Provost Neumann. The survey we are using this year 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 Interim Provost and President, and will also be made available to the campus community through the Faculty Senate's website. For each of the following series of questions you will be asked to rate how effective Interim Provost Neumann has been in the current academic year (2017-2018) in performing various aspects of her responsibilities.

Shown below is a brief synopsis of the Interim Provost's evaluation of her goals and accomplishments from the academic year 2017-2018. Please review the synopsis prior to evaluating the Interim Provost's performance.

Thank you for the opportunity to provide some comments and reflections since the previous review.

This last year the focus in Academic Affairs has been to enhance and expand student recruitment and retention efforts. To that end, here are some examples of these endeavors:

College/Visit Days: One of the best ways to encourage prospective students to attend WIU is to find ways to bring them to campus. In the past year the College of Arts & Sciences and various departments made additional efforts to bring students to campus to interact with faculty, advisors, current students, and explore one of the campuses. Additionally, the Centennial Honors College hosted an "Honors Student for a Day". This event provided some high school students with the opportunity to visit campus and interact with faculty, staff, and current students in the Honors College.

High School Outreach: One outcome of the educational summits through the President's Executive Institute was an expressed need/desire for college courses to be delivered on high school campuses by university faculty. The initial class (English 180) was delivered during the fall semester at Cambridge High School by Dr. Mark Mossman. The immense success of this initial offering has validated this approach and this type of partnering. Several students in the class, who had not previously considered WIU as a college choice, have now applied to WIU for next fall. Hence, this type of course delivery is being expanded to other school districts and other courses.

Community College and 3+3 Agreements: Many agreements with our community college partners were recently either created or renewed. These agreements define the parameters for a smooth transition to WIU from our Community College Partners. Additionally we have an agreement with John Marshall Law School that provides a smooth transition from WIU to John Marshall Law School and potentially decreases the overall time to complete the two degrees. However, more importantly, the periodic review of these agreements brings renewed attention, to potential students, to the benefits of transiting to WIU (or to other partners such as John Marshall Law School).

Enhanced Instructional Technology: As our students face a multitude of challenges in completing their degree programs, we are putting into place additional approaches to deliver instruction to meet our students' needs. This includes the expansion of hybrid classes to all levels (undergraduate and graduate classes). Likewise, this year a pilot program to deliver classes through a distributed synchronous method is in progress. Through the use of ZOOM, students can participate in a "real time" class from one of our traditional classrooms or from anywhere in the world. Barring any unforeseen issues, this technology will be available on a much larger scale next academic year.

Additional points:

- Career and Internship fairs continue to expand. For example, this year a Teacher Education Career fair was held which provided a great venue for our students and various school districts to come together.
- A “Success Coach” has been integrated into University Advising. This more intentional type of advising and connecting students with needed resources to help them be successful has been effective. As a result, plans are in place to add more Success Coach resources to University Advising.
- To continue to meet students where they are, CITR is developing a new “My Western” app that students can download to their mobile devices and have expanded access to WIU resources in one place.
- Additional degree programs and integrated programs have been (and are being) developed such as Cyber Security and the integrated BA/MA in History. More programs are finalizing online course development so that more entire majors can be completed from a distance.
- Internship and Co-op programs that will allow students to “Earn and Learn” are being explored.
- The Living Learning Community opportunities continue to be expanded.
- More summer camps are being developed for children of all ages. These camps not only provide some learning components and some fun, but they also provide a way for younger children to visit and become familiar with our campuses.

I continue to be very thankful and impressed as the academic community has continued to do everything possible to make sure that the educational opportunities for our students are robust, and that we continue to expand our retention and recruitment efforts. The tradition of our “Western Experience” remains strong and it continues to be it an honor to serve as Interim Provost.

1. The Interim Provost 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. The Interim Provost 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. The Interim Provost 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. Overall, the Interim Provost fosters an academic environment that is **rewarding for faculty work**.
 - 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

5. Overall, the Interim Provost fosters an academic environment that is **rewarding for students to learn.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
6. The Interim Provost 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
7. The Interim Provost **manages the University's resources well.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
8. The Interim Provost effectively **promotes resource development for Academic Affairs.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
9. Overall, the Interim Provost **fosters faculty success.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

10. The Interim Provost **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

11. The Interim Provost **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

12. Regarding **faculty**, the Interim Provost's management practices promote **excellence.**

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

13. Regarding **faculty**, the Interim Provost's management practices promote **diversity.**

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

14. Regarding **staff**, the Interim Provost's management practices promote **excellence.**

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

15. Regarding **staff**, the Interim Provost's management practices promote **diversity**.
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
16. The Interim Provost **ensures that university policies, procedures, and available resources are transparent to you**.
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
17. The Interim Provost is **responsive to your concerns**.
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
18. The Interim Provost provides **effective leadership in the area of international education**.
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
19. The Interim Provost provides **effective leadership in the area of the Centennial Honors College**.
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

20. The Interim Provost **supports faculty governance at all levels.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
21. The Interim Provost **consults the faculty adequately before making important decisions.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
22. The Interim Provost **makes effective administrative appointments.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
23. Overall, the Interim Provost is **highly effective at performing the duties of the Provost.**
- 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond
24. Please provide additional comments or suggestions about the Interim Provost's performance **regarding personnel and faculty relations.**
25. Please provide additional comments or suggestions about the Interim Provost's performance **regarding academic goals.**
26. Please provide additional comments or suggestions about the Interim Provost's **overall performance.**

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 (1)
 - Unit B (2)

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 Interim Provost?
 - 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 Interim Provost 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	0.99%	2
1	True	99.01%	200
	Total	100%	202

2. What is your gender?³

#	Answer	%	Count
1	Man	55.56%	100
2	Woman	40.00%	72
3	Other	4.44%	8
	Total	100%	180

3. What is your academic unit?

#	Answer	%	Count
1	College of Arts and Sciences	44.83%	78
2	College of Business and Technology	20.11%	35
3	College of Education and Human Services	14.37%	25
4	College of Fine Arts and Communication	15.52%	27
5	University Libraries	2.30%	4
6	Other	2.87%	5
	Total	100%	174

³ The use of man 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. Including this year, how many years of WIU service do you have?

#	Answer	%	Count
1	0-5 years	10.87%	20
2	6-10 years	25.54%	47
3	11-20 years	43.48%	80
4	more than 20 years	20.11%	37
	Total	100%	184

5. Which faculty unit are you a member of?

#	Answer	%	Count
1	Unit A	88.40%	160
2	Unit B	11.60%	21
	Total	100%	181

6. How often do you have interaction with the Interim Provost?

#	Answer	%	Count
1	1-3 times a week	2.20%	4
2	1-3 times a month	15.38%	28
3	1-3 times a semester	26.37%	48
4	1-3 times a year	34.62%	63
5	Never	21.43%	39
	Total	100%	182

7. On which campus do you primarily work?

#	Answer	%	Count
1	Macomb	96.09%	172
2	Quad Cities	3.91%	7
	Total	100%	179

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 Interim Provost 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	68	36	31	20	29	2.49	1.47	184
(Percentage of total)	(36.96%)	(19.57%)	(16.85%)	(10.87%)	(15.76%)			

2. The Interim Provost 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	66	47	25	20	30	2.47	1.46	188
(Percentage of total)	(35.11%)	(25.00%)	(13.30%)	(10.64%)	(15.96%)			

3. The Interim Provost 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	66	36	30	15	34	2.53	1.51	181
(Percentage of total)	(36.46%)	(19.89%)	(16.57%)	(8.29%)	(18.78%)			

4. Overall, the Interim Provost fosters an academic environment that is **rewarding for faculty work.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	100 (51.55%)	32 (16.49%)	22 (11.34%)	13 (6.70%)	27 (13.92%)	2.15	1.46	194

5. Overall, the Interim Provost fosters an academic environment that is **rewarding for students to learn.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	60 (35.50%)	31 (18.34%)	30 (17.75%)	21 (12.43%)	27 (15.98%)	2.55	1.47	169

6. The Interim Provost 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)	86 (45.74%)	48 (25.53%)	12 (6.38%)	14 (7.45%)	28 (14.89%)	2.20	1.46	188

7. The Interim Provost **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)	67 (41.10%)	29 (17.79%)	29 (17.79%)	14 (8.59%)	24 (14.72%)	2.38	1.45	163

8. The Interim Provost effectively **promotes resource development for Academic Affairs.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	60 (40.82%)	27 (18.37%)	20 (13.61%)	15 (10.20%)	25 (17.01%)	2.44	1.51	147

9. Overall, the Interim Provost **fosters faculty success.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	88 (46.81%)	39 (20.74%)	14 (7.45%)	19 (10.11%)	28 (14.89%)	2.26	1.49	188

10. The Interim Provost **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)	63 (36.21%)	32 (18.39%)	30 (17.24%)	23 (13.22%)	26 (14.94%)	2.52	1.46	174

11. The Interim Provost **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)	94 (50.81%)	39 (21.08%)	14 (7.57%)	17 (9.19%)	21 (11.35%)	2.09	1.40	185

12. Regarding **faculty**, the Interim Provost'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)	93 (48.19%)	35 (18.13%)	20 (10.36%)	18 (9.33%)	27 (13.99%)	2.23	1.47	193

13. Regarding **faculty**, the Interim Provost'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)	47 (32.19%)	18 (12.33%)	30 (20.55%)	26 (17.81%)	25 (17.12%)	2.75	1.49	146

14. Regarding **staff**, the Interim Provost'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)	47 (37.01%)	26 (20.47%)	18 (14.17%)	12 (9.45%)	24 (18.90%)	2.53	1.52	127

15. Regarding **staff**, the Interim Provost'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 (31.53%)	14 (12.61%)	22 (19.82%)	16 (14.41%)	24 (21.62%)	2.82	1.54	111

16. The Interim Provost **ensures that university policies, procedures, and available resources are transparent to you**.

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	66 (35.29%)	30 (16.04%)	27 (14.44%)	32 (17.11%)	32 (17.11%)	2.65	1.52	187

17. The Interim Provost 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)	77 (47.53%)	26 (16.05%)	19 (11.73%)	14 (8.64%)	26 (16.05%)	2.30	1.51	162

18. The Interim Provost provides **effective leadership in the area of international education**.

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	47 (39.50%)	21 (17.65%)	22 (18.49%)	10 (8.40%)	19 (15.97%)	2.44	1.47	119

19. The Interim Provost provides **effective leadership in the area of the Centennial Honors College.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	33 (31.13%)	15 (14.15%)	18 (16.98%)	17 (16.04%)	23 (21.70%)	2.83	1.54	106

20. The Interim Provost **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)	79 (45.40%)	30 (17.24%)	16 (9.20%)	19 (10.92%)	30 (17.24%)	2.37	1.55	174

21. The Interim Provost **consults the faculty adequately before making important decisions.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	103 (57.87%)	28 (15.73%)	18 (10.11%)	10 (5.62%)	19 (10.67%)	1.96	1.36	178

22. The Interim Provost **makes effective administrative appointments.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people (Percentage of total)	72 (48.98%)	30 (20.41%)	15 (10.20%)	11 (7.48%)	19 (12.93%)	2.15	1.43	147

23. Overall, the Interim Provost is **highly effective at performing the duties of the Provost.**

	1=Strongly Disagree	2	3	4	5=Strongly Agree	Mean	Standard Deviation	Total count
Number of people	81	37	30	14	27	2.31	1.44	189
(Percentage of total)	(42.86%)	(19.58%)	(15.87%)	(7.41%)	(14.29%)			

Section 4: Qualitative Analysis of the Data

Interim Provost's Evaluation, Question 24 from Section 1:

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

Interim Provost Q1: Personnel & Faculty Relations

Leadership & Overall Performance:

- 23 respondents commented on the Interim Provost's leadership and overall performance.
 - 20 of those comments were negative.
 - “The faculty morale is as low as I have ever seen it and relationships with administration are dreadful. This should be the outcome by which we measure the Provost's performance regarding personnel and faculty relations.”
 - “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 Interim Provost Neumann plan to support a means for implementing the vision, mission, and pundits. This is where the real lack of leadership is.”
 - 3 of those comments were positive.
 - “She has done an excellent job keeping things moving in the right direction although she has no support from the state.”
 - “I think the Provost does the best she can with the current environment at WIU and higher education.”

Contract Negotiations & UPI:

- 22 respondents commented on the Interim Provost's relationship with the faculty union (UPI).
 - 19 of those comments were negative.
 - “The administration's relationship with faculty and our union could almost not be worse. In general, the Interim Provost appears unable or unwilling to improve relations.”
 - “Why are we spending such large sums for external law firms to negotiate with the union – seems like the administration is not engaged and not informed of its own positions. Waste of resources. Current administrative proposal on contract has created an extremely negative campus environment.”
 - 3 of those comments were positive.
 - “She has shown strong and effective leadership in working with UPI to achieve a new contract.”

- “The time she wastes dealing with UPI issues has been distracting but she has handled it much better than many people and we should be thankful for her dedication.”

Faculty Support & Needs:

- 21 respondents commented on issues pertaining to faculty support and needs.
 - 16 of those comments were negative.
 - “The Provost should be an advocate for the faculty in terms of their teaching load, research, and overall supports for productivity. With limited financial support and demands for cuts in our salary, it is not apparent.”
 - “The provost seems slow to respond to requests to fill positions that are desperately needed in some programs . . . while at the same seeming to be unresponsive to the need for support and valuing of faculty who are here now.”
 - 5 of those comments were positive.
 - “Provost Neumann has been very responsive to our academic department’s needs.”
 - “Interim Provost Neumann is a strong and effective advocate for faculty at campus events, Faculty Senate meetings, etc.”

Curriculum:

- 14 respondents commented on curricular issues.
 - All 14 of those comments were negative.
 - “It is clear that this Interim Provost has an agenda at odds with providing a traditional university-level education for students, which results in a fundamental divide between faculty and administrative personnel.”
 - “There is a perceived conflict of interest regarding the interim provost and the direct and indirect relationships with the College of Business and Technology.”

Communication:

- 14 respondents commented on the Interim Provost’s communication.
 - 11 of those comments were negative.
 - “I have found the Provost to be resistant to listening and talking through issues with faculty. There appears to be no attempt to compromise or find common ground.”
 - “The Interim Provost has not made any attempt whatsoever to meet with campus faculty in their own environment to understand their concerns, circumstances, and challenges better.”
 - “All interactions have lacked transparency.”
 - 2 of those comments were positive.
 - “She listens to the faculty.”
 - “Maintains open communication. Always willing to listen to concerns.”
 - 1 of those comments was neutral.

- “I perceive no communication or coordination with faculty. To be fair, some faculty and chairs say that the Provost can be reasonable and honest. I have not requested a one on one meeting with her.”

Morale & Work Environment:

- 13 respondents commented on faculty morale and work environment.
 - All 13 of those comments were negative.
 - “Morale among faculty is the lowest I have experienced anywhere. The faculty feel threatened rather than valued.”
 - “Discontent among faculty is at an all-time low over the many years I have been here.”
 - “The negative environment has only worsened in the past year.”

Interim Provost’s Evaluation, Question 25 from Section 1:

Please provide additional comments or suggestions about the Interim Provost’s performance regarding academic goals.

Interim Provost Q2: Academic Goals

Overall Performance:

- 24 respondents commented on the Interim Provost’s overall performance.
 - 13 of those comments were negative.
 - “I am not seeing any hard work in achieving any academic goals.”
 - “She seems to do what is best for her personally rather than for the good of the overall university academic goals.”
 - 6 of those comments were positive.
 - “She sets solid academic goals that will move the institution forward.”
 - “Interim Provost Neumann has been highly effective in this area. Her goals and endeavors show great leadership. Western Illinois University has made some key improvements in the last couple of years. The Honors College continues to excel, expand, and attract excellent students. The growth in outreach to high schools continues to expand. There are more partnerships with community colleges. We continue to assess our programs and improve them, despite the unprecedented lack of resources from the state.”
 - 5 of those comments were neutral.
 - “She talks a nice game of this but does not do a good job of following through, or if this is occurring and we are experiencing successes, she doesn’t adequately communicate these to faculty.”
 - “Our academic goals are noble, but with current staffing levels they are impossible to meet.”

Programs & University Education:

- 20 respondents commented on issues related to programs and the purpose of a university education.
 - All 20 of those comments were negative.
 - “The Interim Provost does not seem to have a firm vision of the overall goal of a university education. It is not to provide technical or vocational training, but rather to teach students to think critically and to problem solve collaboratively. This is not being encouraged.”
 - “We are a university and to pursue policies that will reduce our scope of programming or our influence is to disadvantage our students and their goals.”

Morale & Work Environment:

- 11 respondents commented on faculty morale and work environment.
 - All 11 of those comments were negative.
 - “Any academic goals that the Interim Provost may have are overshadowed and overwhelmed by poor campus morale and our negative work environment.”
 - “I do not feel as though I work at an institution that supports and promotes excellence in research and scholarship. I do not know how to change the culture, but I would like to see the Provost try.”

Clarity of Academic Goals:

- 9 respondents commented that they were unclear about the university’s academic goals.
 - “I don’t know what WIU’s academic goals are anymore.”
 - “Does she have academic goals or vision?”

Enrollment:

- 7 respondents commented on issues related to enrollment.
 - All 7 of those comments were negative.
 - “We’re only accepting students because they have tuition dollars, which does them a huge disservice and only puts them in debt for years.”
 - “We are celebrating higher admissions rates, but without promoting graduation and application rates, a higher admission rate is a meaningless metric.”
 - “It seems that we are focused on getting students in seats without a clue on how to do that.”

Interim Provost’s Evaluation, Question 26 from Section 1:

Please provide additional comments or suggestions about the Interim Provost’s performance regarding personnel and faculty relations.

Interim Provost Q3: Overall Performance

Leadership:

- 15 mentions of leadership

- 13 negative comments
 - “Tough times provide the best opportunity to demonstrate the strength of character for any institution and its leadership. I am sorry to say this was not demonstrated by the leadership of WIU.”
- The two positive references to leadership referenced the need for new/outside leadership.
 - “We need a provost from outside who brings a competent and effective leadership and makes the university a better place for everyone. It should be someone who can bring the effective diversity of experience and leadership.”

Budget:

- 6 references to the **budget**
 - 4 referenced the difficult budgetary situation
 - “While there have clearly been extraordinary external budgetary factors making our situation more difficult, the Interim Provost has not promoted unity and a shared sense of commitment toward moving us forward together.”
 - 2 applauded the provost for sound fiscal management practices
 - “Kathy has done an amazing job during the budget impasse. I'm looking forward to seeing what she can do when we're not in a crisis.”
 - “We are very lucky to have had Interim Provost Neumann, President Thomas, and the [the] rest of the Administration managing our resources while going more than two years without a budget.”

Morale:

- 9 references to **morale**
 - 6 reference poor morale and how the Interim Provost has contributed to the decline of morale
 - “We have heard too much blaming from the Provost's office about faculty getting paid too much - especially those who have been here for a while. That trashes morale all the more. “
 - 3 refer to the need for the Interim Provost’s office to create a positive morale amongst faculty by providing a clear vision for where the university is going because this will help recruitment and retention of students.

Recruitment/Enrollment:

- 3 references to **recruitment**
 - “We also need clear strategies to help transfer students to stay at WIU and promote recruitment and retention of a diverse population of students.”

- “As for recruitment, we are limited given that we have not realized the vision and mission set forth in the strategic plan and have not set up mechanisms to really implement those. “
- 3 references to **enrollment**
 - “The Interim Provost's highest priority should be the increase the rapidly declining enrollment at WIU. There is nothing more important than this.”

Performance:

- 5 direct references to **performance**
 - All of them were negative.
 - “If the qualitative and quantitative evidence of my performance equaled that of the Interim Provost, I would not expect to make the salary she makes, nor would I expect to retain my job.”
- 7 direct references to the Interim Provost doing an **excellent** job.
 - “Doing an excellent job. Fair person who has been a faculty member and understands their needs.”
- Many additional comments on the performance of the Interim Provost with respect to current challenges faced by WIU.
 - “I think the Provost does the best she can with the current environment at WIU and higher education.”
- 6 results for the word **vision**
 - All of the quotes refer to the lack of a sound vision for the university and the missed opportunity for crafting a strong vision during crisis.
 - “I think we have done some nice things to increase our visibility in some areas of the State, we have missed opportunities in others such as the Springfield area, but the thing we are most missing is a mechanism, a plan with a vision for implementation, to meet the challenges of the ever changing landscape of higher education. For all these reasons, I am highly concerned about the future of WIU. We need a leadership that will take the bull by the horns and work with Departments to develop a mechanism that will allow us to achieve the vision and mission we have stated and that will work to promote a positive morale across campus - a morale that will encourage faculty and that will translate into a positive experiences for our students.”