

WESTERN ILLINOIS UNIVERSITY FACULTY SENATE

Regular Meeting, 12 November 2024, 4:00 p.m.

Via Zoom and in Union Capitol Rooms

ACTION MINUTES

**SENATORS PRESENT IN PERSON:** D. Allwardt, E. Asare, B. Bellott, B. Brewer, D. Brown, C. Chadwell, H. Elbe, D. Gravitt, D. Hunter, J. McKenzie, A. Melkumian, B. Petracovici, J. Robinett, S. Turkelli, J. Walker, L. Wippering, E. Woell

**SENATORS PRESENT VIA ZOOM:** J. Albarracin, E. Hamner, B. McDonald, R. Sharma, K. Wiseley

**SENATORS ABSENT:** D. McArthur

**EX-OFFICIO:** Krista Bowers Sharpe, Parliamentarian; Interim Provost Mark Mossman

**GUESTS:** Tom Blackford, Amy Carr, Dennis DeVolder, Andre du Plessis, Tara Feld, Yu-Ping Hsu, Pete Jorgensen, Kishor Kapale, Rick Kuracz, Mary Lane, Sarah Lawson, Jessica Lin, Mike Lukkarinen, Heidi Lung, Angela McClanahan-Simmons, Heather McIlvaine-Newsad, Kristi Mindrup, Kat Myers, Holly Nikels, Lorette Oden, Renee Polubinsky, Linda Prosis, Christopher Pynes, Polly Radosh, Ketra Roselieb, Jim Schmidt, Amanda Silberer, Anna Valeva, Honey Zimmerman

I. Consideration of Minutes

A. October 22, 2024

**MINUTES APPROVED AS DISTRIBUTED**

II. Announcements

A. Approvals from the President and Provost

1. Approvals from the President

- a. Revisions to Disruptive Student Behavior Procedures
- b. Revisions to Transfer Student Policy
- c. Revisions to Dual Enrollment Policy
- d. New Adult Student Admissions Policy

2. Approvals from the Provost

- a. Requests for New Courses
  - i. CS 217, Artificial Intelligence Explorations, 3 s.h.
  - ii. CS 463, Deep Learning with Applications, 3 s.h.
- b. Request for New Minor
  - a. Applied Artificial Intelligence

B. Provost's Report

Interim Provost Mossman apologized for having to meet with senators via Zoom, adding that he and the Interim President have had a lot of meetings today. Interim Provost Mossman related he has had a number of successful meetings with schools and departments within Academic Affairs recently. He

hoped to complete all the meetings in fall semester, but it appears that the meetings will continue into January and February. Interim Provost Mossman related that he has been meeting with two or three departments/schools per week and working very hard to try to improve communication. He has no prepared agenda for the meetings but said he is happy to answer any questions the attendees might have. He thinks the meetings have been very positive.

Interim Provost Mossman related that he and Interim President Mindrup also plan to hold informal meetings in the Capitol Rooms over the next few weeks. He said these will also be Q&A meetings with no prepared comments and the intention to just answer as many questions as possible. He noted that oftentimes the problems brought forward are difficult to answer immediately, but when that occurs the Provost's or President's office will get back to the individual with the full answer. He added that Interim President Mindrup will talk more about these meetings once she arrives; she is currently in another meeting.

Interim Provost Mossman expressed his thanks to the senators and other faculty who volunteered to serve on the Academic Program Elimination Review (APER) Committee, which held its first meeting yesterday. He related that his office is working to get the committee all of the information it will need. He met with Interim President Mindrup today regarding the different programs the committee will be asked to look at; that list is not quite finalized yet, but he hopes to get it to the APER Committee tomorrow. Interim President Mossman remarked that Leigh Ann Fislser, Psychology, was elected Chair of the APER Committee, and Senator Hunter, Engineering Technology, is one of the members. [Note: the other members include Andrea Hyde, Education; Sean Cordes, Library; and Jena Gardner, Music.] Interim Provost Mossman said a shared drive has been created for the APER Committee to use, and they have been provided with the past two APER Committee final reports. He added they will be provided with many pages of information to consider as they do their work.

Senator Gravitt asked how much time the APER Committee will actually have to evaluate the programs on the list. Interim Provost Mossman hopes they will have their work completed by the first week of December, but he recognizes that it may be impossible for them to do so and has talked about this with the committee. He wants the process to be as collaborative as possible and to make sure the Provost's office and committee are doing the right things. Interim Provost Mossman admitted there is a sense of urgency to get the process wrapped up as quickly as possible and turn the page, but, that being said, if the committee needs to take more time, that is completely fine.

Chair Robinett recalled that it was said originally that the list would be comprised of a handful of low-enrolled graduate programs. He asked if that is still what is anticipated. Interim Provost Mossman responded affirmatively, adding that he has said that the number will be "closer to a dozen than to dozens." He expects the number will be more than one dozen but not dozens; he thinks it will be closer to 12, 15, or 17 programs than to the 39 programs Bradley University is considering. He added they will be primarily graduate programs and a very small number of undergraduate programs.

Senator Albarracin asked what the loss to the university is in continuing to let departments teach graduate students if they do not offer any graduate assistantships. She added that being able to teach graduate seminars, serve on thesis committees, and have relationships with graduate students has been essential in keeping her at WIU, and it would be painful to lose those programs. She thinks departments could try to keep the cost to a minimum without eliminating them. Interim Provost Mossman said he does not disagree and recognizes that the university has to tolerate a certain amount of loss. He explained that while WIU is a Public Good institution, it is also a Masters 1 Public Good institution, so, by definition, WIU is built to have a large number of undergraduate programs complemented by a portfolio of master's level programs. He added that WIU has two doctoral programs and cannot have more than a certain number of doctoral students in order to avoid changing the university's Carnegie classification. Interim Provost Mossman observed that WIU has had a collapse of its undergraduate enrollment and is down at least 50 percent since 2012. He explained that most of the undergraduate programming in the budget has served as a way to fund the limited number of graduate programs. He acknowledged that there has been an increase in graduate programs and graduate headcount, but, although it is counterintuitive, what that actually means is that costs have gone up because the university offers lots of different kinds of funding opportunities for graduate

students, as it should. He noted that this institutional support ranges from not having a cap on the number of waged hours if students have a graduate assistantship to offering six semester hours of tuition free classes to them in the summer. Interim Provost Mossman stressed that the institution should build in discounts for its graduate students, but WIU is at the point where there needs to be an appropriate ratio for undergraduate to graduate programs. He noted that when a university is in a fiscal spot, it does not help to have too many graduate programs that the institution is paying for.

Senator Wipperling asked if “low enrolled” means that the number of students that is expected to be in a program is not being met. She noted that some programs in the Department of Theatre and Dance only want to have three graduate students because that is the number of assistantships they have. She asked if this would be considered to be a lower-enrolled program, even though it was meant to be that way, because it only has three grad students enrolled. Interim Provost Mossman responded that the administration is certainly paying attention to enrollment, but it is not the only metric that is being used in any evaluation of any kind of program. He noted that for the past administrations, the APER consideration was based entirely on headcount; they used the Illinois Board of Higher Education (IBHE) low-enrolled programs report, which is where that phrase comes from. He explained dozens of these reports are filed every two years by all the state universities in Illinois. Interim Provost Mossman understands that it is nature of certain programs, particularly in the studio disciplines, to have low-enrolled programs, so that is not the exclusive, only metric being used. He explained that other metrics being considered will include overall student credit hour (SCH) production, past layoffs, how class sizes match SCH production, and how department workload equivalents are divvied up in departments, so there are a whole set of things that will need to be analyzed.

Anna Valeva, professor in the School of Accounting, Finance, Economics, and Decision Sciences (AFED), asked Interim Provost Mossman why the Master of Science in Applied Statistics and Decision Analytics, which is the second largest graduate program in the university, is de facto being eliminated. She stated that, as a graduate advisor, she knows how many assistantships students receive, what they are billed, and what they pay the university, and she does not think this program is a losing one. Interim Provost Mossman asked if this is coming from College of Business and Technology programs revisions. Dr. Valeva responded that the program has been reduced to such an extent that it will be impossible to deliver and will basically be “beheaded.” Chair Robinett remarked that this does not sound like a question that Interim Provost Mossman will be able to answer at this time; Interim Provost Mossman agreed that he would need to follow up on this and obtain specifics. Dr. Valeva remarked that if decisions of this enormity are going to be made, everyone wants to see the financial data behind them. She thinks they must exist and can be anonymized if there is a question of privacy. Chair Robinett remarked that at this point Faculty Senate needs to focus on the things that are germane to the conversation.

Senator Hunter remarked that the charge to the APER Committee is spelled out in the UPI contract, Article 26.4, which states that the APER Committee shall review program costs and enrollment history. He said it also specifies that the committee must review contributions of the programs to the General Education requirements, the university curriculum, and the mission and goals of the university. He observed that all of the past APER Committee reports he has looked at reviewed those criteria, and that is what the current APER Committee intends to do as well.

Chair Robinett reminded everyone that Faculty Senate’s primary role in regard to APER is to elect the committee members, and the Senate has completed its role in that. He added that Faculty Senate is charged by Board of Trustees procedures to look at things related to the curriculum, but contractual types of things are outside the purview of the Senate.

- C. Student Government Association Report – None
- D. Faculty Senate Chair’s Report

Chair Robinett expressed thanks to everyone who participated in Military Appreciation Week activities. He noted that the Veterans Resource Center, their liaisons, and the Military Appreciation Club serve WIU’s military service students and do tremendous work, along with others, to demonstrate

military friendliness at the institution. He saw many faculty at the week's events and expressed his thanks to them for showing students and their families the level of care that WIU has for them.

Chair Robinett received notification last week that Illinois State University's Academic Senate unanimously passed a resolution on October 18 in support of Western Illinois University's faculty. He added that their resolution uses the same language as the resolution approved by the Council on Illinois University Senates. Chair Robinett appreciates the support of ISU's senate and their encouragement of collaborative efforts to advocate for increased funding for higher education. He said there are a number of other senates in the state who are also looking at this

Chair Robinett has regular monthly meetings with the University Technology CIO Group, who have been very busy with the Ellucian Colleague ERP implementation. He told senators that, for a variety of reasons, a one-year implementation extension has been approved; among those reasons is the fact that there are a limited number of people who are trying to do their current jobs plus implement a new system, and they are being asked to put in a lot of time on this. He said that University Technology staff are trying their best to get WIU's existing MVS system to communicate with the new Regent Education system so that students can receive their financial aid, but there are still a small number of students whose Fall 2024 financial aid is still not right. Chair Robinett said staff are navigating each situation as it happens, but sometimes they fix one problem which creates an issue someplace else. Administrative Information Management Systems (AIMS) told Chair Robinett that sometime before spring semester and the disbursement of spring financial aid, they plan to copy the Regent production system to a test system and do a full test before they begin disbursing aid for spring in order to hopefully catch and eliminate some issues.

Chair Robinett plans to attend a Policy Review Committee advisory subcommittee meeting next week. He said this subcommittee is trying to address some of the issues that have arisen through the process by which the university policies are evaluated. He explained that university policies are supposed to be evaluated every so often to see how they are working, but issues have arisen with this process, including what the jurisdiction is for the policy advisory subcommittee and the process by which stakeholders are identified and involved in policy drafting. Chair Robinett expressed his appreciation to Gordon Pettit, professor of Philosophy in the Department of Mathematics and Philosophy, for representing faculty on the Policy Review Committee and to Faculty Senate Office Manager Annette Hamm for the incredible institutional memory she provides regarding these policies and how some things have worked in the past.

Chair Robinett continues to attend Space Allocation Committee meetings. He related that all that has been determined at this point is that there will need to be significant changes to the university's space utilization in the coming years. He stated that although decisions will need to be made within the next few years, some buildings will have to come offline either due to capital costs or because their building systems are no longer able to keep up with what they need to do. Chair Robinett stated that this was discussed at WIU's Big Picture meeting with the IBHE and was one of the topics that was touched on at the Senate Budget Transparency Committee (BTC) meeting on Friday, November 8. Chair Robinett recognized Senator Walker to give a brief update about the BTC meeting.

Senator Walker related the Budget Transparency Committee met with Ketra Roselieb, Vice President for Finance and Administration, and Budget Office Director Renee Georges on Friday to discuss three main items. He said the first item involved what the main assumptions are that are being used to create the budget projections. He said this discussion included a look at enrollments, which were originally projected to be 5,750 but ended up being closer to 6,300. He said future budgets assume an increase in freshmen headcount by about 800 for FY 26, 27, and 28, along with a 2 percent increase in the retention rate, along with a smaller graduate student population in those three fiscal years. He said headcounts are based on the assumption that WIU is not anticipating significant enrollment growth in the short term. Senator Walker said the data used to create these projections are now much more centralized and available to different offices for collaboration.

Senator Walker related the second item of discussion was in regard to anticipated budget deficits and revenue/cash flow for FY 25, 26, and 27. He stated that as of November 7, WIU has about \$4 million

in cash. He related that the university is working on a variety of external funding options to assist with cash flow. Senator Walker told senators projections for the next five years are based on the assumptions that: 1) state support will remain level, 2) WIU's enrollment and retention will stabilize and remain at this leveled-out rate, and 3) there will be some moderate tuition fee increases.

Senator Walker said that while the administration has mitigated cash flow for the fall semester, there are still concerns for the spring, so Vice President Roselieb especially emphasized not spending unnecessarily. He related that FY 26 moves the university toward a balanced budget, then FY 27 should hopefully see the university breaking even based on those projections.

Senator Walker said the committee also discussed the impacts of layoffs and retirements on FY 25, 26, and 27. He related there is anticipated to be \$2 million in retirements, and it is unsure right now how many of those will be replaced. He stated that while no future layoffs are planned, that does not mean there will not need to be some in the near future. Senator Walker related that the next BTC meeting will dig deeper into how overload, summer school, and adjunct pay is determined. Chair Robinett advised senators to reach out to BTC members if they have specific questions they want them to ask of Interim Provost Mossman, Vice President Roselieb, or Ms. George.

E. Other Announcements

1. Interim President Kristi Mindrup

This item was postponed until the Interim President's arrival.

2. Election of Faculty Senate Secretary

Chair Robinett explained that the role of the Senate Secretary is to help proofread the minutes taken by the Faculty Senate Recording Secretary and to take the minutes for any meeting at which she could not attend. He added the other commitment would be to attend Executive Committee meetings, which are held on alternate Tuesdays from Faculty Senate.

**Motion:** To nominate Senator Gravitt (Gravitt). There were no further nominations, and Senator Gravitt was declared elected.

3. Results of Faculty Senate Assessment of Presidential Appointment Survey

This item was postponed until after the President's visit.

III. Reports of Committees and Councils

A. Senate Nominating Committee (SNC)  
(Julia Albarracin, Chair)

**SENATE COUNCILS AND COMMITTEES**

Council on General Education

Clifton Ealy, Math/Philos	replacing	Mari Aanenson	2025	MATH/NS
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Council for Instructional Technology AI Subcouncil

Tahir Khan, Computer Sci	new		2026	AT-LARGE
Anjum Razzaque, Comp Sci	new		2027	AT-LARGE

**UNIVERSITY COUNCILS AND COMMITTEES**

University Conduct Board

Jennifer McKenzie, Educ	replacing	Christopher Pynes	2026	AT-LARGE
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Senator Hunter asked if the Council for International Education has a regular meeting time and if they have elected a chair. Ms. Hamm replied they arrange their meetings around their members' schedules and have not yet elected a chair. Senator Hunter expressed interest in serving to represent his college since there is a vacancy, but Ms. Hamm pointed out that senators are not allowed to serve on Senate councils while serving on the Senate, according to the Senate Bylaws.

There were no further candidates, and the slate of nominees was declared elected.

IV. Old Business - None

V. New Business

A. Proposed Merger of the School of Management and Marketing with the School of Accounting, Finance, Economics and Decision Sciences

Tara Feld, Interim Dean of the College of Business and Technology, explained that these two units encompass all of the business disciplines of the college and have been operating as two distinct units, primarily because of their size and their organization in terms of number of programs. She related that in the Fall of 2023, AFED had 26 faculty members, five undergraduate programs, three graduate programs, and a post-baccalaureate certificate in Business Analytics. She said Management and Marketing had 21 faculty members, four undergraduate programs, one graduate program, and one post-baccalaureate certificate. Interim Dean Feld observed that, given their nature, scope, and size, it was necessary for them to be two distinct units.

Interim Dean Feld noted that the two both fall under the umbrella of AACSB accreditation, so they basically work like sister institutions already; department criteria and DWEs are aligned with faculty qualifications, and collective meetings of the business faculty are held fairly regularly to discuss the business core and other commonalities among the two units.

Interim Dean Feld told senators that, given the recent staff reductions, the number of people who have signed IERs, and a couple of resignations, there will be 25 faculty in the two units by May 2025, down from 45 in Fall 2023, a drastic reduction. She explained that what Dr. Valeva was alluding to earlier was the suspension of one of the graduate programs; AFED has suspended the Master of Accountancy, the Master of Quantitative Economics, the Master of Science in Applied Statistics and Decision Analytics, and the campus-based portion of the Master of Business Administration (MBA), preserving only the online MBA. She stressed that it is impossible to deliver these graduate programs under current staffing levels.

Interim Dean Feld explained that because of the staffing and the necessary impact it will have on curriculum, the college is proposing moving to one unit that would become the new School of Accounting and Business Administration. She said that Accounting will maintain its own Bachelor of Business degree because of its supplemental accreditation and licensing requirements; these require it to be somewhat distinct. She said all of the other eight business majors would collapse into one Business Administration major, with options in each of the eight areas; collectively, all of the business faculty will be operating to deliver two undergraduate programs and one masters program. She stated that it does not make sense to have two disparate units when they collectively will be working on the same curriculum.

Interim Dean Feld noted that, as part of the process of fiscal reorganization, the director and office manager positions were removed from the budget for the School of Management and Marketing, so, in effect, that unit is operating without any administrative oversight or support staff. Jessica Lin, Director of the School of Accounting, Finance, Economics and Decision Sciences, has been the acting director for Management and Marketing in the interim, and the office management has been taken care of

through the dean's office. She concluded that, without a director, without a line to hire a director, and with the need to consolidate down, the College of Business and Technology is asking that the two be moved into one unit.

**Motion:** To approve the proposal (Gravitt/Melkumian)

Senator Gravitt expressed her approval for the name change. Interim Dean Feld agreed, remarking that the name tag for the AFED graduate advisor read School of Accounting, Finance, Economics, and Decision Sciences, Graduate Advisor for the Master of Science in Applied Statistics and Decision Analytics, which is practically the size of a poster board. She noted that while the new name will be more concise, it will also be more reflective of the curricular offerings within the new unit while still providing some distinct designation for the Accounting program, which maintains its own separate accreditation. Senator Gravitt added that it may also make it easier for students to find information when they are searching for programs.

Senator Hunter asked how much jeopardy the college is in of losing students from its nationally-recognized MBA program. Interim Dean Feld responded that as long as the college maintains its AACSB accreditation, she believes the online MBA program will be fine. She noted that what has to be given up is the campus-based version of that because the new UPI contract forces the distinction between face-to-face and online classes, with no more multi-modality, so that means that every class has to be delivered in one of the two modalities, and there is insufficient staff to do that. She estimates that there are currently about 140 students in the MBA program, and 35 of those are campus-based. She stated that if they are US students, they can integrate into the online program, but international students will not be able to make that transition. She expects that enrollment for the online MBA degree will level out to around 100.

**MOTION APPROVED 22 YES (17 in-person, 5 zoom) – 0 NO – 0 ABSTENTIONS**

Chair Robinett expressed his appreciation to the College of Business and Technology for following both the form and the process for their request. He appreciated seeing everything outlined and that all faculty were able to vote across all of the departments that were affected.

II. Announcements (Reordered)

E. Other Announcements

1. Interim President Kristi Mindrup

Since Interim President Mindrup arrived at this point, the agenda items that were previously postponed were now considered. Interim President Mindrup told senators that earlier today she attended a recognition of Professor Emeritus John Hallwas in the Library Garden Room. He received an award from the Illinois Department on Aging for his scholarship, his writing, and for being an outstanding advocate for connecting the community socially through his regional histories. She said Dr. Hallwas remains committed to WIU and has been an outstanding source of information, insight, and advice throughout his long history with the institution.

Interim President Mindrup just came from her weekly meeting with the state university presidents and chancellors, who spoke about some of the considerations higher education will need to keep in mind as everyone plans and strategizes ideas for moving forward in sustainable ways that still fulfill their university's missions. She related that the meeting opened with looking at potential policy changes in light of the change in United States Presidential administrations coming up in February. Interim President Mindrup thinks WIU has some outstanding experts in policy, legal and other areas, and this could be an opportunity for the university community to get together. She said university presidents and chancellors are looking for opportunities to encourage state-level leaders to provide resources and direction for higher education as universities consider how to adapt and change while still maintaining the missions of their institutions. She added that some of the presidents had

recently attending a meeting of the American Association of State Colleges and Universities, and this was a topic at that meeting as well. She noted that Visa concerns are a consideration, as well as Deferred Action for Childhood Arrivals (DACA) population-specific concerns for particular student groups who are feeling uncertainty. She remarked that these are the things higher education will need to be focused on moving forward as the country prepares for the transition.

Interim President Mindrup said another topic on the radar for the University Presidents and Chancellors Group is the equitable funding formula. She noted that this is one area of advocacy for which everyone is collectively committed; UPI, the administration, student organizations, all support the equitable funding formula that the state of Illinois has put together as a way to more appropriately and adequately fund higher education. She encourages those not familiar with the equitable funding formula to look it up because there is a lot of really good information available on the history of higher education funding in the state.

Interim President Mindrup explained that WIU has been only about 62 percent funded, with 100 percent being the ideal where the university would have the full ability to serve students and support the programs and services that WIU has a mission to provide. She noted that the state's flagship university is funded at 92 percent, so the equitable funding formula would be a way to both increase the appropriation to higher education and do it in a more equitable way that addresses the differences across institutions. She acknowledged that the formula would definitely benefit institutions like WIU. Although Interim President Mindrup has not verified this, she has been told that the bill has been filed in the House. She plans to have continued negotiation meetings with state Senate leaders, including Kim Lightford, who is a WIU alum, and Carol Ammons, who co-sponsored the bill. Interim President Mindrup will join the WIU Director of Governmental Relations, Zach Messersmith, tomorrow in Springfield to continue that conversation. She noted that the equitable funding formula is a significant piece of the administration's strategy for WIU's finances, so she is thrilled that the efforts to advocate for this bill span beyond the administration and include the union as well as others. She thinks it is important that WIU is showing some solidarity as the university advocates at the state level because there may be some challenges in future; although projections are typically overestimated, there is one that projects the state may be in a deficit for the coming fiscal year. She noted, though, that WIU representatives have been reassured at the state level that this estimate is not accurate at this point in time, so they will continue to monitor that situation to see how it fits into WIU's appropriations as well as the likelihood of the equitable funding bill moving forward.

Interim President Mindrup believes that the institution's efforts to ensure that care is being taken financially have been prudent and are best positioning the university for future financial health. She stressed it is important to note that the university is not out of the woods yet, and this spring semester will present another "blip" in the cash flow situation. She said Vice President Roselieb has the details about this and would be happy to share that projection with Chair Robinett. Interim President Mindrup said the administration continues to work with state leaders and to advocate for additional funding for WIU in whatever ways they can while also identifying revenue generating opportunities, a big focus for the institution right now.

Interim President Mindrup highlighted that one of the big "asks" WIU is working on currently is the new Quad Cities Innovation Campus. She said the university is working with its networks on a \$7.2 million ask; Interim Provost Mossman, Dean for Innovation and Economic Development Christopher Merritt, Zach Messersmith, Executive Director for Outreach and Quad Cities Operations Audrey Adamson, and Interim President Mindrup have been working with networks to raise visibility for the campus. Interim President Mindrup speaks with legislators and the Rock Island County Board this week to advocate and generate some support for the initiative.

Interim President Mindrup sees this initiative as a way to reshape the Quad Cities campus in a way that is politically attractive; the administration knows from legislator input as well as



information coming from UPI that there is an appetite to fund this initiative. She stressed that even though it is located geographically on the Quad Cities campus, the concept of an innovation university has programmatic benefit across WIU; it has the opportunity to become a central point for additional revenue generation opportunities. She told senators the administration knows that – through the Illinois Innovation Network and the Quad Cities Manufacturing Initiative – the initial investment can generate partnerships and visibility at the statewide level in a way that will bring additional investments into the institution. She noted that, in the spirit that WIU is taking care of itself and not solely dependent on the state, this is an initiative that leads the university in that direction.

Interim President Mindrup shared that one of the priorities she has highlighted over the past few months is an inclusive campus. She had a great conversation with the Black Faculty and Staff Council recently about how best to structure the institution so that inclusion can be a priority, particularly with initiatives in human resources, academic programs, and student experiences. She plans to continue to work with this group and would like to infuse their insights into the conversation around how WIU can best be structured to continue inclusive efforts, particularly related to any potential changes that might be seen in January, while continuing to make sure that WIU is serving its mission. Interim President Mindrup stated that Honors Council Dean Lorette Oden and Curtis Williams, Director of Student Services on the Quad Cities Campus, co-lead that group, which has been an excellent resource for her. She would like to continue to explore this topic with them as well as other groups on campus.

Interim President Mindrup observed that part of being an inclusive campus includes communication, and the administration is listening and wanting to create additional opportunities for input across the university. She related that Interim Provost Mossman and other members of the Cabinet have joined her in participating in a variety of town halls with different stakeholder groups this semester; she thinks they have met with nearly all of them or have them scheduled. She noted that the Student Government Association set their meeting up in the style of speed dating, where students rotated tables with the administrative representatives and asked the questions that were on their minds. She stated that even though the SGA event was held in Macomb, Quad Cities Museum Studies students also had the opportunity to participate by driving to the Macomb campus. She added that a town hall was held with the Quad Cities SGA last week to be able to hear their concerns, creative ideas, and what they would like to see the institution think about moving forward, and both town halls were very positive.

Interim President Mindrup said the administration wants to continue to promote engagement, dialogue, and conversation that will also help to inform planning. She noted that employees may have received an email on Monday inviting participation in Insights and Innovation, informal conversations with Interim President Mindrup and Interim Provost Mossman. She said the university community is invited to join them for coffee, donuts or cookies, depending on the time of day, to have conversations with a focus on the future of higher education and how WIU can innovate and evolve in response to that. She said a couple of dates have been set for the fall semester, but since finals will be ramping up soon, they will continue in the spring. She hopes these conversations will help inform planning.

Interim President Mindrup told senators the administration recognizes the need to update the institutional plan since the landscape of higher education is changing, and WIU needs to respond to that. She expressed thanks to Psychology professor Kim McClure and Anthropology professor Heather McIlvaine-Newsad who last week shared with Interim Provost Mossman and Interim President Mindrup insights and perspectives that were really grounded in their disciplines. She noted that in light of increasing communication and looking for opportunities to best involve the university community, she really appreciated them taking the time and initiative to share some perspectives and ideas about what they thought would work for WIU. She said the Insights and Innovations conversations are one iteration of how the administration is trying to respond quickly to make communication happen. Interim President Mindrup is very excited for those conversations and is equally excited about the fact

that faculty came to her with really great ideas. She noted that administrators may think they know the best way to communicate with the campus community through traditions such as town halls, but there are other ways to think about this, so she appreciated the conversation with Drs. McClure and McIlvaine-Newsad.

Interim President Mindrup is very grateful to Justin Schuch, Interim Vice President for Student Success, for his efforts and focus on student recruitment and retention. She pointed out that institutions are most efficient if they can keep the students they bring to the university, plus this is just the right thing to do.

Interim President Mindrup noted that the University Counseling Center has been very busy this semester with a focus on suicide prevention, including offering training. She told senators that 310 students, including several student-athletes, have completed the training, which is an important piece of student retention at the deepest level; in addition to keeping them at the university, this also keeps them focused on the value of their lives and what they can do to keep themselves healthy and in balance. Interim President Mindrup reported strong involvement from students participating in Rocky's Wellness Challenge. She said nearly 1,500 have participated in the challenge and have been utilizing the Rockybot, an automated communications piece that works with students who may indicate a need for mental, physical, financial, or general assistance with their overall wellness. She thinks this has been an outstanding initiative.

Interim President Mindrup also highlighted that the Division of Student Success has been active with the Connections Mapping program, a resource that gives a strong indicator of where students will be successful and where institutional efforts should be focused for students who are struggling. She said this fall 55 percent of participating students received at least one early warning grade; 50 percent of students who are of low concern received one early warning grade and 79 percent of students who are of high concern received at least one. Vice President Schuch told Interim President Mindrup that these numbers have improved, and she thinks this is really useful data. Interim President Mindrup stated that the efforts and intentionality behind identifying those areas of concern in a strategic way are generating knowledge that is helping the university retain students. Interim President Mindrup said she wanted to communicate out both the big picture of where the institution stands financially as well as some of the specific initiatives that are underway in support of student success.

Senator Hunter asked if the request for \$7.2 million for the Quad Cities Innovation Campus would be outside of the university's normal budget; Interim President Mindrup confirmed that it is. She said it looks promising that WIU will receive this according to what the administration is hearing from legislators, leaders in both communities, and other individuals. She noted there seems to be an appetite for WIU to pursue this, and she thinks – geographically and politically – this is part of the equation. Interim President Mindrup believes that recognizing the population advantage in the Quad Cities area is a significant piece of this along with the ability overall to connect the university to the existing and potential initiatives that are anticipated to go along with it.

Senator Hunter asked if the connections with the University of Illinois and Iowa State University are with the Quad Cities Manufacturing Center and not really with the Center for Innovation. Interim President Mindrup replied that this is all interconnected; the Quad Cities Manufacturing Institute would be sort of a pocket within the Quad Cities Innovation Campus. She said while this piece would be focused on manufacturing, the university could pursue other partnerships that may be advantageous in the worlds of healthcare, education, or any of the other areas the campus will continue to support due to their alignment with state and community priorities as well as student interest and demand. She stated that this is a good question; basically, the Innovation Campus is a concept that will promote certain programs on the Quad Cities campus, similar to the concept of a university park. She added that the physical, geographic space of the Quad Cities campus offers an opportunity to partner with various institutions -- particularly within the state, but Interim President Mindrup can see

opportunities for partnership outside the state borders as well. She said this all goes toward innovation and the programs WIU will offer in the Quad Cities – as well as being able to sustain these programs – with opportunity for revenue generation through these partnerships and shared opportunities within the walls of the Quad Cities campus. She asked if Interim Provost Mossman had anything to add since he has been working closely with this.

Interim Provost Mossman explained that the three sectors within the Quad Cities Innovation Campus will be healthcare, education, and manufacturing; manufacturing is far ahead of the other areas because work has been going on in this sector for a while. He said the purpose of the Innovation Campus is to develop these kinds of connections and networks, including public-private spaces where work will go on with all of these various institutions, private businesses, and state agencies, in order to create a space that is akin to a university park. He noted that Wichita State has one the administration has been really looking at; Southern Illinois University-Edwardsville has one as well. Interim Provost Mossman believes the Quad Cities campus already has the foundation of a lot of this work, such as the work the School of Education has done with the early childhood center, the corn belt, and port activity, all of which are examples of how the university might get wider investments from the region. He added that WIU's role is to align degrees with community needs and workforce development. Chair Robinett announced that on December 3, Interim Provost Mossman will present to Faculty Senate about what is happening with the Quad Cities Innovation Campus as well as the Higher Learning Commission four-year review; Dean Merritt and Audrey Adamson will also join the Senate for this presentation.

Senator Hamner asked if Interim President Mindrup would speak more about her conversation with university presidents around the state as they assess the impact of the presidential election and higher education funding impacts. He has been hearing concerns from people closely tied to Springfield that the state will have to fund other social service areas more extensively because of anticipated withdrawal of federal funding and asked what Interim President Mindrup can share about this. She responded that it is too early to get very specific about this, but these are the exact conversations the university presidents will be having. She related the feeling is that they need to move a little bit beyond the election to start to get a feel for what will actually move forward and gain momentum before reacting too heavily. She believes the important thing, as Senator Hamner highlighted, is to understand what the potential issues might be based on the conversations that occurred prior to the election. Interim President Mindrup said the university presidents kind of have a feel about certain initiatives that will or will not be a priority of the next administration, and this is where they want to have a conversation with the IBHE and the Governor to make sure they understand exactly where things will shake out, particularly with funding but also the effects on DACA students and the Visa implications on international students. She has not yet reached out to Associate Vice President for Global Studies Randy Glean, but some international students are apparently not going home over the holiday break because they are afraid they will not be able to reenter the United States. Interim President Mindrup acknowledged there are a host of considerations that universities will have to wrap their heads around, but WIU has some experience reacting quickly to federal legislation or certain decisions that need to wait for state government to form a strategy under which umbrella the university can operate, including how to respond financially to different funding or lack of funding. She admits there is concern because Illinois is a different colored state than the incoming presidential party and there are questions about whether Illinois will be penalized. She clarified that none of her comments are intended to be political in one way or the other; these are just the realities that politicians and legislators have put before university presidents and that they need to respond and react to. She added that the group is active in initiating those conversations and inviting state leaders to provide them with some direction based on what they anticipate. She said they will be responding to and planning for the year ahead, and she will keep Faculty Senate posted as those conversations evolve because she anticipates it will be an ongoing agenda item for the presidents and chancellors group.

Senator Albarracin does not think WIU has a large number of DACA students who might see their status terminated, but what the university does have is a large number of second-generation immigrant students whose parents could be affected by the mass deportations that have been promised by incoming President Trump. She thinks it will be important to provide as much support and information as possible to WIU students. Interim President Mindrup agrees this is very important and highlights the team approach that the institution will need to take. She noted that Senator Albarracin's expertise and the expertise of others on this topic will need to be included in these conversations. She thinks the benefit of being a university is that resources are available to arm and equip ourselves in order to adapt and respond to any changes that come along.

Chair Robinett thanked Interim President Mindrup for taking the time to provide information and answer questions today. Interim President Mindrup responded that her door is always open, whether to visit with Faculty Senate or with anyone who wants to schedule a time to connect. She looks forward to ongoing conversations.

### 3. Results of Faculty Senate Assessment of Presidential Appointment Survey

Chair Robinett told senators he will share the results of the survey with faculty and the Board of Trustees (BOT) tomorrow or Thursday. He said he wants to discuss the report so that there is a record of it in the minutes and so that senators can voice any concerns. He reminded senators that the report is in response to a charge from the Board of Trustees to survey and assess faculty in regard to their thoughts on a possible presidential appointment. He related that the Board required constituent groups to ask one question and encouraged them to make sure a variety of diverse opinions were collected. Chair Robinett worked with Psychology professor Colin Harbke to create a survey instrument that was distributed on October 28 to 363 faculty on the Faculty Senate listproc, which is created by Administrative Information Management Services (AIMS). He said that reminder emails were sent out on two separate occasions, and 163 faculty submitted responses, for a response rate of 44.9 percent.

Chair Robinett told senators that by a roughly 3:1 margin, respondents indicated they did not feel the Board should forego a search and appoint the current interim president to be the permanent president of WIU. He stated that by a similar margin, respondents indicated they felt a search is needed, and the Board should not appoint the current interim into the permanent position. He related that the open-ended comments expressed strong support for a national or internal search. He said while there was some support for appointing Interim President Mindrup without a search, many comments talked about the importance of a search for establishing transparency, rebuilding community trust, and providing legitimacy to the process. He added that similar reasoning was shared when faculty were asked what they felt was the most appropriate method for identifying and selecting permanent administrators at WIU.

Chair Robinett told senators the survey provided respondents with an opportunity to indicate if they approve or disapprove of the way administrators at WIU and Faculty Senate are handling their job duties. The results showed that:

- 76 percent of respondents indicated they approved strongly or approved somewhat of how chairs/directors are handling their duties.
- 69 percent of respondents indicated they approved strongly or approved somewhat of how deans are handling their duties.
- 27 percent of respondents indicated they approved strongly or approved somewhat of how the provosts are handling their duties.
- 31 percent of respondents indicated they approved strongly or approved somewhat of how the president is handling their duties.
- 18 percent of respondents indicated they approved strongly or approved somewhat of how the Board is handling their duties.

- 60 percent of respondents indicated they approved strongly or approved somewhat of how the Faculty Senate are handling their duties.

Chair Robinett added that 13 percent of respondents indicated uncertainty of how Faculty Senate are handling their duties. He thinks it is important for senators to consider ways in which Faculty Senate may better express what it does to the faculty across the campuses.

Chair Robinett told senators that comments related to the performance of duties highlighted strong dissatisfaction with recent decisions related to governance and resource prioritization. He said several respondents critiqued Faculty Senate for not being assertive in challenging recent actions, especially related to curricular issues and shared governance.

Chair Robinett told senators that 37.2 percent of respondents self-identified as women; 42.9 percent identified as men; and almost 20 percent chose not to say. He said 65 percent of respondents included white among the groups with which they identified, and almost 27 percent preferred not to say. Chair Robinett noted that there were 61 respondents from the College of Arts and Sciences/University Libraries, 37 from the College of Fine Arts and Communication, 25 from the College of Business and Technology/Illinois Institute for Rural Affairs, 20 from the College of Education and Human Services, and six from the School of Law Enforcement and Justice Administration/Military Science.

Chair Robinett told senators his takeaway from looking at the survey is that while there is some support for the appointment of Dr. Mindrup, more respondents want some sort of search for the sake of transparency and shared governance. He noted that another theme was for the interim president to remain in an interim role for a while, then to launch a search when the financial realities of WIU are better. He said that before he submits the report to the BOT, he would appreciate any thoughts or feedback from the Senate.

Senator Melkumian remarked that one reason she indicated on the survey that she does not support a national search is because it is extremely expensive, and the university is running into financial difficulties in the spring. She said that while she completely supports transparency and shared governance, there is no money for a national or any kind of wide search in the spring in the way the university would like to conduct one. She does not think it makes any sense to cut more faculty positions in order to pay for a national presidential search. With the version of the survey that went out, she would prefer to keep the interim president in an interim position until the university's financial realities are such that it can afford a nationwide search. Chair Robinett remarked that there were other comments on the survey that highlighted the cost of a nationwide search.

Senator Albarracin thinks faculty should have been given more options on the survey related to what to do about the president, whether to become permanent or to have a search. She would prefer a third option, to keep the current interim president in an interim position longer until the university can afford a search. She thinks the option of giving her another year as interim would have been a good one to consider, but faculty were not given that option. Chair Robinett expressed his thanks for the comment and promised to communicate to the Board any comments or concerns.

Senator Hamner expressed his thanks to Chair Robinett for coordinating the survey, which was a lot of work. Chair Robinett expressed his thanks to senators for reading and reviewing the survey results, which he will distribute to faculty and to the Board. He said the BOT has asked that constituents report to them, via a jotform, the responses to the first yes/no question on the survey, including the number of people who responded and number who were surveyed. Chair Robinett will respond in this prescribed way for the first question but will also provide all Board members with the report that was just provided to senators. He appreciated all the faculty who completed the survey and was impressed with the professionalism of many of the comments that were shared and the insight that they provided.

V. New Business (Continued)

B. Proposed Faculty Senate Protest and Censure of Recent University Administrative Actions

Chair Robinett reminded everyone that Faculty Senate is the established government organization for faculty at WIU; the Board procedures outline ways for staff and student organizations to establish their governing organizations as well. He noted that each governing organization has delegated authorities to promote shared participation and wise decision making and to ensure channels of communication.

Chair Robinett announced that while guests may ask questions during Faculty Senate meetings, senators and faculty will take precedence in order to be recognized. He asked zoom guests to raise their hands or use the “react” feature if they wish to be recognized. He promised to move through speakers and make every effort to recognize everyone in the appropriate order. Chair Robinett reminded everyone that comments and questions should be relevant to the issues being discussed. He asked senators to remain focused on the item before them for consideration and thanked everyone in advance for complying with the procedures of the Faculty Senate.

Chair Robinett explained that agenda item V.B. has been brought forward for discussion, and during discussion senators are able to ask clarifying questions and suggest possible changes. He explained that senators bringing forward the item will determine if they are willing to accept any suggested changes. He added that when senators feel there has been enough discussion, a senator may make a motion to approve the agenda item, which will require a second, followed by discussion. Chair Robinett noted that while a motion can be amended, the hope is that this will already have been done before the motion is made.

Chair Robinett pointed out that senators can also request that the Senate Chair divide the question, separating the motion into different motions that will be voted on in the order they are presented. Chair Robinett has shared with the senators bringing forth the item how he would divide the motion if requested because he wants to respect the intent and hard work those senators have put into this. He added that if the motion is divided, each motion will have its own discussion and its own vote.

Chair Robinett asked if one of the senators who wrote the agenda item would introduce it; Senator Woell volunteered. Senator Woell thinks there are three or four things to keep in mind regarding the proposed resolution, and the first is that it is time to have some accountability for how the university got to where it is. He thinks that accountability for what brought the university to the point where terminating 105 current members of the university community was seen as the only way forward is a necessary step for preventing this from happening again and again. He remarked that if no one on the part of the administration and the Board of Trustees will come forward and hold themselves accountable for an \$8 million hole in the budget, then it is up to Faculty Senate through this resolution to do it ourselves.

Senator Woell said the second thing to keep in mind regarding the proposed resolution is that there is an ongoing need to clarify exactly what happened here at WIU since the end of the spring semester. He remarked that the various versions of what occurred and why certain decisions were made has been shifting and, at best, opaque on the part of the administration and the BOT. He stated that from the point of view of those senators who offer this resolution, the proposed protest and censure make clear what happened by identifying the most relevant facts and stating how they should be understood. He added that, in this respect, the only guide for the future is the past; the present is too murky because it is impossible to see clearly what its effects will be. Senator Woell thinks that establishing the facts of the past in a resolution like this is so important because it serves as a solid foundation for a viable path to the future.

Senator Woell stated that, third, faculty need to have one voice in an issue of this importance. He thinks that for the past nine years the institution has been caught in a doom loop because of budget mismanagement and an inability to build up the student body; layoffs have been made, followed by a further drop in enrollment, followed by even more layoffs, etc. Senator Woell stated that since the administration and the BOT have been unable to pull the university out of such a loop, it is all the

more important that the faculty be heard about what has happened here, especially regarding the past several months.

Senator Woell told senators there are three parts to the resolution because when working on these he tried to develop a narrative – a counter-narrative to what faculty have heard so far. He thinks there is a causal chain in terms of what happened, and the resolution is an attempt to tell the story and establish that causal chain.

Chair Robinett invited discussion. Senator Gravitt remarked the resolution is a lot more objective than the first version that came before Faculty Senate, but she has a concern about the sixth “whereas”:

*Whereas, the termination of contracts for approximately 105 University faculty and support staff – including about 40 instructors, 25 assistant professors, 14 associate professors, 7 professors, and 19 support staff members has inevitably affected the ability of Faculty Senate to meet its charge of participation in university curriculum and academic planning and has endangered the viability of many academic programs and jeopardized their academic standing in terms of reputation, accreditation, and ability to recruit students;*

She does not necessarily agree with this other than it has made it more difficult for the Senate Nominating Committee to fill committee vacancies. She agrees that it has inevitably affected the ability of faculty to deliver curriculum and academic planning. She suggested that this amendment be changed to focus less on Faculty Senate not being able to do what it needs to do since it mainly affects the faculty’s ability to serve their students. Senators Woell, Melkumian, and Wipperling said they would support this change, replacing “Faculty Senate” with “faculty.” Chair Robinett clarified that the Senate is still in discussion, and this is still a discussion item since no one has made a motion to approve at this point.

Interim Associate Provost Christopher Pynes told senators that he thinks of himself as a Professor of Philosophy and has only been in his role in the Provost’s office since July 15. He noted that the last two times the university underwent layoffs, he was Chair of the Faculty Senate, as well as the last two times the APER Committee was called. He said that on both of those occasions there was unbelievable transparency; Faculty Senate was told the university had to follow the IBHE low productivity report, and those programs that were low producing were cut, with the result that people were laid off. He stated that in the current case, the administration was asked to reduce the budget by \$18 million.

Interim Associate Provost Pynes said UPI has been provided, upon their request, with the actual principles the administration used to make its decisions. He said that he cannot discuss specific cases because of ongoing grievances, but he can provide a very clear example and rationale. He said that he, Interim Provost Mossman, and Interim Associate Provost Holly Nikels wanted to uphold the value of tenure and to maintain as many academic programs as possible. Interim Associate Provost Pynes told senators that every time layoffs came up during the five years he served as Senate Chair he argued with the administration not to lay off tenured faculty if they could at all avoid it. He said the Provost’s office tried to keep as many programs as they could and valued academic expertise through tenure, which is why many of those who were laid off were untenured Unit B faculty members. Interim Associate Provost Pynes acknowledged that many of these Unit B faculty had worked at WIU as long as he has, and he knew some of them very well, so the decisions were not easy ones to make.

Interim Associate Provost Pynes related that the Provost’s office also looked at prior layoffs and the number of people who had left departments. He said they examined Faculty Senate reapportionment documents for the past ten years and looked at which departments went up or down and where the hires occurred. He said they considered whether programs would be able to function if faculty were laid off since one of their goals was to maintain as many programs as possible. Interim Associate Provost Pynes related that no fewer than six different departments the administrators have met with have told them they cannot continue to run their programs because of the cuts to faculty, but the Interim Provost and Interim Associate Provosts have told departments they want them to continue offering their programs and have worked with them to figure out how to do so. Interim Associate Provost Pynes acknowledged it is very hard to reduce an institution in this way, which is why many

institutions eliminate entire programs, but every effort was made to retain as many programs as possible.

Interim Associate Provost Pynes realizes that many are upset with the reduction in General Education. He related that the administration also tried to deal with several narrative problems, such as the narrative in community colleges that WIU is not transfer friendly. He stated that one way to counter this is to eliminate the things that are not automatically transferrable. He said that since 36 percent of the Gen Ed courses were not Illinois Articulation Initiative (IAI) transferrable, the decision was made to reduce those so that if students were instead funneled into IAI-transferrable courses, there would be sufficient enrollment to keep them filled.

Interim Associate Provost Pynes told senators there was a lot that happened, and it is not easy to stand up and explain that to everyone at one time. He said that while there were principles that the administration worked through, they were also trying to get down to a certain size. He explained they took into account the people who were planning to retire, and the entire process took a lot of time and effort to complete using certain principles. He stated that if the administration had just cut low-enrolled programs like they did the last two occasions, it would have been super transparent, but from serving as Senate Chair during those years Interim Associate Provost Pynes was left with the view that it was done improperly. He said that this time the administration tried to do the process in a way that was principled and which maintained as much as they could, but it was still a brutal process. He added that it is difficult also because the university has to continue to run and to figure out how to do that, which is why he was impressed with former Dean Craig Conrad of the College of Business and Technology who said they were going to merge departments and would be able to offer programs if the administration would only give them back the accountant who was laid off. Interim Associate Provost Pynes said he has not been able to do that yet; nothing can be given back at this point because employees want to get paid.

Interim Associate Provost Pynes noted that when faculty ask him what they could have done to avert this, he points out that faculty got a raise. He also noted that this all occurred when things were not particularly clear at the university; a certain individual reported one day that things were fine, the next day that they were not, back and forth, and eventually that individual was fired. Interim Associate Provost Pynes said enrollment had also looked like it would get increasingly worse before the administration was able to finally get a solid projection, and FAFSA also created problems this fall. He stressed that he, Interim Associate Provost Nikels, and Interim Provost Mossman all love this institution and have been here 20 years or more. He noted that former President Jack Thomas came to WIU in 2008 and had not been here his entire career so did not know the people on the layoff list. Interim Associate Provost Pynes encouraged senators to vote how they want on the proposal, remarking that he loves a good rebuking, but in this case he does not think it is deserved because the administrators did something that is extremely difficult in a way that is hard to explain and show; they could have easily done the cuts the way they were done in 2015 and 2019 where programs with low-enrollment were cut, but the administrators tried to keep as much as possible of the institution and move forward.

Senator Albarracin related that she spoke with faculty colleagues who are upset, and she is upset, too, about all the ways in which Faculty Senate was circumvented. She said that she somewhat understands the reasons but asked the authors of the resolution what transparency in the layoff process looks like to them. She noted that the APER process is “transparent” in a sense because the programs that are being considered for elimination are released, there are committee discussions, a report is approved, and then the administration can follow the report recommendations or not because it does not really guarantee any kind of commitment on the part of the administration. She does not see how Faculty Senate could have had any intervention in discussions that involve private, confidential personnel issues that senators cannot be a part of. Senator Albarracin does not think Senate could have been involved in decisions of laying off one person versus another or could expect that kind of participation, so she is curious to know what kind of transparency the authors of the resolution expected. She appreciates the amount of work the authors of the resolution put into it and understands the items pertaining to clear, shared governance, but she does not understand very well the expectations when it comes to layoffs.



Senator Melkumian responded that transparency in this case is not related to expecting the administration to explain how they picked the people to be laid off. She said transparency is in relation to General Education cuts and everything related to that which has been thrown onto faculty rather than to laying off people. She said the resolution's authors understand there is privacy involved and do not expect a full explanation of why a certain person was laid off, but faculty want to express displeasure with how General Education and budgetary cuts were done without explaining the steps and keeping that information away from faculty.

Chair Robinett asked Vice Chair Brewer to take over as Chair momentarily so that he could speak as a senator. Senator Robinett related that as an individual who reviewed the initial ideas that were brought forward, he had a lengthy conversation with the author senators regarding what they were proposing and Senator Robinett's considerations of transparency. Senator Robinett believes that Faculty Senate should never find out the number of people who were laid off by means of Tri-States Public Radio rather than having it communicated directly. He also does not believe Faculty Senate should have to FOIA information about the different individuals who were to be laid off, what areas they were originally working in, and where they were going to be. He said that while he greatly appreciated the regular phone calls from Interim President Mindrup once he became chair and the emails to former Chair Albarracin on which Senator Robinett was copied, that information was not communicated broadly to the faculty as the administration worked through the process.

Senator Robinett pointed out that Faculty Senate held several special meetings over the summer where Interim Provost Mossman and others were invited to share information about General Education. He recalled the administrators were asked to meet with various Senate councils and committees in order to provide information so that there would be meaningful dialogue related to what some of the effects of those decisions might be. He noted that it has been acknowledged by several members of the administration that the decisions were implemented in a messy way that was going to result in problems when instead people could have simply been called together over the summer. Senator Robinett said he would argue that the attendance of faculty members at these special meetings over the summer demonstrated that faculty were, in fact, interested in what was happening at their institution. He does not look at some of the things Faculty Senate is asking for in a negative way.

Senator Robinett told Interim Associate Provost Pynes that he recognizes the administration was given a horrible task. He stated that for people who had just moved into their positions to be handed a budget nightmare and asked to do what they did would have been a horrible situation, and he does not question the empathy in regard to that. He noted, however, that the institution has had a continued history of this; he distinctly remembers attending Senate meetings when Interim Associate Provost Pynes served as Senate Chair when the university was also dealing with these things. Senator Robinett recalled that he believed strongly then and even more strongly now in something Interim Associate Provost Pynes said at that time: *Faculty Senate has a responsibility to be involved in the welfare of this institution*. Senator Robinett said this is why he contributed to the resolution by asking the authors to look at some things differently because part of acknowledging the welfare of the institution is recognizing where things go wrong. He noted that if the current administrators had not been shoved into interim positions due to a variety of administrative things that have happened, then the university might have had boots on the ground that would have had more time and ability to do the things that needed to be done. He thinks it is very distinct when talking about transparency to be able to acknowledge that, institutionally, there were individuals who were put in very bad situations; however, it is important to be clear as an institution about what is desired to move forward. Senator Robinett took back the Chair seat.

Senator Hamner remarked that after thinking about this for the past 48 hours since he read the censure proposal, he thinks the Faculty Senate is in the position where some sort of resolution is critical at this stage. He stated that while senators need to debate the emphases and the terms, it is important to keep the context clear because there is a recent history of ignoring the Faculty Senate's clearly stated curricular roles in the university bylaws; while there have been explanations about that being a necessity, which some may agree or disagree with, it did happen. He noted that there was the potential for a much more dramatic, personal, damaging no confidence vote that senators did not elect to pursue, but senators are now sitting with many of their faculty colleagues essentially seeing it as unfathomable

that Faculty Senate has done nothing to date. Senator Hamner believes that the tone of this document is, on the whole, sober and its statements overwhelmingly factual. He said that while things may not be worded exactly how some senators would like to put them, it avoids ad hominem attacks. He believes that if senators do not act expediently to insist, at least, that Faculty Senate is still relevant and needs to be respected as an entity, they might as well just go back to grading.

Senator Hamner does not think any resolution is enough in light of the conversation already today. He thinks a lot of progress is needed on a lot of issues that are going to require going beyond the binary where faculty are separated from the administration and the two are pitted against each other. He thinks there is a wall in the university's culture as an institution between the people responsible for keeping the institution afloat, who are doing very hard things to figure out the university's finances and operational capacities, and the people responsible on a daily basis for caretaking the very reason for its being – our students. He stated that many have witnessed too much scorn and condescension in both directions and that has to stop if WIU is to find health as an institution and shift direction.

Senator Gravitt remarked there are two things going on. She said the first one is that a week after school got out in May, the General Education "issue" threw a lot of things into chaos with its mandate that it would be effective this fall while there was no possibility for any program to make curricular changes to address it in time to be ready for students coming in this fall. She thinks this by itself is a huge issue in terms of faculty governance and ignoring faculty input, as well as making sure it happened in a strategic manner. She does not think it needed to happen then and there to address the other concurrent issue, the budget situation. She believes the university could have done without the Gen Ed changes and still dealt with the budget, and the fact that they happened within weeks of each other has drawn this ginormous conundrum of angst, chaos, confusion, anxiety, and depression. She thinks this is part and parcel of decisions being made that faculty are not getting a voice in, and faculty are having to deal with the fallout for trying to deal with these mandates.

Senator Gravitt stressed she is not saying that a lot of this did not have to happen; part of her college fully agreed that changes were needed in Gen Ed. She disagrees, however, that how it happened, the pacing of when it happened, and the fact that it did not necessarily have to happen right before all the other faculty changes were going to be thrown down. She realizes that the administration did not necessarily understand everything that was going to happen in terms of people being laid off, but it was a really poor time to throw that in just before dealing with all the other situations.

Senator Gravitt wishes Faculty Senate could deal with these as two separate things because there is a lot about the layoffs that Faculty Senate will never get any insight into because of the limitations of the contracts and the process and procedures they have to go through. She thinks that Faculty Senate will never be able to hear why certain people were laid off, but the way Gen Ed was handled was 100 percent wrong; it might have been something that needed to be handled at some point, but not with the procedures that were used. She is conflicted because the resolution looks at two concurrent events but in a muddled way, and she thinks it would be better to separate them and deal with each independently along with the issues for each situation. Chair Robinett explained that, from a procedural standpoint, if there is a motion to approve, then a senator can request a division, but that would come later.

Dr. Valeva expressed her thanks to Interim Associate Provost Pynes for elaborating on the logistics of the thought processes behind the very difficult decisions that had to be made. She fully understands the difficult position and that this has all been done with a heavy heart. She remarked this is the first time she has heard that the goal all along was to minimize the number of programs cut because what is being experienced in the College of Business and Technology is cutting programs exactly across the board. She pointed out that senators heard the rationale for merging the two schools so that from eight bachelor of business degrees there will now be one with options. She said the question is whether parents and students will buy into that. Dr. Valeva remarked that the School of Accounting, Finance, Economics and Decision Sciences lost all professional graduate programs, even though they were financially sustainable and even bringing profit to the university; even Dr. Valeva's C students were attaining \$100,000 per year jobs plus bonuses. She observed that the only program left is the online MBA, which is actually in line with trends in higher education which show that MBA programs have mostly moved to online. She noted, however, that there are significant increases in specialized master

of science programs in the business disciplines; if one reads any report, including that of the college's accrediting body, that tremendous growth can be found, but WIU does not have any of that. Dr. Valeva remarked that the college also submitted requests to consolidate into one master's program with analytics orientation because across the board, from accounting to supply chain to anything else, analytics is the winner, but they did not receive a response. She said this speaks to the issue of communication, which is addressed in this resolution; there is really no communication, and the decisions that were made had exactly the opposite effect of what they were trying to achieve. She thinks this is a really big concern, and it was not felt that there was a line of communication when the dire consequences of these decisions became apparent to the College of Business and Technology.

Chair Robinett asked if there was a specific question that Dr. Valeva was seeking an answer to from Interim Associate Provost Pynes. Dr. Valeva responded she is asking why there was not better communication because perfectly viable programs that are experiencing tremendous growth everywhere, including here, are now destroyed. Interim Associate Provost Pynes responded that this is similar to the arguments faculty make for summer school; they state that because their class will fill, it will pay for itself, but the university does not pay for itself person-by-person but through an entire budget and some other things. He noted that his PHIL 140 class had 45 students in it, and he taught two sections for a total of 90 students. He also taught an upper-level class with 15 to 20 students, but they did not have a graduate program. He stated that all the money that was generated by these classes went to pay for graduate programs, which are a little more expensive because they have graduate assistantships associated with them. He has a chart that shows that formerly about 90 percent of all the university's programs were undergraduate and only 10 percent graduate, so the undergraduate population basically supports everything, including Athletics, the Registrar's office, and everything else that goes into running the institution. Interim Associate Provost Pynes explained that what happens is that as soon as the undergraduate population shrinks, the classes that had 45 students in them and now have 25 are no longer making enough money and bringing in sufficient student fees to actually support these other programs that do not make money. He explained it is not that certain classes will make more money so the university should hire more faculty in those areas and offer more of those courses; it is actually far more complicated than that because a university has to have more than just business and communication, for example. He said administrators could have done something silly like get rid of all foreign languages, but a university must have foreign languages (and if it was up to him would offer Latin, German, Chinese, and more), and there are not enough undergraduate students to have all of these things. He said instead the administration had to look at which programs can continue and be part of a portfolio that will also allow the university to survive as an institution. He stressed this is a brutal process; the fact that the undergraduate population continues to shrink because of things that are not due to WIU are causing the university not to have enough money to support the rest of the institution. He added that just when the interim associate provosts and interim provost thought that they had a final list and were done with cuts, someone appeared at the Provost's Office door to say they had to find an additional \$5 million immediately, which was brutal. He said they looked through lists of every employee working at WIU for six hours; they were able to find some of it from cutting summer school money, but there was literally no way to find all of it because there are just not enough students. Senator Hamner thanked Interim Associate Provost Pynes for his candor and for the pain involved.

Chair Robinett told senators that the meeting is at a point where if they wish to move forward with the proposal, he would entertain a motion to approve.

**Motion:** To approve the resolution (Melkumian/Woell)

Chair Robinett explained that at this point the discussion is of the resolution as a motion, including the change made to the sixth "whereas" to change "Faculty Senate" to faculty, as proposed by Senator Gravitt. Senator Gravitt stated she also proposes splitting the issues, with anything related to the General Education reductions and changes separated from anything related to the faculty layoffs because even though they are concurrent issues, they are really different issues.

Chair Robinett explained that parliamentary procedure allows for two ways that this can be done. He explained in the first option a senator can ask for division by the chair; if this is desired, Chair Robinett

has already divided the resolution into three – the conversation related to the Board of Trustees, that related to the layoffs, and the third related to General Education. He said the second option is that a senator can ask for a discussion among the Senate to determine the division. Senator Gravitt replied she can support the three divisions already determined by Chair Robinett.

Chair Robinett shared the documents on the screen. He noted that for “division of question” it is necessary to keep the language the same and look at whether the different parts can be divided out without there being meaningful change to what was produced. He briefly read through each document for senators.

Senator Gravitt observed that it was almost 6:00 p.m., senators were going through these documents very fast, and she would like to be thorough. She asked if there is a way that senators could have the opportunity to print and read through the three separated resolutions before voting on them tonight. Chair Robinett responded there are a variety of tools at senators’ disposal regarding parliamentary procedure: 1) a senator could make a motion to postpone until the next meeting, which means there would potentially be a vote on the documents on December 3; 2) a senator could make a motion to extend tonight’s meeting, which is possible because there is no terminal time for this space so if senators wanted to vote on them tonight, they could use the Capitol Room; 3) Chair Robinett could email the separated documents to senators on their devices so they could look at them closer before voting.

**Motion:** That Chair Robinett email the three documents to senators and that they are tabled to be voted on at the next meeting (Gravitt/Albarracin)

Senator Gravitt noted that senators were already leaving the meeting, and Senator Albarracin said she, too, would need to leave if there was to be continued meeting and a vote tonight.

**MOTION TO POSTPONE APPROVED 16 YES (11 in-person, 5 zoom) – 2 NO (2 in-person) – 1 ABSTENTION (1 in-person)**

Chair Robinett announced that he will email the three documents to senators, and this item will be postponed and appear on the agenda for December 3.

C. For the Good of the Body – None

**Motion:** To adjourn (Wipperling)

The Faculty Senate adjourned at 5:49 p.m.

Respectfully submitted,  
Annette Hamm, Faculty Senate Recording Secretary