

WESTERN ILLINOIS UNIVERSITY FACULTY SENATE

Regular Meeting, 9 April 2024, 4:00 p.m.

Via Zoom and in Union Capitol Rooms

ACTION MINUTES

SENATORS PRESENT IN PERSON: J. Albarracin, D. Atherton, B. Bellott, D. Brown, G. Cabedo-Timmons, C. Chadwell, L. Ebert Wallace, H. Elbe, D. Gravitt, D. Hunter, K. Perone, M. Shamsuddoha, Y. Tang, S. Turkelli,

SENATORS PRESENT VIA ZOOM: S. Bailey, E. Hamner, J. Land, J. Sarra, K. Wiseley

SENATORS ABSENT: D. Barr, S. Ko, A. Lewis, B. Petracovici, L. Wipperling

EX-OFFICIO: Jeremy Robinett, Parliamentarian; Interim Provost Mark Mossman

GUESTS: Debra Allwardt, Edmund Asare, Ben Brewer, Amy Carr, Billy Clow, Dennis DeVolder, Patty Eathington, Peter Gloviczki, Jeff Hancks, Jeffrey Keith, Rick Kuracz, Blair McDonald, Alice Melkumian, Holly Nikels, Lorette Oden, Renee Polubinsky, Linda Prosis, Alonzo Ruffin, Jr., Rashmi Sharma, Eric Sheffield, Jett Walker, Ed Woell

I. Consideration of Minutes

A. March 26, 2024

APPROVED AS DISTRIBUTED

II. Announcements

Motion: To reorder the agenda to consider the election of Senate officers and SNC members (II.D.2 and II.D.3.) first (Gravitt/Atherton)

NO OBJECTIONS

D. 2. Election of Senate Officers (*Reordered*)

a. Chair

Chair Albarracin stated that even though she has enjoyed serving as Chair this year, professional obligations, specifically the Rural Post-secondary and Economics Development (RPED) grant, will take so much of her time that she has decided not to run for re-election.

Motion: To nominate Jeremy Robinett as Chair (Gravitt). There were no further nominations, and Dr. Robinett was elected Chair.

b. Vice Chair

Motion: To nominate Jeff Hancks as Vice Chair (Hamner). There were no further nominations, and Dr. Hancks was elected Vice Chair.

c. Secretary

Chair Albarracin noted that the person in this position will not have to take minutes because Mrs. Hamm does that for the Senate. Senator Gravitt pointed out that the

person elected will have to attend Executive Committee meetings, so will have a meeting every Tuesday.

Motion: To nominate Ben Brewer as Secretary (Brewer). There were no further nominations, and Mr. Brewer was declared elected.

3. Election of Senate Nominating Committee (SNC)

Senator Gravitt asked if Chair Albarracin could explain what the Senate Nominating Committee does. Chair Albarracin explained the Committee creates and distributes the faculty survey to see who is interested in serving on various councils and committees and nominates individuals to those vacancies. She added that sometimes vacancies arrive throughout the year, and the Committee moves names forward for Senate approval.

Senator Gravitt asked if Senator Hunter could share his experiences from serving on the SNC. Senator Hunter responded he has both served on and chaired the Committee, which Ms. Hamm assists. He said service on SNC helps senators meet others in their college while they are trying to determine who is willing to serve on different councils and committees. He added that while a lot is done by the survey, sometimes SNC members need to scout around their college to find volunteers, and he has found it to be pretty satisfying work.

Senator Gravitt asked if faculty are drafted for service if there are no volunteers who completed the survey. Senator Perone, who chairs the Committee this year, agreed that is the case. Senator Hunter noted it is usually pretty easy to find volunteers. Parliamentarian Robinett related he serve on the SNC the first time he served on Faculty Senate and thinks it is a great way for faculty who are new to the institution to get to know more people in their colleges. He said it is not overly intensive service, and the Chair works closely with Ms. Hamm.

Senator Cabedo-Timmons said most of the work of the Committee is conducted via email, with only two zoom meetings per year. Senator Perone reiterated that service on the SNC is a good opportunity for new faculty. She noted that there were a lot of ad hoc committees to populate this year, but that may be unusual. She added that most work is done after the survey results are received.

a. College of Arts and Sciences

Motion: To nominate Julia Albarracin (Albarracin)

b. College of Business and Technology

Motion: To nominate Denise Gravitt (Gravitt)

c. College of Education and Human Services

Motion: To nominate Debra Allwardt (Allwardt)

d. College of Fine Arts and Communication

Motion: To nominate Charlie Chadwell (Chadwell)

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

e. Senate Nominating Committee Chair

Motion: To nominate Julia Albaracin (Albarracin)

There being no further nominations, Dr. Albarracin was elected SNC Chair.

A. Provost's Report

Interim Provost Mossman observed there is something going on at WIU every day or evening for the next month, and chances are strong that he or Mayor Inman will be in attendance. He related that, for example, the Minority Health Month keynote speaker was outstanding last night, and there was pretty good student attendance for the event, including a lot of graduate students from the Public Health program. Tonight, the Hallwas Liberal Arts lecture will be held at 7:00 p.m. in the Union Grand Ballroom. Interim Provost Mossman encouraged everyone to attend the Employee Recognition from 3:00-5:00 tomorrow in the Lamoine Room. He noted that Ibram X. Kendi will speak on campus on Thursday, April 11, and there is a major donors event in the Union on Friday, April 12. He recognized that a lot of great people are being brought to campus to speak, which is not always appreciated, and thanked everyone for their hard work. Interim Provost Mossman added that tomorrow, April 10, at 10:00 am, new Interim President Kristi Mindrup will deliver her first remarks to the campus community in the COFAC Recital Hall, which will be live streamed to the Quad Cities campus. He encouraged everyone to watch her address, either in person or virtually.

B. Student Government Association (SGA) Report
(Jeffrey Keith, SGA Director of Academic Affairs)

Mr. Keith related that at their last General Assembly, SGA hosted Mandi McRaven, Associate Director for Career Preparation and Employer Engagement, who gave a presentation on resume writing. He related that SGA President Kyle Ramlow is working on his State of the SGA address; SGA Vice President Winter Hurst-Leadicker is working on DEI initiatives; and Kaitlyn Cristanos, Speaker of the Senate, and Vice President Hurst-Leadicker attended a Go West meeting recently to provide a student perspective.

Senator Hunter asked how many students attended the presentation on resume building. Mr. Keith responded that almost everyone from SGA attended. Senator Hunter asked if it was open to the campus; Mr. Keith responded that he does not think that it was.

C. Other Announcements

1. Interim President Kristi Mindrup

Chair Albarracin announced that the Senate will come back to this agenda item once President Mindrup arrives.

A. Senate Nominating Committee (SNC)
(Katherine Perone, Chair)

1. Faculty Nominations for Fall 2024 Vacancies

Senator Perone pointed out that three Fall 2024 vacancies have not yet been filled, but SNC is confident they will have those secured by the next Senate meeting.

SENATE COUNCILS AND COMMITTEES

Council on Admission, Graduation, and Academic Standards (CAGAS)

Maggie MacPherson, Biology	replacing	Michael Lorenzen	2027	A&S
Karen Zellmann, Hlth Sci/Soc Wrk	replacing	Megan Owens	2027	E&HS
Stacey Macchi, Communication	replacing	Jongnam Choi	2027	AT-LARGE

Council on Campus Planning and Usage (CCPU)

Troy Stinson, LEJA	replacing	Debra Allwardt	2027	E&HS
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Council on Curricular Programs and Instruction (CCPI)

Bob Intrieri, Psychology	replacing	Christie Davis	2027	A&S
Manda Tiwari, AFED	replacing	Jim McQuillan	2027	B&T
Minsun Doh, RPTH	replacing	Karen Zellmann	2027	E&HS
Shaozhong Zhang, Chemistry	replacing	Feridun Tasdan	2027	AT-LARGE

Council on General Education (CGE)

Sebastian Szyjka, Education	replacing	Barry Birnbaum	2025	AT-LARGE
Paige Goodwin, Psychology	replacing	Amy Carr	2027	SOC SCIENCE
Amy Carr, RRGMS	replacing	Febe Pemonag	2027	MULTICULTURAL
Anthony Vaughn, English	replacing	Barb Lawhorn	2027	BAS SKILL-WRTG
Sol Catala-Valentin, Library	replacing	Robert Kelly	2027	AT-LARGE

Council for Instructional Technology (CIT)

Feridun Tasdan, Math/Philosophy	replacing	Beth Hansen	2027	A&S
Donna Wienczek, Mgmt/Mktg	replacing	Yeongkwun Kim	2027	B&T
Tammi Bories, Kinesiology	replacing	Bridget Sheng	2027	E&HS
Gina Yi, Music	replacing	Danyang Zhao	2027	FA&C

Council on Intercollegiate Athletics (CIA)

Beth Hansen, Math/Philosophy	replacing	Jeff Hancks	2025	A&S
Janice Gates, Mgmt/Mktg	replacing	Janice Gates	2027	B&T

Council for International Education (CIE)

Davison Bideshi, Soc/Anth	replacing	Qinqing Zhu	2025	A&S
Tahir Khan, Computer Sciences	replacing	Mary Mhango	2027	B&T
Jiyoung Park, Kinesiology	replacing	Miguel Narvaez	2027	E&HS
Brian Locke, Music	replacing	Keith Holz	2027	FA&C

Council on Writing Instruction in the Disciplines (WID)

Craig Tollini, Soc/Anth	replacing	Ute Chamberlin	2027	A&S
Kaycee Peterman, Hlth Sci/Soc Wrk	replacing	Melissa Stinnett	2027	E&HS
Hadley Kamminga-Peck, Thea/Dance	replacing	Matt Bean	2027	FA&C

UNIVERSITY COUNCILS AND COMMITTEES:

Bachelor of General Studies (BGS) Adisory Committee

Jongnam Choi, EAGIS	replacing	Robert Hironimus-Wendt	2026	A&S
Anjum Razzaque, Computer Sci	replacing	Janice Gates	2026	B&T
Emily Shupe, Kinesiology	replacing	Karen Zellmann	2026	E&HS

Bureau of Cultural Affairs

George Turner, Music	replacing	Barb Lawhorn	2027	AT-LARGE
Anna Valeva, AFED	replacing	Melissa Stinnett	2027	AT-LARGE

Distinguished University Professor Selection Committee

Brian Locke, Music	replacing	Matt Bean	2027	FA&C
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Committee on Honorary Degrees

Bruce Western, Mgmt/Mktg	replacing	Gordan Chang	2027	AT-LARGE
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Honors Council

Maggie MacPherson, Biology	replacing	Edmund Asare	2027	A&S
Nilanjan Sen, Computer Sciences	replacing	Hongbok Lee	2027	B&T
Hollie Mason, Education	replacing	Minsun Doh	2027	E&HS
Brian Locke, Music	replacing	Keith Holz	2027	FA&C
Michelle Simmons, Library	replacing	Krista Bowers Sharpe	2027	LIBRARY

<u>Outstanding Academic Advisor Award Committee</u>				
Rebel Mickelson, Theatre/Dance	replacing	Lori Smith Okon	2027	AT-LARGE
<u>Parking Appeals Committee</u>				
Jiyoung Park, Kinesiology	replacing	Jobu Babin	2027	ALTERNATE
<u>Provost's Advisory Council</u>				
Yong Tang, BC&J	replacing	Josh Averback	2026	AT-LARGE
<u>Radiation Safety Committee</u>				
Shaozhong Zhang, Chemistry	replacing	Richard LaFlam	2027	AT-LARGE
Matt McConnell, Chemistry	replacing	Kenny Lee	2027	AT-LARGE
<u>Student Laureate Selection Committee</u>				
Julie Cox, Speech Path & Audio	replacing	Damon McArthur	2027	FA&C
<u>University Benefits Committee</u>				
Leigh Fisler, Psychology	replacing	Martin Maskarinec	2027	AT-LARGE
<u>University Conduct Board</u>				
Ute Chamberlin, History	replacing	Lora Ebert Wallace	2027	AT-LARGE
<u>University Technology Advisory Group</u>				
Matt McConnell, Chemistry	replacing	John Determan	2027	A&S
Yeongkwun Kim, Computer Sci	replacing	Leaunda Hemphill	2027	B&T
Jim Sarra, Kinesiology	replacing	Tammi Bories	2027	E&HS
Rebel Mickelson, Thea/Dance	replacing	Stacey Macchi	2027	FA&C
Michelle Simmons, Library	replacing	Krista Bowers Sharpe	2027	LIBRARY

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

IV. Old Business – None

V. New Business

A. Request for Creation of a School of Communication and Media

College of Fine Arts and Communication Dean Billy Clow told senators he would fill in for Department of Communication Chair Pete Jorgensen, who could not be present; Broadcasting and Journalism Chair Peter Gloviczki was also in attendance.

Dean Clow related the proposal came about from the two programs trying to increase their efficiencies, become better as a unit, and work together to be more cohesive. He recalled that about 20 years ago the two departments, which were formerly together as one department, were split apart. He said in researching this proposal it was discovered that many programs at other universities that are similar in nature have decided to come back together, or remain together if they were never split apart. Dean Clow said the proposal is an attempt to become more competitive and become better situated for recruiting, retention, and curriculum and program offerings moving forward.

Dean Clow related that a vote was taken across both programs, which was unanimous to unite together. Chair Albarracin asked what the extent was of faculty participation in the process. Dean Clow responded the faculty participation was 100 percent. He added that, even though the policy requires only Unit A faculty to vote, the poll was extended to Unit B faculty, and all faculty in both departments voted in favor of this opportunity.

Senator Tang told senators he has some institutional knowledge on this subject. He recalled that when the Journalism program merged with Broadcasting in 2015, it was a top-down process. He said Journalism faculty was informed one day that they were going to merge with Broadcasting, which created a lot of resentment and anger in both programs. Senator Tang thinks the process this time is completely different; it has been a bottom-up process so that everyone in both departments was informed about this proposal, and there have been a lot of discussions about the school merger. He thinks the proposal is very complete and that it was created through a good process. Senator Tang noted that the Public Relations major was approved by Faculty Senate at its last meeting, and today the school merger is being discussed, so it looks like a lot of beautiful things are happening to Communication, Broadcasting, and COFAC.

Senator Tang asked for clarification on whether, if the merger is approved, there will still be two department chairpersons and what the role would be for the program coordinator. He asked whether the program coordinator will be treated like the director and how the labor will be divided between the director and the program coordinator. Dean Clow replied there have been a lot of discussions about this and apologized if Senator Tang missed them. He explained that Pete Jorgensen, since he is the senior department chair, will serve as director of the new school. He said the school will be set up so that whichever discipline the director comes from, the other discipline will provide the program coordinator. Dean Clow said the new school will be operated similar to the School of Management and Marketing; both disciplines will still have their respective majors, but they will be operated as a unit. Senator Tang asked if there will still be two separate departments, of Communication and of Broadcasting and Journalism. Dean Clow replied that there will not be two separate departments but one school. Senator Gravitt added the programs will be housed under one school with one director. Senator Hunter explained that, once approved, the two departments will be merged into one school in the undergraduate catalog, so there will be no separate departments, but there will still be separate majors. He added that if a student came into the Communication major, instead of coming into the Department of Communication they would now come into the School of Communication and Media. Senator Tang asked if there will be different signage indicating the School of Communication and Media; Dean Clow confirmed that this will be put into place. Dean Clow confirmed that, as Senator Hunter stated, a student wanting to study broadcasting will still be put into a broadcasting program; it will be housed within the new school, as will the communication and the public relations programs. He added that the programs will still have their separate majors identified but will now be a unified group.

Senator Gravitt remarked that for those who might be worried about the budget, this merger should be a net savings because the plan is to go from two department chairs to one school director. She added that other than the cost of new letterhead and signage, it should be a cost savings since it is not creating an entirely new entity. Interim Provost Mossman agreed the proposal does represent a small cost savings but stressed that is not what is driving the proposal. He stated what is driving it is a good assessment of how the programs are functioning and how to create a successful program for the future. Dean Clow agreed that the proposal was not based on budget opportunities. He stated the idea is for each area to become better at what they do, stronger in the programs offered to students, and to provide faculty with more support. He pointed out that the proposal does not ask for additional appropriated funding of any kind, and there are no additional faculty lines requested. He stressed the intention is really to combine two groups that can do a lot more together than they can apart.

Senator Ebert Wallace asked what the remuneration will be for the program coordinator; Dean Clow replied it will not change. Senator Gravitt noted that the UPI agreement includes allowances for program coordinators for all undergraduate programs, although these positions are not always assigned. She added that the new promotion/tenure and workload documents were supposed to adopt language on program coordinator roles and what they entail. Senator Ebert Wallace asked if departments are still working through this process. Senator Gravitt responded she thought they were supposed to be done in December.

Interim Program Mossman stressed the issue in front of the Senate is not compensation or anything of that nature but the composition of the new school. He thinks it is important that all faculty were part of the process, that the proposal has been worked on for a while, and that it was modeled after another

successful school at the university. He stated the Senate's purview is the academic merit of what is being proposed, and it has his full support. He does not want senators to wander into discussions that are not necessarily fruitful in that way.

Dean Clow added that when the department workload equivalency and department criteria revisions process began, they had to be done as two separate programs because a document could not be created for a school that did not yet exist. He explained that once the school is approved, then, as has happened with other schools across the university, faculty will get together to create updated documents that will go through the entire approval process, the same as is happening with other areas within the college. Senator Ebert Wallace stressed she was not trying to challenge the proposal but was just looking for information because many areas are learning and dealing with a lot of questions about program coordinators. Dean Clow promised this would be addressed but could not be at the time because there was not yet a program created to address these issues to.

Motion: To approve the school proposal (Gravitt/Hunter)

MOTION APPROVED 18 YES – 0 NO – 0 ABSTENTIONS

II. D. 1. Interim President Kristi Mindrup (*Reordered*)

Interim President Mindrup told senators she has been attending Faculty Senate meetings for the last few years as she has worked in Academic Affairs and as Vice President. This is Dr. Mindrup's eighth day as Interim President of WIU. She expressed the hope that many of those present can attend her "first remarks" in person at the COFAC Recital Hall at 10 a.m. tomorrow where she plans to expand in more depth and context on her vision, setting priorities for the university, and sharing a little bit about herself. Interim President Mindrup has worked at WIU for 27 years, 20 of those consecutively. She began right out of college in 1997 as a Clerk III, answering the phones nights and weekends at the 60th Street Campus in Moline. She had a lot of great faculty and staff mentors and many opportunities, which grew along with the campus, such as working in University Technology, with the facilities management of the 60th Street campus, and finally in administration. Dr. Mindrup earned her Ph.D. and eventually became Vice President of the Quad Cities campus. She said when the Trustees asked her to step into the Interim President role when they became aware that President Huang would step down, it seemed like the right time to say yes to serve the university in this capacity. Interim President Mindrup told senators she is dedicated to WIU and chose to stay here for her career, in part because of the wonderful faculty, staff, and, especially, students on the Macomb and Moline campuses.

Interim President Mindrup during her first two days in the position attended a presidents' meeting with the Ohio Valley Conference in Atlanta, which was a great opportunity to network. She noted that Parliamentarian Robinett was also in attendance in his role as NCAA faculty representative for WIU. Day 3 of her new role saw her presenting at the State of Illinois budget hearings. She said that although this is probably something a president prepares for over a couple of months, she had a great team and was involved in the process prior to the hearings. Interim President Mindrup thinks the team was able to make a compelling case to the state, highlighting WIU's priorities, its student-centeredness, and its commitment to serving first-generation and underrepresented students. She said while the university is grateful for the \$2 million allocated in the budget for next year, the WIU team asked legislators to expand on that to an additional \$20.5 million. She plans to list the priorities they focused on at the event tomorrow, but they included the need for everything from funds toward retention to expanding new markets; looking at diversity, equity, and inclusion; and a continuing effort toward workforce development in the Quad Cities. Interim President Mindrup said WIU representatives successfully fielded a number of questions in both the Illinois Senate and the House, and she thought it was a productive day. She expressed her thanks to the entire Cabinet and to the individuals who helped prepare all the data and information that leads up to this kind of hearing. She added that it was a great experience.

Interim President Mindrup said she has been using her time on discovery: getting up to speed on the issues facing WIU, both the opportunities and the challenges, and getting very familiar with what is important to know about the university at this point in time so that she can respond to short-term needs as well as focusing and zeroing in on long-term plans. She promised to delve more into this at tomorrow's presentation to the university community but shared with Faculty Senate some initial priorities, which were developed from her experience during 27 years at WIU, from attending meetings with the Cabinet and the Faculty Senate, from the faculty presentations during the recent Board of Trustees retreat, from her connections with the Student Government Associations on both campuses, and from her interactions with staff members. Interim President Mindrup said these priorities are "initial" because everything is a process and is evolving, and WIU wants to evolve as an institution. She believes these initial priorities are situated in the university's most urgent needs and most immediate opportunities.

Interim President Mindrup said the first and foremost of her priorities is that everything at WIU needs to be built on the idea of an inclusive environment where faculty, staff, and students can thrive. She thinks this can be accomplished through programming, through how everyone acts with one another, through collaboration, and through communication. She hopes this will lead to an environment that really fosters teaching and learning while managing WIU with the realities and opportunities that are available right now.

Interim President Mindrup said the next layer of initial priorities involves fiscal sustainability, which she will speak more about at tomorrow's presentation. She noted that the budget has been an ongoing concern and topic of discussion for many years. She said that while everyone knows that WIU is currently operating under a budget deficit, she wants to take a deep dive into understanding exactly what that means. She intends to look at what things are structural and what the university can do internally to address the deficit. She stated that besides her own discovery process, the President's Cabinet will be working with the different units and individuals within each division to delve down deep in order to find out what that means for each area.

Another aspect of looking at finances that the President thinks may be an opportunity for WIU is "big project asks." She noted that there are a number of initiatives that WIU has been very successful with over the years, and she would like to see those highlighted. She mentioned that one recent accomplishment that should be highlighted is the RPED grant that Chair Albarracin and Justin Schuch, Assistant Vice President for Student Success and Enrollment, recently received, which was a really big coup; this is important because retention, besides being the right thing to do for students, also generates revenue for the university. Interim President Mindrup plans to invite the university community tomorrow to think about ways to generate revenue externally for WIU. She noted that one way might be leveraging the State of Illinois strategic document, "Thrive Illinois." She explained that a number of priorities are outlined in this document, including addressing the teacher shortage. She thinks the more WIU can align programmatic planning with the State of Illinois, the better university representatives can make those "asks" in a strategic way. She is aware that Interim Provost Mossman is working with the different areas of his division to see where that alignment happens and where the university is able to think about obtaining additional funding and support, whether through the state level or through different types of funding and philanthropic opportunities.

Interim President Mindrup pointed out that retention planning is another initial priority because keeping the students WIU already has is the best thing the university can do. She said work will be done internally as well as partnering with other institutions and agencies toward the idea of creating wraparound services for students. Interim President Mindrup reminded senators that Illinois public universities are called on by the state to serve first-generation and underserved students, so WIU should build the supports to help this group thrive. She said the goal should not be simply for students to succeed but for them to thrive, to achieve their

goals, and then, in turn, to graduate, represent WIU, contribute to the workforce, and be successful representatives of our institution and its programs.

Interim President Mindrup told senators besides this snapshot of her initial priorities, she also wants to touch on her leadership style. She recognizes that she has had a chance to work with many of the individuals at the meeting and stated that her style is collaborative. Interim President Mindrup stated that, because the Quad Cities campus is organizationally interdependent across the university, she has been able to work across all the different areas of the institution, from administrative services to academic affairs, student services, development, and fundraising. She related that she has had the opportunity to work on projects large and small, and she intends to continue that style. She plans to have one-on-one meetings with stakeholder leaders, as well as to be available to talk to groups to clarify something or develop great ideas together.

Interim President Mindrup told senators she remains optimistic even in times of tough realities. Even though there are challenges on the horizon, she truly believes that because of the people of WIU the institution will come through them stronger and will evolve as an institution. She related that she agreed to serve in her current role because of her passion for the people of Western Illinois University, who are creating a space where students can meet their goals and form great partnerships with WIU faculty and staff. She continues to be amazed at the dedication and commitment to the university of WIU's faculty and staff members. She expressed her thanks for that and for the opportunity to say hello to the Faculty Senate in her new role.

Chair Albarracin commented that she knows of two proposals that address some of the priorities Interim President Mindrup listed. She said one is led by Education Director Jim LaPrad and a colleague of his; they have a planning grant and are applying for more funding. Chair Albarracin just joined a team that includes Education professors Gloria Delany-Barmann and Carla Pacciotto which is specifically aimed toward support of multilingual teachers. Interim President Mindrup said she and Interim Provost Mossman plan to create a document outlining the ways WIU is aligning its priorities. She said that individuals who want to add to this document can send those ideas to Interim Provost Mossman for inclusion so that the university can show the state, and beyond, the framework that is being built to serve areas of critical need.

Senator Gravitt asked if Interim President Mindrup has had conversations with Admissions about pushing student commitment dates back because of the situation with FAFSA. She noted that many universities have adjusted their dates. Interim President Mindrup responded that WIU students can register up to the first week of classes, so as far as ensuring students are going to be able to enroll and register, WIU is in a better situation than many other institutions. She knows that Financial Aid is working directly with students on this issue, which is one that many institutions share. She said that while this is affecting students everywhere, WIU has a responsive Financial Aid unit as well as being much more open about when students can access WIU, which sets the institution up a little better to be responsive to the delay. Senator Gravitt asked if there has been any kind of projection on the impact on fall enrollment because so many students have not been able to complete the FAFSA process or know what kind of aid they expect to receive. Interim President Mindrup responded she knows the administration is looking at those numbers and asked Interim Provost Mossman if he has that data. Interim Provost Mossman responded that although he does not have specific data, there is fear everywhere that there will be a negative impact. He noted that the fact that WIU does not yet have an ERP may actually help the institution because WIU can do things manually. He acknowledged that a number of universities have pushed their dates back, and there is a fear there will be a depression in fall numbers because of the FAFSA situation. He has also heard about a trend of students to stay closer to home and attend the schools they are certain they can get into, which might benefit WIU.

Senator Tang recalled that President Huang said he would never lay off any employees while he was at WIU, but in recent days he has heard some rumors that another round of layoffs might occur sooner or later. He asked if Interim President Mindrup can address this. Interim President Mindrup replied she cannot address this yet because the administration is still delving into the data and looking into the financial situation. She reiterated the administration wants to address the deficit, and the way they want to address it first is by looking at internal efficiencies. She stressed that layoffs would be a last resort; if there was found to be the need to enter that zone there would also have to be a commitment to making sure the university would be stronger on the other side. She said right now the administration is looking at fiscal sustainability, scalability, and those “big asks” that could position WIU for long-term success and help create an identity. Interim President Mindrup thinks it is important for her to really understand WIU’s situation before responsibly answering this question, and it is too early right now, but she added that the administration is looking at all possibilities to ensure that WIU is being as efficient as possible with what the university has right now, and then build plans from there.

Senator Tang recalled that the Board of Trustees has said many times that WIU cannot cut its way out of its problems. He asked if Interim President Mindrup agrees with that. Interim President Mindrup replied she thinks it is a balance. She thinks there are things the institution can do structurally to be in a better position financially, but she stressed the university also needs to be innovative, responsive, and listen to the needs of its students and what they are asking for in terms of programs and services. She said the university also needs to be responsive to what the state and employers are asking of it as well. She thinks WIU’s evolution and willingness to make modifications where it makes sense to do so will be the thing that raises its profile and gets WIU into growth mode and through this point in time. Interim President Mindrup observed that WIU may have had the opportunity over the past few years to put off some things because of the infusion of Covid money and some timely upticks, but there is a need to address financial sustainability for the long term in view of the enrollment cliff, and the university needs to really delve into the areas where it can do that while also balancing the future. She thanked Senator Tang for his question and assured him that she hopes to provide more information quickly because the administration is working hard to get it, partly because of the BOT’s priority to get WIU into a good financial position.

Chair Albarracin asked when Interim President Mindrup wants to have a zero deficit. She recalled that former President Huang had a two-year goal, and the end of the first year is approaching. She finds it hard to imagine how this goal can be reached without layoffs and wonders if Interim President Mindrup might have a more realistic goal in mind, such as five or ten years from now. Interim President Mindrup responded that as soon as she knows the answer, she will communicate it, but she has not yet been in the position long enough to make this determination. She said Paul Edwards, Vice President for Finance and Administration, might have a better answer because she is currently delving into this kind of information and working to understand the projections for enrollment. She noted that the Board of Trustees approved a tuition increase recently, which should bring in a little more revenue. She added the administration is currently trying to understand where the institution stands financially in order to determine where to take steps.

Senator Gravitt asked how the university functions in the red – whether loans are taken out that must be paid back or if the state fills in the gaps. Interim President Mindrup responded that in the long term operating in the red does not work; universities must get back into the black or face issues of cash flow. She noted that income ebbs and flows as tuition dollars and state appropriations come in, and it is important to understand that cycle. She added it is important to think about where the deficit spending is occurring at the university because some accounts are in the negative while others can maintain a surplus. Interim President Mindrup said she will speak more tomorrow about the responsibility for everyone to understand that anything spent puts the university into deeper deficit. She thinks the institution has reached a point where it is very important to scrutinize what is being purchased as an institution, to look at contracts and what has been committed to financially, so that these

kinds of deficits can be addressed. She also stressed the importance of simultaneously looking for outside revenue and working with legislators to make WIU's case. She stated that legislators can help the university understand where WIU's initiative might enable it to seek some extra funding, such as support to address the teacher shortage. She added that it takes all of these steps, including speaking with state legislators and understanding where WIU stands right now, to reach the institutional goals. Interim Provost Mossman remarked that an institution can have a structural deficit for a while, but it cannot run on a structural deficit. He thinks it is important to realize the urgency to fix the problem and to realize that WIU is able to fix the problem. He said this will be an institution-wide effort, but he is confident that the institution will be able to get there. Interim Provost Mossman believes that Interim President Mindrup's point about teamwork, collaboration, and communication across the institution are all very important steps to get out of the current condition and be able to see WIU's future.

Senator Shamsuddoha has been working on international recruitment. He related that when he came to WIU in 2019, there were only three international students from Bangladesh, but over the past five years this has grown to more than 100. He has lately been receiving messages from potential students indicating they have heard about universities closing down across the United States and asking if something similar might occur at WIU. He asked what he should respond to reassure them to come to WIU because they are panicking that the university might close since it has a \$20 million shortfall. Interim President Mindrup responded the tactics she has shared for addressing the deficit – looking for additional funding through innovation grants, retention planning, and other strategies – are in place to avoid this sort of thing. She noted that this is a nationwide problem, and all institutions are looking at the kinds of things WIU is considering during its discovery mode. She thinks the university is at a critical point of evolving but stressed the message is that WIU is not closing. She pointed out that WIU has been around for 125 years, and she believes it will have a long history going forward. Interim President Mindrup thinks that the only way out is through, which involves evolving collaboratively and going through things together. She anticipates this work will happen within the next few months or year, depending on what the short- and long-term situation looks like, but these steps will be taken collaboratively across stakeholder groups in order to see the other side. Interim President Mindrup recognizes that there are a lot of universities across the country right now that have run out of time to make necessary changes, but understanding WIU's structural issues, the way the university does business, and how the institution needs to evolve is how she believes WIU will get out the other side. Interim President Mindrup admitted that the university has waited a little too long and needs to tackle these issues now, but she thinks this is the right community at the right time to do this because everyone understands the big picture.

Parliamentarian Robinett remarked that Faculty Senate has heard different things at different times about a plan that will come forward. He realizes things can change as the administration works through the discovery process but wonders if Interim President Mindrup has a time in mind for when faculty might know what plans her team is considering moving forward. Interim President Mindrup replied that although she does not like to name a timeline because it is hard to nail down, the administration is working as fast as it can to gather data. She said Vice President Edwards and his team are working with divisions and units to understand where they stand, where there could be efficiencies adopted, and where there are opportunities to address deficits. She said this discovery process is the first step, followed by meetings scheduled over the next two or three weeks. Interim President Mindrup related one of the first things she asked for in her new position was to get a sense of where the university stands now in order to put together a plan. She thinks the structure of a plan is there in the bullet points she shared earlier, but the content needs to be filled in to provide a step-by-step roadmap and start to prioritize. She reiterated this will be an inclusive process.

Senator Gravitt asked when public universities in Illinois will start working together instead of trying to undercut one another. She has noticed that every time one university makes a change, others copy that change to undercut the one who initiated it. She thinks the current climate is dog-eat-dog with one university succeeding at another's loss rather than

universities trying to mesh their plans. Interim President Mindrup agreed with Senator Gravitt. She said she is excited to learn more about the equitable funding model, an initiative which will be very beneficial to institutions like WIU, Eastern Illinois University, Governors State, and a few others. She related the model revolves around adequacy funding, and currently WIU's adequacy funding is at 67 percent. Interim President Mindrup stated there is collective support, even where it might not be expected, that in order to be strong as a state, retain students in the state, and be a destination for higher education there is a need to join forces on things, as is done for K-12 education. Interim President Mindrup sat in on a meeting of university presidents about a month ago in Springfield, before she started her new position, to discuss this new model. She said that while this is a mid- to longer-term solution for WIU, down the road it will provide a bit more adequate support for each of the institutions who are working hard to address equity, access, and opportunity in the state.

Senator Gravitt agrees this sounds great for WIU, but she was referring to when the university creates a program, then another university creates the same program but reduces their Gen Ed requirement so that it will be more attractive to students, for example. She knows that some states have a network where they all work together, but Illinois's system is a competitive one, which is not conducive to everyone succeeding. She does not understand why more Illinois universities cannot work in partnership instead of in competition. Interim President Mindrup said this is a great point and an opportunity. She thinks the equity model might provide an opportunity to have distinctive portfolios for each institution. Senator Gravitt observed that everyone is struggling for enrollment, but in attempts to succeed there is undercutting, which is not good for the health of the overall state. Interim President Mindrup pointed out that Illinois has 12 public institutions, which is a lot different than states that have a system model or Iowa, which does a pretty good job of differentiating between their big three schools, which each have a distinct identity. She thinks that 12 very decentralized institutions could provide an opportunity for collaboration.

Chair Albarracin asked how Interim President Mindrup would like to be addressed since many people at the university have known her as Kristi for such a long time. Chair Albarracin related that former WIU Assistant Vice President Jason Woods once told her that he made his students refer to him as Dr. Woods rather than by his first name because it is important for students who look like him to hear him referenced as Dr. Interim President Mindrup thanked Chair Albarracin for asking, noting that since she has been at WIU such a long time some people worked with her before she got her Ph.D. She stated that, for formal introductions, she thinks it would be appropriate to add her title, but she encourages everyone to address her in emails or informally by her first name or whatever they would be comfortable with. She related that some colleagues who she has worked with for a long time are now addressing their emails to her as Dr. Mindrup, so there is a mix of everything, and she is very open to any of it.

Senator Tang thinks the new funding model is very exciting and will definitely favor regional universities like WIU. He heard someone say that it will take years for the model to be approved by the state legislature and the governor. He asked Interim President Mindrup if she can predict when this will become a reality. Interim President Mindrup has heard everything from one to three years. She noted that state universities seem to be united in their support of this initiative. She thinks Zach Messersmith, Director of Governmental Relations, is really on the ball and does a wonderful job representing WIU in Springfield. He keeps Interim President Mindrup up to speed on where things fall on the agenda in the Senate and the House. She thinks the new funding formula may be a midterm bump for WIU's finances, but it is something to look forward to, particularly as the institution thinks about getting through to the other side of its current financial situation.

V. B. For the Good of the Body (*Continued*)

Chair Albarracin reminded everyone to attend the event with Professor Ibram X. Kendi on Thursday evening at 7:00 in the Union Heritage Room. She said 300 have registered to attend so far on the

Quad Cities and Macomb campuses. She encouraged faculty to advertise the program to their students and said they can sign up for their classes because there is no limit set to the number of reservations one person can make. She has seen a lot of faculty and staff sign up, but she really wants to reach the students. Parliamentarian Robinett said he has been sharing the information with students but has also heard from several people in the community who are interested in attending. He asked if the point has been reached where community members can be invited as well. Chair Albarracin responded that community members are also welcome.

Motion: To adjourn (Gravitt)

The Faculty Senate adjourned at 5:08 p.m.

Respectfully submitted,
Annette Hamm, Faculty Senate Recording Secretary