WESTERN ILLINOIS UNIVERSITY FACULTY SENATE

Special Informational Meeting

Thursday, 25 July 2024, 4:00 p.m.

Union Capitol Rooms and Via Zoom

A C T I O N M I N U T E S

SENATORS PRESENT: J. Albarracin, D. Atherton, S. Bailey, B. Bellott, D. Brown, G. Cabedo-Timmons, C. Chadwell, D. Gravitt, E. Hamner, D. Hunter, A. Lewis, B. Petracovici, Y. Tang, S. Turkelli, L. Ebert Wallace, K. Wiseley

SENATORS ABSENT: D. Barr, H. Elbe, S. Ko, J. Land, K. Perone, J. Sarra, M. Shamsuddoha, L. Wipperling

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

GUESTS: Mari Aanenson, Audrey Adamson, Meshack Afitlhile, Dean Alexander, Marjorie Allison, Deb Allwardt, Andrea Alveshere, Kathy Artis, Kels Ault, Ted Atvis, Josh Averbeck, Jobu Babin, Tiffany Bainter, Greg Baldi, Greg Baramidze, Dan Barclay, Maureen Bezold, Gloria Delaney-Barmann, Ashley Beardsley, Jill Bisbee, Chris Bitner, Tom Blackford, Bret Bogenschneider, Julie Brines, Athena Brooks, Susie Brooks, Tammy Leigh Brown-Edwards, Rebekah Buchanan, Amy Burke, Antonio Cardenas-Haro, Chris Carpenter, Amy Carr, Sol Catala-Valentin, Samit Chakravorti, Gordon Chang, Haritima Chauhan, Young Gin Choi, Brian Clark, Jan Clough, Merrill Cole, Peter Cole, Jason Conner, Ranessa Cooper, Sequoia Cornell-Conner, Susan Creasey, Tracy Cruise, Lissa Cullen, Mick Cumbie, Kassie Daly, Katrina Daytner, Rob Derry, Natalie Divan, Andre du Plessis, Michael Eddy, Ellwood Egan, Niyazi Ekici, Jeff Engel, Monica Eskridge, Rich Filipink, Erin Fischer, Leigh Ann Fisler, Amy Ford, Doug Freed, Braxton Gateley, Binto George, Nicole Gilotti, Peter Gloviczki, Jennifer Grimm, Aastha Gupta, Greg Hall, Jeff Hancks, Anita Hardeman, Yuki Hasebe, Malinda Harris, Amelia Hartnett, Niall Hartnett, Jason Hawkins, Leaunda Hemphill, Joe Henning, Tyler Henning, Robert Hironimus-Wendt, Yu-Ping Hu, Sue Hum, Sharon Hunter, Randy Hyllegard, Bob Intrieri, Jin Jin, Munia Cabal Jimenez, Jamie Johnson, Pete Jorgensen, Greg Kain, Lorrie Kanauss, Kishor Kapale, Ashley Katz, Rob Kelly, Tahir Khan, Bill Knox, Riley Konitzer, Wanmo Koo, Ta-Teh Ku, Rick Kuracz, Angie LaFrance, Casey LaFrance, Mary Lane, Jim LaPrad, Ilon Lauer, Barb Lawhorn, Sarah Lawson, Boh Young Lee, Byoung Lee, Hongbok Lee, Anne Lefter, Sherry Lindquist, Alisha Looney, Michael Lorenzen, Todd Lough, Heidi Lung, Stacey Macchi, Maggie MacPherson, Dan Malachuk, Saisudha Mallur, Selina Mannion, Patty Mason, Kyle Mayborn, Damon McArthur, Kim McDaniel, Blair McDonald, Patrick McGinty, Heather McIlvaine-Newsad, Deckle McLean, Pam McLean, Rebecca McLean, Jim McQuillan, Mandi McRaven, Shawn Meagher, Julieta Mehai, Alice Melkumian, Zach Messersmith, Mary Mhango, Bonny Mhlonga, Dakota Middendorf, Kristi Mindrup, Sherri Moon, Rita Moore, Kim Moreno, Kat Myers, Jill Myers, Richard Ness, Holly Nikels, Lorette Oden, Febe Pamonag, Brenda Parks, Brian Peer, Kaycee Peterman, Jennifer Plos, Jackie Price, Betsy Perabo, Gordon Pettit, Win Phippen, Cindy Piletic, Andi Potter, Ellen Poulter, Brian Powell, Alexa Prather, Linda Prosise, Charles Pryor, Christopher Pynes, Anjam Razzaque, Sarah Ritter, Tim Roberts, Steve Rock, Pam Rockwood, Joe Roselieb, Ketra Roselieb, Monica Rouse, Cameron Ruiz, Rajeev Sawhney, Jack Schafer, Julie Schoonover, Nilanjan Sen, Eric Sheffield, Kelly Severs, Rashmi Sharma, Mike Sharp, Krista Bowers Sharpe, Sarah Shike, Emily Shupe, Amanda Silberer, Abha Singh, Michelle Holschuh Simmons, Curt Simonson, Krista Skein, John Smith, Victoria Smith, Cassandra Standberry, Susan Stewart, Troy Stinson, Trenton Sullivan, Holly Sutton, Shannon Sutton, Sebastian Szyjka, Feridun Tasdan, Melissa Telles, Matt Thomas, Clare Thompson, Craig Tollini, Roger Viadero, Jett Walker, Pat Walton, Oswald Warner, Mei Wen, Joani Wilson, Phoebe Wilson, Ed Woell, Josh Wroblewski, Zhiqiang Yan, Chunying Zhao, Danying Zhao, Shaozhong Zhang, Rong Zheng, Yunfei Zhou, Honey Zimmerman

I. <u>New Business</u>

A. <u>Conversation with Interim President Mindrup, Interim Provost Mossman, and Administrative Services About the Budget Deficit, Recent Non-Renewal Actions, and Recent Layoff Announcements/Conversations</u>

Parliamentarian Robinett ran the meeting from the Capitol Rooms as Chair Albarracin attended via Zoom. He informed guests that Interim President Mindrup will be asked to share information, after which questions will be taken from senators first, followed by faculty, then others will be invited to ask questions as well.

Interim President Mindrup expressed her appreciation for the opportunity to update everyone on WIU's financial picture. She said administrative representatives attended in order to provide information and hear suggestions and ideas; if they are unable to answer questions immediately, they will find the information and provide it to the Faculty Senate later. Interim President Mindrup stated that since she came into the position on April 1, everyone at the university has made significant strides in understanding the financial picture as well as working together to plan and set the stage for fiscal stability for short and long term. She has met with a number of stakeholders, particularly in the last two to three weeks, and has held productive one-on-one meetings with each group's chair or president. She expressed thanks to Ketra Roselieb, Executive Director of Financial Affairs, and John Smith, Acting Administrator for the Division of Finance and Administration, for their work on really refining the available financial information. She recognizes that WIU's systems date from 1984, which requires more work and time for results, but said that WIU's financial picture has started becoming clear and understandable, and she is committed to sharing that.

Interim President Mindrup related that since 2015, the university has experienced financial difficulties, endured a budget impasse, and has continued to watch its enrollment decline as a result of the enrollment cliff, and these factors have played a part in what is WIU's financial reality right now. She said what is different now, first of all, is that some of the sources the university formerly used to access money to balance the budget and address cash flow (paying its bills and employees) are no longer available. She explained there were formerly sources within the institution that could be used to provide a bit of an advance in order to continue to meet monthly financial obligations. Another factor is declining enrollment, which is not unique to WIU and is very typical right now among regional comprehensive and small private institutions across the country. Interim President Mindrup noted that some of the sources with sufficient resources that the institution used to tap into were based on enrollment and became increasingly smaller with the demographic change. She noted that these areas of the university needed to maintain their operations, too, so the ability to be able to tap into them is no longer available.

Interim President Mindrup related that WIU has put an emphasis on growing enrollment as the strategy to deal with the university's financial issues, and some investments in recruiting students included waiving tuition, which was not a financially stable strategy. She said in the past the thinking has been if only WIU recruits more or tells its story better, more students will come to the institution, but there are now fewer students available, and flagship institutions across the country are in more competition with the regional hub that WIU belongs to. She added that this has been seen in other states as well; one flagship institution is welcoming its largest freshman class ever with the broadest range of GPAs they have ever seen. Interim President Mindrup related that WIU works aggressively to attract students through the admissions and marketing resources available to the institution, but there is a finite pool of students at any given time and only a certain proportion that can be successfully recruited to WIU.

Interim President Mindrup told senators and guests that the expectation is that 5,500 to 6,000 students will enroll in WIU this fall. She said while the expectation is that it will lean toward 6,000, projections made by the administration are using the "safe" number of 5,750 to budget on in order to ensure financial stability. She noted there are a number of initiatives in place already to work toward balancing the budget, and they cover a variety of areas. She observed that 80 percent of WIU's resources are its people, so efforts to balance the budget and assure cash flow throughout the year must include adjustments to personnel. She announced that the work toward balancing the budget so far has resulted in $13.4 million of the $22 million the university needs to come up with. She said this savings included contract non-renewals of Unit B faculty but stressed that these decisions are not taken lightly because these faculty members are valued major contributors to the university.

Interim President Mindrup related that other changes have resulted in reorganizations across the vice-presidential areas that allowed for a reduction in administrative costs and administrative personnel. She said one of the first things she did after taking on her current role was to eliminate her former position as vice president of the Quad Cities campus, which resulted in salary savings. She added that one should not read anything into that statement beyond what was just shared. Interim President Mindrup said additional savings resulted from combining the Director of Institutional Research and Planning with an associate provost position. She related the consolidation of areas with a focus on retention will contribute to student success and resulted in the reduction of an assistant vice president in the division of Student Success. She added there are other examples across the vice-presidential

areas which have been occurring for some time, in addition to savings from retirements and resignations that allowed for positions not to be filled. She noted that when a position is filled last year but is not filled this year, it contributes to the university's overall savings.

Interim President Mindrup stated that other areas continue to be evaluated since there is just under $10 million still needs to be identified to balance the budget. She said work is being done on identifying operational efficiencies, referring to the way the university does business, how it spends its money, and what services are provided. She anticipates this may include adjusting service hours or the rotation of the cleaning schedule across the university.

Interim President Mindrup assured those present the administration has not given up on external funding. She related that her team continues to work with the Governor's Office, with the Illinois Board of Higher Education, and with a number of avenues they continue to explore in order to address WIU's cash flow in particular. She said those efforts continue to evolve and take shape as time goes on.

Interim President Mindrup pointed out that since the administration still needs to find about $10 million in savings and since 80 percent of the budget is personnel, there is no avoiding making additional changes to personnel. She said the personnel timeline is within a few weeks, probably shortly after the Board of Trustees (BOT) meeting (August 6). She announced that the classifications affected will include all classification areas, but the administration does not have numbers yet, so she cannot say how many persons in each category will be affected. She stressed that this is not an effort to evade the question; the President's Cabinet and leadership across the university are trying to minimize the impact on people – personnel and students arriving this fall -- while trying to leave no stone unturned to reach the university's financial goals. She does not feel the administration has any other option given the budget and cash flow shortfalls they were handed, so that is what they are working to address.

Interim President Mindrup recognizes that this process will be difficult – very painful and very personal – and it will affect the university's communities. She does not want to minimize that. She pointed out, though, that this financial path forward, by balancing the budget and ensuring cash flow, creates a scenario where the can is not kicked to the next administration. She said, instead, the university needs to deal with the reality that it has 6,000 students, and it is entirely possible to be a really awesome university serving 6,000 students. She believes that through these difficult decisions and adjustments in how the university operates, WIU will be stabilized next summer and will not have to have these conversations anymore. Interim President Mindrup said the light at the end of the tunnel is that the university will be strategically positioned in a way that it can carry forward with its mission to serve students in the region and beyond, including internationally, and to do so effectively and with attention to WIU's mission, which includes serving first-generation and traditionally underrepresented students.

Interim President Mindrup stated that she welcomes all questions and encouraged guests not to feel hesitant to ask because their question might be the opportunity for someone else to hear that answer and because the administration is trying to be as transparent as possible. Chair Albarracin thanked Interim President Mindrup for the update. She remarked that she is now hearing a lot of generalized comments about cutting personnel whereas previously the comments she had heard were specifically about cutting faculty. She asked if there are now plans beyond cutting just faculty and how student-faculty ratio is determined. Interim President Mindrup acknowledged this is something the administration has been looking at, although it will not be to the scale that the university has seen previously. She explained that since the administration is looking at service delivery as part of the planning, this is a consideration moving forward. She said the administration is still finalizing what this will look like across divisions, but this will be part of the planning preparation for the middle or earlier part of August.

Senator Hamner remarked he has been involved in these conversations for the past few weeks and has much appreciated the consistent communication efforts from WIU's leadership. He asked where the university stands currently in terms of faculty numbers. He believes that going into Fall 2024 there were 71 Unit B instructors and 338 Unit A, or 409 total. He thinks that right now, after what Interim President Mindrup has called the Phase 1 round of cuts of Unit B faculty in early July, the number is 35 less, but he wonders if the administration can provide firmer numbers given the retirements that have occurred. History professor Rich Filipink, who chairs CAGAS, said the number is now 365 based on the personnel list of everyone who works at the university provided to him the second week of July, after those layoffs. Interim President Mindrup asked if Senator Hamner is just trying to determine a count of how many faculty WIU has. Senator Hamner replied he is basically trying to

ascertain where the university is now because he has not heard the number of retirement commitments. He added this is also a question about Fall 2025 so that there can be a better understanding of what the current projected student-faculty ratio might be.

Interim President Mindrup stated that retirements are part of the figuring the administration needs to make because it is one thing that continues to be fluid. She remarked that some retirements have been submitted which were immediately effective this summer while other retirements will not come into effect until the next fiscal year. She added the fluidity of retirements is one reason the administration does not want to lock down a number until they absolutely have to so that there can continue to be changes and the administration can adjust to those. Interim Provost Mossman agrees that retirements, resignations, and various changes to personnel are a very fluid situation, adding that there were two retirements just this week. He said as of May 6, the university had about $500,000 of retirements for this year (Fall 2024), and there are 28 to 30 individuals who have signed their irrevocable election to retirement (IER) for Fall 2025, but that is also a very fluid number. He noted that people can also resign or retire immediately or go on disability, so when dealing with personnel there are a lot of things that can happen. He thinks the number of faculty plus academic support professionals (ASP) is close to 425 to 430. Senator Hamner asked what the ASP total is; Dr. Filipink replied it is 40, based on the same list that was sent out in terms of seniority, and Interim Provost Mossman agreed that sounds about right. Senator Hamner stated that faculty have asked so many questions in recent days, and this was one area where they were hoping to get clarification.

In a follow-up to Chair Albarracin's question, Senator Ebert Wallace recalled Interim President Mindrup's statement that the university will not see the numbers it has seen in the past in terms of layoffs. She asked which particular past Interim President Mindrup is referring to. Interim President Mindrup replied that answer was in response to a question about staff: civil service employees took a very significant reduction in 2019, there were some significant changes in as Council of Administrative Personnel (COAP) staff over the past few years, and there have been other unfilled positions across those areas as well. She added that faculty positions have also been looked at carefully, and a number of positions have not been filled through the years, which has contributed to the aspect of how personnel has changed. Senator Ebert Wallace said she understood the question to be something about how many people might be laid off, but Interim President Mindrup is kind of answering it in terms of loss of personnel from various areas. Interim President Mindrup reiterated she cannot provide layoff numbers because that has not been finalized yet, but she can say that, specific to Chair Albarracin's question about staff, the amount does not look like it did in the past because there is much less to reduce there.

Parliamentarian Robinett asked, given the reduction in student enrollment and retention since the last time the university went through layoffs, what is being done to reassure students or communicate with them in a positive way. Interim President Mindrup admitted that is challenging, particularly as the changes start to affect people students know. She recognizes that these changes are occurring during summer and said the intention is that communication will go out from departments about things that impact students. She explained that with regard to services provided, any updates will be absorbed into the new organizational structure of the division of Student Success. She noted, for example, that many of the services that students have seen in the past may be absorbed by one person, but the administration is planning on that not having a significant student impact. Interim President Mindrup stated that as far as communicating the university's overall financial situation with students, the administration works very closely with the Student Government Association (SGA) and with the student representative to the Board of Trustees; the administration will continue to work through those channels as the semester begins and students really start to pay attention. She said administrators have also responded directly to students who have contacted them with questions; they have provided one-on-one communication to ensure students have the information they need to answer their questions and understand the situation.

Senator Gravitt recalled that in the past some sort of financial incentive has been offered to encourage employees to retire. She asked if the administration has considered an incentive for immediate retirement or an incentive to submit their IER forms now so that the administration would know who was not coming back next year to help. Interim President Mindrup replied the administration has not looked at an early retirement incentive because the money it generates may not offset the accumulated sick time, vacation time, and any other payouts that will affect the cash flow. She explained it is a balancing act when thinking about what to do as far as offering early retirement incentives because the university's most urgent need is to address the cash flow and keep paying its bills throughout the year, so anything that might have a negative impact on cash flow is pretty much off the table.

Senator Gravitt asked if, when looking at position eliminations or layoffs, particularly of faculty, the goal is to maintain viability of majors, meaning that majors cannot fall below a certain number of faculty, or whether the administration is looking at program elimination. She noted that the Academic Program Elimination Review (APER) Committee would not be able to meet and make recommendations within two weeks. She asked if the idea is downsizing faculty as a gross or if it is targeting majors or areas where there might be more excess faculty than in others. Interim President Mindrup explained that the planning when there is an urgent need is different than the planning when there is a long time to think about program delivery, what is viable, what could attract new students, and those sorts of things. She said shorter term planning is related to the number of faculty needed to deliver the curriculum as well as efficiency within each department.

Interim Provost Mossman remarked that since 2015 the university has eliminated 39 programs, so the university really needs to look at faculty capacity. He said, in answer to Senator Gravitt's question, it is not so much picking out which programs to eliminate but more about how programs are being delivered and whether there is capacity inside that delivery or if it can be increased. Senator Gravitt asked if this means that there could be one single faculty member delivering a program; Interim Provost Mossman replied that the university could not do this.

Senator Hunter observed that the August 6 BOT meeting is very late, and departments are still reorganizing classes based on previous decisions made by the administration and decisions that will be made. He asked if the advising centers have been briefed on how to handle the mass of students enrolled for classes that have been dropped and now have to go through registration again. Interim President Mindrup responded that the schedule work as a result of the first round of contract non-renewals is already happening. She said the decision making in regard to the next round of personnel reductions keeps timelines in mind with a focus on minimal student impact. She added that when there is potential impact, perhaps with a section change or something along those lines, then it is important to ensure that everyone has the information they need to be able to communicate with students. She encourages anyone with questions or who is experiencing a challenge with this, whether or not they are an academic advisor, to reach out to the administration so that they can work together to identify solutions for those students who may fall through the cracks of anything the administration is trying to do intentionally. She noted that the communication the university tries to convey to students often reaches them but sometimes does not, so she would like to see the university community have safety nets built around the additional intentional efforts to make sure students have the resources and information they need to make any adjustments while also knowing that this next stage takes timing into account.

Parliamentarian Robinett relayed a question from the Zoom chat regarding the staffing currently available in Financial Aid and a lot of other offices. The individual asked how confident the administration is that these offices will be able to meet the needs of students as they attempt to come to WIU. Interim President Mindrup recognizes this is something that is already being faced. She acknowledged there are offices that must maintain their maximum number of employees in order to function, operate, and, in some cases, be in compliance. She said the Financial Aid and the Audit offices are two examples, and Counseling Services is likely another. Interim President Mindrup stressed the administration wants to make sure offices comply with what their fields and disciplines require as well as being mindful of service delivery, and at times those two things can be at odds with one another. She observed that sometimes the actual utilization of a service might not match the requirements of that area, but these are considerations that have to be kept in mind as the administration looks across the entire university to identify ways to continue to serve students while also addressing the budget shortfall.

Senator Gravitt asked whether the list of positions that have been identified so far to put forward to the Board of Trustees has been provided to chairs and directors so that they can begin working on the schedule and not have to redo it two or three times. Interim President Mindrup replied the list is not yet final enough to share. She said if the list were to get out, she would hate for someone to think they are being laid off and then not be or for someone who is being laid off to think that is not happening. She believes neither scenario would be fair to the individuals, which is why the administration is ensuring the list is final and as up-to-date as it can be given the university's financial picture in preparation for the August 6 BOT meeting. Senator Gravitt asked if that means only the upper administration have access to the list; Interim President Mindrup replied that she does not even have the list yet. She added that each division is working on its reductions. Senator Gravitt asked if this means the information stops at the dean level and has not trickled down yet; Interim President Mindrup responded the information has not reached that point yet.

Incoming fall senator Ed Woell, History, remarked it remains unclear to him exactly what the criteria is and who is determining the criteria for who will be terminated. Interim Provost Mossman replied the administration, after analysis of faculty capacity, is following the contract, which specifies seniority and program need. Interim President Mindrup added that on the staff side the criteria is ability to delivery services in support of students, with recruitment and retention being priorities. She noted that assuring students are able to access financial aid, for example, is a pretty basic need that must be met, and then the administration builds out from that level of student need.

Senator Bellott observed that it seems like Interim Provost Mossman gave what sounds like an ordered list. He asked if capacity followed by program need is the list the administration is going by. Interim Provost Mossman replied he believes the contract lists seniority and program needs. He does not think there is a distinct consecutive order outline. He stressed that, to be clear, the administration is trying to do as little harm as possible and to be as collaborative as possible as they move forward to try to address the financial issues the university faces.

Leigh Ann Fisler, Psychology, asked if there is any plan being put forward to the Board of Trustees for programs that may face closures as a result of the pending layoffs, particularly when cohorts of students are being brought in for fall semester that may not be able to be adequately served. She asked if there is an administrative plan going forward along with the layoffs for those pending results. Interim Provost Mossman replied the administration's approach includes the goal to not put any program in a position where they will not continue due to layoffs.

Braxton Gately, Accounting, Finance, Economics and Decision Sciences, remarked his understanding is that Unit A faculty are supposed to be given a year to go on the academic market if they are laid off. He asked if they will be given that year or if the cuts will be immediate. Interim President Mindrup replied the administration is honoring the contract, so that year notice will be given.

Parliamentarian Robinett read a statement from the Zoom chat remarking that the university is building a $100 million Center for the Performing Arts while it is in survival mode and laying off personnel, adding that although the Center is budgeted by the state, this does not seem to make sense. Senator Ebert Wallace remarked that when she went to the dentist today this was what everyone was saying. She understands that it is different pots of money, but the optics are terrible. She thinks in the future going forward one thing to think about is how this looks. She does not know what to do about this, but it is something that is said to her everywhere she goes. Interim President Mindrup confirmed the funding for the Center for the Performing Arts is a different source of money that was allocated two years ago by the state. She said the design, other work leading up to the construction, and even the construction itself started before this administration's understanding of the financial picture. She added the funds have been earmarked and distributed and contractors have been hired; she asked Ms. Roselieb if there are other details she might have missed to explain why the project goes forward while WIU still has to deal with its financial realities.

Ms. Roselieb agrees that it is a very difficult public perception to explain. She wishes the university had $120 million given to it in operating funds, but unfortunately that is not how the state operates. She remarked that, similarly, deferred maintenance seems just like daily operating at this point. She said the university has been allocating funds from the Capital Development Board to address deferred maintenance projects, but the state puts restrictions on those sources of funds. Senator Ebert Wallace said she has twice been asked if the state is paying for the Director of the Center for the Performing Arts. She has heard that WIU did hire a director and asked if this is part of the money from the state or if the university is paying for that position. Ms. Roselieb replied that is university money. Interim President Mindrup explained that the hiring of the director is in anticipation of the planning and work that needs to happen prior to the Goldfarb Center for the Performing Arts moving forward. She believes that position moved forward a couple of days before the current administration instituted the hiring suspension, but noted that the position is now on the books and will continue to move forward because the building project is moving forward. Interim President Mindrup stated that the administration has checked into the possibility of moving different sources of funds, but there is often legislation tied to those funds that they cannot move around, at least not as quickly as they would like.

Senator Hunter asked if the administration is considering mothballing any of the buildings or facilities on the campuses; Interim President Mindrup replied that is being looked at. She said building efficiency is an important piece of the planning, both for staffing as well as for utilities and deferred maintenance. She added that John Smith, Interim Assistant Vice President for Facilities Management, and his team are working on those plans while

thinking about the big picture at the same time. She recognizes there are certainly immediate needs but said consideration also needs to be given to the long term. Interim President Mindrup thinks the university is probably due for a university master plan that would further inform those decisions, but the things that need to be done in short order are a little different than if there were a couple years of runway available to work through them.

Parliamentarian Robinett said a guest on Zoom asked if Unit B should expect letters of non-renewal tomorrow or after August 6. Interim President Mindrup replied there will be no announcement regarding any positions tomorrow; it would come after August 6.

Parliamentarian Robinett related another Zoom attendee asked if the Board of Trustees has considered the financial impact of the layoffs on the home communities of WIU's campuses; for instance, home prices will plummet. Interim President Mindrup replied she cannot speak for the Board but the administration remains mindful of the impact of the changes in personnel on WIU's communities, people, and their families.

Parliamentarian Robinett said another Zoom question asks for clarification that the layoffs will start with Unit B, then untenured Unit A, and then tenured Unit A. Interim Provost Mossman replied that is correct per the contract.

Parliamentarian Robinett said another Zoom attendee remarked that faculty are supposed to prepare for fall classes, then be told the first week of classes that they are immediately laid off because Unit B faculty do not get a year to search for a job and do not know what classes to prepare for or whether to start getting classes ready. Interim President Mindrup said this speaks to what she said earlier, that course delivery is being taken into consideration in the timeline. She added no one will be notified that they will not be teaching this fall semester.

Parliamentarian Robinett said a Zoom attendee asked if the 25 to 30 retirements already signed for the end of this academic year is being subtracted from the $10 million more needed this year and, if this is not the case, whether faculty who are laid off this year might be reinstated. Interim Provost Mossman replied the 25 to 30 are for the following year, not for this year, so they do not apply to this fall semester.

Damon McArthur, Art and Design, recalled that in 2015 and then in a subsequent round of layoffs there was some contention and litigation involving how people were selected and who could teach what. He said a theoretical example might be if two faculty members taught philosophy, but one taught modern philosophy and the other taught post-modern philosophy, and the administration decided to keep the post-modern philosopher, but the modern philosopher could also teach in that field. Mr. McArthur wonders how the administration can come up with a list of positions and the names that go along with the positions without consulting the chairs, who are experts in the field. He noted that in the Department of Art and Design, there are all sorts of different subdisciplines, such as printmaking, painting, and drawing. He asked how the administration can choose a particular faculty member without knowing if that faculty member could teach in another area without consulting the chair. Interim Provost Mossman responded the administration has consulted and collaborated with the deans in this work, which is still in progress and not finalized. He stressed that the administration is deeply aware of all of these issues, from specialization to particular options and degree programs. He added the approach is to fix faculty capacity without harming the larger departments and the programs themselves. He added there is collaboration going on. Mr. McArthur said he has no desire to sell anyone short, but he is not sure if deans have the nuanced understanding of the subdisciplines to know this. He added that his intention was just to bring up something that was litigated pretty heavily in the past and which ended up going several different ways. Interim Provost Mossman expressed his trust in chairs and deans to know their departments and the expertise of their faculty. He trusts the process so that the administration does not make those kinds of errors while simultaneously trying to do the minimal amount of harm while still making payroll.

Rajeev Sawhney, Management and Marketing, said his questions are the same ones he has had for the past eight to ten years under different administrations. He understands that the demographics of the United States have changed and are changing, but the demographics are different in other countries. He said one area he has consistently spoken about is India, which has a lot of population in the college age range. He does not think WIU does a good job going after this market. He noted that the School of Computer Sciences has consistently attracted students from India and has done pretty well, but he does not know why the rest of the university is not looking towards that market. Dr. Sawhney also noted that football is a pretty big area of the budget and asked if there has been consideration toward getting rid of that program to balance some of the university's budgets. Interim President Mindrup responded regarding the question about international recruitment that the university has begun

pathways into India but could certainly do more. She noted that as growth continues in that area, so can investment in that area. She related that Department of Physics Chair Kishor Kapale has taken the first steps into India, but since the country is huge one person making one connection is just the start. She agrees there should be more opportunity there.

Interim Provost Mossman stated that the university has stepped up recruitment efforts in India since 2018 when there was such an increase in students from India enrolling in Computer Sciences, especially from the area of Hyderabad. He said this was directly related to a Facebook campaign and the work by Dr. Kapale on how undergraduate transcripts work for graduate programs; this was a bureaucratic change that led to very large enrollment. He related that, in addition to Dr. Kapale, Randy Glean, Associate Vice President for Global Studies, has traveled to India at least three times in the past year to work on different recruitment strategies. He said that while the administration recognizes that India is a place that enrollment can increase, they want to avoid the boom/bust cycles where there are suddenly 500 students from an area and then just as suddenly there are none. He thinks there needs to be consistent, stable enrollment growth in international students and believes that certainly India is a part of that.

Interim President Mindrup said that in regard to Dr. Sawhney's second question about athletics, this is part of the administration's considerations for overall operational reductions. She is aware of one reduction that Athletics proposed the other day that would save about half a million dollars. Interim President Mindrup remarked that first and foremost it is important to recognize the recruitment and retention aspect of athletics. She noted that one example that WIU celebrated yesterday was that the women's basketball team is number two in the country for grade point average. She recognizes there is a lot of collaboration across different areas of the university to support student-athletes and maintain the requirements of the institution and what it expects from students while also remaining in compliance with the NCAA and what they are looking for in academics. She noted that WIU continues to be in Division I because that is seen as a stronger recruiting tool, but a year ago the university did change conferences for all sports, which was a significant change in the operational expenses of athletics while still maintaining the ability to recruit a number of students. She noted that football is the largest recruiter of students for WIU, along with other sports programs.

Interim President Mindrup explained when she speaks about "right shaping" the institution, there is an academic experience and an out-of-classroom experience, whether through athletics or the services and support offered through the efforts of the Student Success division. She said the administration is looking at within which areas enrollment and retention would be impacted if there were to be a reduction because this would not help the university's cash flow situation. She noted that institutions across the country, unless they are a Power 5 institution, do subsidize athletics in an effort to ensure the possibility of recruiting and retaining students as well as providing a well-rounded university experience. Interim Provost Mossman added the significance of WIU's alumni and foundation support through its athletic programs is important to note because it is very large. He said the success of last year's men's and women's basketball teams is a good example of a positive campus culture; he noticed that an increasing number of people attended those games as the season progressed. Interim President Mindrup also pointed out the regional impact of athletics and the attention that broadcasts bring to WIU. She noted there is a lot of attention on how much the university spends on advertising, but athletics provides a way to advertise without advertising, so to speak.

Parliamentarian Robinett said a Zoom attendee asked while considering the lists from various personnel categories, whether the staff reductions will be proportional, for instance, X percent from faculty and the same percent from the administration. Interim President Mindrup replied she cannot answer that because she does not have the final numbers. She explained it is not about proportions but about service delivery and, for Academic Affairs, the metrics that Interim Provost Mossman discussed. She stressed the administration wants to ensure the university continues to operate and to serve students, that the buildings and campus grounds are maintained, and all of those things. She reiterated that the administration is looking at the most critical and essential services and working up from there so that decisions on the staff and administrative sides align with those priorities.

Parliamentarian Robinett related another Zoom question asks what is being done to counteract myths about WIU closing or students worried that they will not be able to graduate. Interim President Mindrup replied that first and foremost is positive messaging. She said Alisha Looney, Interim Assistant Vice President for Communication, Marketing, and Media Relations, and her team are constantly telling the story of WIU through press releases. Interim President Mindrup said she recently gave an interview to KWQC in the Quad Cities talking about the

university and how WIU prepares students and serves the entire Quad Cities region. She thinks as a university community it is important to reinforce that WIU is facing its financial challenges, and the entire university community has a role in providing that reassurance to students. She stressed the importance of one-to-one interactions with students and connecting with them in the classroom, on the field, or as they are participating in activities.

Interim President Mindrup remarked that the situation WIU faces is not unique; Eastern Illinois University, for instance, made it through a similar crisis. She recognizes it is very difficult to instill that confidence that WIU will make it through because the situation is impacting people's lives, and it is hard to project optimism and light when going through a really dark and difficult time. She thinks it is important to recognize that there is still good work happening at WIU and to balance that with looking at the finances of the institution. She noted that there were a number of students on campus just a week or two ago as part of a grant to bring in students from traditionally underrepresented groups to learn what college is all about. She also noted that WIU welcomed its athletes to campus this summer; they are already participating in things, such as marching in the Heritage Days parade.

Interim President Mindrup pointed out that Western is about to welcome a class of close to 6,000 students, adding that this may not be what we are used to, but it will be what these students will be used to. She said they will come in as a small class and get personalized attention from a university that cares about every one of those 6,000. She added that this will all be done with high quality academic programs and excellent support services to provide an outstanding, well-rounded experience that can transform students' lives. She stressed that this is still what WIU is all about and asked everyone to help convey that message. Interim President Mindrup acknowledges there are multiple stories to tell about the university right now, but she asks that those messages be balanced with pride in the institution because WIU will get past this and will be stronger for it.

Interim Provost Mossman remarked that Interim President Mindrup's purpose is to be as transparent as possible and to communicate as clearly as possible, and part of that message is that the university is going to fix its problems. He said this is not kicking the can down the road and is not just getting by; the university will achieve as much as it can in the future, which is part of what the administration is trying to do here.

Sherry Lindquist, Art and Design, recalled that in 2015 a disproportionate number of the faculty laid off were woman and people of color. She asked what is being done to prevent that happening again. Interim Provost Mossman replied the administration's objective is to not wind up with that kind of result. He thinks part of the issue is one of seniority and when people are hired into departments, but there is a different sort of faculty demographic to work with now than there was in 2015. He reiterated that the university is farther down the road than it was in 2015, and there is every intention to avoid those kinds of results. Interim President Mindrup echoed Interim Provost Mossman's comments. She stated that while the administration navigates within the contracts, there is the recognition of ensuring that WIU provides a well-rounded experience for students and that faculty and staff are representative of the university community.

Parliamentarian Robinett read a comment from Zoom pointing out that school starts in a few short weeks, and the window to find other work in education, whether at the high school level or otherwise, is just about closed. The guest asks why there is delay in letting people know of their retention or release and why they were not informed in May, when they could plan for their futures, because waiting until August 6 is cutting too close to the beginning of the school year for instructors who may have to find employment at the university level or below. Interim President Mindrup replied she can appreciate that it seems to have unfolded that way, and she recognizes that the timing is not ideal, so she agrees with that statement. She related that when she came on board on April 1, she and the President's Cabinet got right to work, formed clear plans, and refined their understanding of the university's actual financial picture. She said that took time, and the university's financial systems make things a little more complicated. She related that there was then an understanding of projecting out exactly what needed to be accomplished as well as the work of actually going through the budget to verify whether a proposed savings was an actual savings from this fiscal year to next fiscal year. Interim President Mindrup is certain that the people doing this were working as fast and diligently as they possibly could. She said the administration also wanted to be thorough; they did not want to make cuts until they absolutely knew they had to do them. She said at one point in time the administration was waiting to see what the state appropriation would be, while at the same time they were advocating at various levels for possible funding for the institution. She stated that all of these activities have taken shape over the timeline available and have led the university to this point; she agrees that the timing of the academic calendar is not good, but that is how the work has unfolded. She believes her team has done more in the

past few months financially for the planning and stability of WIU than has been done for several years. She hopes that when imagining trying to squish several years of necessary planning and adjustment into that period, the timeline makes a little more sense.

Parliamentarian Robinett said a Zoom attendee remarked that if the administration is turning all stones to find extra cash, the WIU golf course costs the university about $300,000 a year. The guest asked how much money the golf course brings in and why it would be kept open if the revenue does not cover the cost. Ms. Roselieb responded that for the past three years the golf course as a standalone unit has ended with a positive balance. She agrees with Interim President Mindrup to leave no stone unturned and thinks that further analysis may need to happen or all figures need to be analyzed when looking at each individual unit and its productivity.

Parliamentarian Robinett said a Zoom attendee asked for clarification of the timeline for notification of non-renewals for additional Unit B faculty beyond the 35 who have already been notified. The questioner asked if Unit B faculty currently scheduled to start teaching on August 19 will be notified of non-renewal between now and August 6 or after August 6. Interim Provost Mossman replied it will occur after the Board meeting, so August 6 or August 7.

Senator Gravitt observed there are two issues: to balance the university's budget and the worry about cash flow. She noted that some people who will be getting letters may be working an additional year before coming off of the payroll, which would help balance the budget but would not help with cash flow. She asked what kinds of personnel decisions help with cash flow or if it is more about cutting operational kinds of things. Interim President Mindrup explained some of the personnel reductions balance the budget, which puts the university in a good financial standing next year so that these conversations do not have to happen again. She stated that cash flow involves the operational costs, some of the changes already seen in personnel, and some that will happen more immediately depending on the notifications for positions. She noted that the administration also continues to pursue other funding source opportunities, which is part of that mix as well toward maintaining the cash flow throughout the year.

Chair Albarracin observed that WIU has had the same Board of Trustees members for several years. She recognizes that Interim President Mindrup refers to her administration as being new, but the Board is not new. She asked how closely the administration is working with the BOT in these new plans to control spending, the deficit, and the cash flow situation. Interim President Mindrup replied the administration communicates very closely with the Board to update them on the university's status. She noted that they are advisory, so they are not operating the university but rely on the administration's expertise. She said the Board has an interest in balancing the budget year after year, as does the administration, because there is an understanding that balancing the budget means the university does not run out of money. She added that if there is a question about the Board's intention, they simply want to position WIU for a financially stable future. Chair Albarracin asked if the whole Board agrees with what the administration is doing or only part of the Board. Interim President Mindrup replied everyone will find out on August 6 at which point the plan will come together, be shared with the BOT, and see what they decide. She added that while she cannot speak for the Board, they have asked the administration to balance the budget.

Senator Ebert Wallace said she is still a little unclear regarding the additional Unit B layoffs because she thought Interim President Mindrup said earlier that they would not be for this fall; Interim President Mindrup confirmed that is right. Senator Ebert Wallace said she wanted to confirm this because it goes to the cash flow question, too. She remarked while she has heard often about the $20 million deficit, she does not understand why it all has to be addressed at the same time. She understands there is a desire to get it done, do it right, and finish the job, but people frequently ask Senator Ebert Wallace whether the university cannot take care of a lesser amount and then plan for the rest. She knows the administration is looking out to the next two years, but this a question that keeps recurring. Interim President Mindrup said her general answer is that the administration does not want to kick the can down the road any further; now is the time to balance because a stable budget now means no cash flow problems next year. She stated that when there are cash flow problems, reductions have to happen because there is no choice at that point. She asked Ms. Roselieb to provide additional insight.

Ms. Roselieb said it is important to note that the university's overall strategic plan and the decisions being made to balance the budget is where the $20 to $22 million comes in; these are longer master plan realignments that have to occur given the university's current enrollment. She explained what has created he urgency is the cash

WIU has on hand; the university has ended multiple fiscal years in a deficit which has eliminated the ability to have time to make decisions.

Parliamentarian Robinett related a Zoom attendee asked what is being done to make sure the university stops laying off people and hurting its communities in the future. The individual also asked how WIU got to this point because for years employees have been told to be fiscally conservative, and the questioner is sure most people have. The attendee remarked that the layoffs always seem to blindside everyone because issues are downplayed to some extent and asked who oversees this to make sure it does not happen in the future. The individual also asked whether the administration is taking cuts in personnel as well. Interim President Mindrup responded there have already been reductions to administrative personnel; they have completed consolidation of three administrative positions. She said her personal theory after doing a lot of reading about this is that WIU has overly relied on the possibility of enrollment growth as a turnaround for its financial picture, and that over reliance year after year has resulted in less tuition than what was budgeted for and created deficit situations. Interim President Mindrup stated that while she is not here to point out past flaws, if one is overconfident – or confident, as the case may be – that enrollment will turn around because of various strategies that have been implemented, but then it does not happen year after year, an institution's fees, tuition, and auxiliary funds all take a hit. She continued that suddenly it is a different sized institution by 50 percent than it was in 2010 but its size has not decreased by 50 percent, so the time is now to acknowledge that WIU is a 6,000-student institution. She believes WIU can be awesome at that, but the university has to be the right shape and size, otherwise, it simply will not operate any more.

Parliamentarian Robinett read a question from the Zoom chat asking how decisions are being made in reference to the Quad Cities campus regarding enrollment and closure elements. Interim President Mindrup reiterated no stone is being left unturned. She said there is a review of where growth is in the Quad Cities and a review of how the Quad Cities can become an asset, as well as looking at the change in students served on the Quad Cities campus. She noted that the university's principles apply to both campuses, so the Quad Cities campus is being reviewed as well as the Macomb campus.

Parliamentarian Robinett said a follow-up question asked if layoffs will be roughly proportionate across the two campuses, Macomb and the Quad Cities; Interim President Mindrup replied that they will. She clarified that proportional is difficult to say because the core delivery of services that has to happen on the Macomb campus, the Quad Cities campus, and the number of faculty by program is difficult to say by proportion. She asserted, though, that she can say with confidence that both campuses will have an impact because both campuses contribute to the university's success as well as what it needs to adapt to in order to move forward in the future.

Senator Gravitt asked if the cash flow issue is similar to Social Security forecasting in that if the money runs out everyone may not get 100 percent of what they have earned but might get 80 percent of their checks; i.e., it would not be that individuals would not get paid, but they might get reduced pay until the money was available to pay them 100 percent again. She asked if, alternatively, one group of people might be in a lower income stream and receive 100 percent while groups that are making more might have to take a reduction. She asked if there is a plan to implement something like one of these if the university actually cannot make payroll. Interim President Mindrup responded the administration has not gone to that yet because they want to see how the numbers shake out as far as the overall reductions that are being done. She stressed the university still needs to pay employees because employees are still doing the work, and in some cases they are doing extra work now because areas have been consolidated. She added that while she cannot give an answer at this point, in her continued commitment to stay connected she will provide information when she has it.

Parliamentarian Robinett said a Zoom attendee has asked what the role of online courses and online education will be in dealing with the financial crisis – in particular, reaching out to international students. Interim President Mindrup recalled this was one area she outlined when giving her remarks on April 10 because it is a growth area for the university, as are adult markets, online possibilities, and expanding WIU's market to students who may already have a degree but are looking for micro credentials or certifications. She believes these are a few of the growth opportunities the university can look forward to as the institution is reshaped and begins to think about innovation once it is stabilized.

Parliamentarian Robinett said a Zoom attendee asked if the administration has the potential numbers for first-year and transfer enrollments. Interim President Mindrup responded they will share those numbers with Parliamentarian Robinett when available but do not have them now.

Senator Gravitt remarked that the Dean of the College of Business and Technology and the Director of the School of Engineering and Technology have wondered whether the administration has looked at the financial impact of the positions being eliminated or not retained in regards to overload for those faculty who are remaining. She noted that this would mean the university will not save 100 percent of the salary of those positions being eliminated because of the increased overload that must be paid and wonders if the administration has considered that trade off. Interim Provost Mossman replied that they have done a careful analysis of overload and adjunct costs.

Senator Bellott remarked it seems that the administration believes they will be able to make payroll for this fall and in the spring will have some layoffs that will help with cash flow. Interim President Mindrup replied there is no current plan for layoffs beyond what will be announced this August. Senator Bellott asked if there will be people who will not be employed in the spring who will be employed this fall. Senator Gravitt responded it is the difference between layoffs and non-retention. Interim President Mindrup stated that everyone who is being laid off or whose contract is not being renewed will know in August. She added that the timeline of those, depending on their classifications or status as faculty, is dependent on the contract or what is written for each of those different areas; some might be effective in a month, multiple months, six months, or a year. Senator Bellott remarked this will hopefully solve the cash flow for next spring; Interim President Mindrup confirmed it is built into the equation. Senator Bellott asked if this is based on a headcount of 5,750; Interim President Mindrup confirmed this is correct. Senator Bellott asked what the headcount was at the end of Spring 2024; Interim President Mindrup replied she does not have that number but could get it to him.

Senator Bellott recalled that there was a significant drop in students once the last layoffs were announced. He asked how that has been factored into the 5,750 population estimate. Interim President Mindrup replied that it is difficult to predict student behavior, but 5,750 is a low estimate, so they go with the low estimate regarding any possible implication on student choice.

Senator Bellott asked what the administration is investing in moving forward since they are making cuts to make the next fiscal year look great, or at least not so dim. He wonders what the plan is to "grow out of our pain." Interim President Mindrup replied that first and foremost is to have a right-shape institution that is offering programs that students are choosing already as well as looking at ways to innovate through the expanded markets she just mentioned, which are growth opportunities. Interim Provost Mossman added that WIU aligns really well with most state initiatives concerning access to higher education and workforce development. He said a major project will be to increase the retention rates of first- and second-year students and then build out from there to increase major rates. He said the administration hopes that students will not just drop out of the university if they are unable to make it in one major but will instead find a different one, which also aligns with the state initiatives. He hopes everyone recognizes that the answer to these questions is not that the institution will have 10,000 students by 2025, which has been a typical kind of response. He thinks, given the demographic cliff the university is in, it is not reasonable to think that putting in the work and recruitment to attract as many students as possible is the answer. He thinks instead it is important to stabilize the enrollment, match the university's offerings with the number of students it has, and then WIU will be in a position to succeed. He reiterated that the portfolio of existing programs the university has now aligns very well with statewide initiatives and accessibility as well as with the Quad Cities' intention to grow its healthcare industry.

Interim President Mindrup recognizes that sometimes workforce development can kind of bristle on those in academia. She wants to emphasize that there are often resources attached to workforce development initiatives as well as to aligning with state and regional priorities because there is such a significant need. She noted that addressing the teacher shortage is a benefit to the region that WIU can respond to, and there is support for that. She believes that by continuing that alignment the university will be very well positioned, in addition to being financially stable, which will make for an attractive option to really implement some of those initiatives at the state level and beyond. Senator Gravitt remarked one example of this is the work the university is doing with Aspen and Spoon River College to become a more transfer-friendly institution.

Senator Bellott understands that the administration plans to set 5,750 as the goal for fall enrollment, but asked what the plan is if the enrollment is actually closer to 5,000 and how that would affect cash flow for the spring 2025 semester. Interim President Mindrup replied the low estimate is 5,750; the administration is not expecting

5,000 students. She added the administration is also looking at external resources in addition to the steps that are being taken with personnel so that the university can continue to meet cash flow needs.

Senator Bellott asked what he should tell his wife and kids if he gets laid off this year other than that the university could not afford to keep him on, even though they could afford him last year. He asked what the reason is for the layoffs this year. Interim President Mindrup replied the reason for layoffs is the financial stability of the institution. Senator Bellott pointed out that the institution was not stable last year. Interim President Mindrup explained what is different now from the past is that the institution no longer has access to the funds that it used to tap into to float itself for cash. Senator Bellott asked if this is just that the university does not have as many students. Interim President Mindrup replied enrollment is lower, but also some of the sources, such as auxiliary funds, that were previously used to advance the university are lower than they have ever been and are not enough to carry the university forward through the ebbs and flows of cash flow. Senator Bellott asked what is meant by auxiliary funds. Interim President Mindrup said that when tuition comes into the institution cash flow hits a high point, then there is fluctuation throughout the year; for example, some months have five pay weeks and other months have four, so there is variation month by month in cash flow. She noted that when MAP funding is deposited, that also creates a spike in the cash flow. She said adjustments that were made in the past to address these cash flow fluctuations are not able to be made now, which is why personnel reductions are necessary.

Parliamentarian Robinett related a Zoom attendee remarked that WIU has 102 full-time employee (FTE) administrators compared to 415 FTE faculty, according to the WIU 2023 Fact Book; there is a 1:4 ratio of administration to faculty. The attendee pointed out that Eastern Illinois University has 20 full-time administrators compared to a total of 386 full-time and 124 part-time faculty, according to Eastern's 2023 Fact Book; that is a 1:20 faculty to fulltime administrator ratio, not including the part-time faculty. The individual asked whether WIU really needs one administrator for an average of every four faculty members. Interim President Mindrup replied that the administration is looking at all positions at this point, and reductions needs to happen there as well.

Senator Bellott observed that his question about auxiliary funds has not yet been answered. Ms. Roselieb explained there are basically four major fund types at the university, the first of which is the income fund, which is used for state appropriations and tuition dollars that come in from students. She said this is what is being discussed when the administration talks about realigning the budget and the deficit the university has had in recent years. Ms. Roselieb said the second type is called other unrestricted funds; these are usually local funds created by fees assessed to students. She added there are unrestricted grants and some other things that fall into that bucket as well. She explained what has happened over time is that the university has deficit spent in the income fund and has had to rely on the cash in the other unrestricted fund sources to continue to operate. She said that is what has depleted, which has put the university in the very unfortunate position it is in today.

Ms. Roselieb noted that in addition to these two fund types, the auxiliary system is a closed, bonding entity that is comprised of the University Union, Housing and Dining, Campus Recreation, and the Golf Course. She explained these entities together are separate from the university from a legal standpoint and have the ability to issue debt on their own behalf in order to do facility improvements and those sorts of things; they do not get money from the state for capital improvements. She said this is what is referred to as restricted dollars. Ms. Roselieb noted the fourth income type is foundation funds. She explained the main problem is what has gone on between the first two funding types and that the university has shifted significant expenses to those other fund sources that are restricted in nature. She pointed out that those restricted sources have also seen declines, such as housing which has seen fewer students living on campus, so they have depleted their cash on hand and have already assisted the university to the point where they cannot any further.

Parliamentarian Robinett said a senator on the Zoom chat asked what numbers or parameters the administration looks at when measuring the efficiency of a department or program. Interim President Mindrup replied it depends on the department or program. She explained the university has such a vast array of programs and departments that she cannot put a single metric on it. She noted that some areas, such the Counseling Center, are required to have certain ratios in place for the service they deliver to students. She said the determination will vary across departments based on need, the number of students served, and other factors.

Parliamentarian Robinett said another senator in the Zoom chat asked about consolidating several departments under one umbrella. The senator pointed out that the College of Business and Technology has gone through two consolidations, from nine departments in 2010 to five departments in 2024, while the College of Arts and

Sciences had 15 departments in 2010 while in 2024 there are 14 departments, hardly any consolidation. The senator remarked that this type of consolidation saves chair salaries, which delivers much larger savings than a single faculty salary. Interim President Mindrup agrees there are a lot of strategies the university can continue to pursue; the personnel reduction strategy is where the administration is in this moment, but there are certainly other opportunities to consolidate across the university for additional savings. She reiterated the goal is to get to a point where WIU has a balanced budget and is able to maintain its cash flow, then add additional efficiencies beyond what is accomplished in those areas. She said those additional steps could turn into investment areas; right now the focus is just on righting the ship, but there will be some things that can be accomplished in the coming year, and years, in order to continue this work. She observed that this work for a university should always be ongoing: to evaluate itself and make sure that it is, first and foremost, responsive to students, as well as agile to changes that affect the institution's opportunity to deliver the programs that are needed by the community and the region.

Interim Provost Mossman concurred with Interim President Mindrup and added that he has spoken to Parliamentarian Robinett and others about the need to think about reorganizing the entire Academic Affairs division, which has not had a real reorganization since the 1990s. He added the administration does not want to reorganize in an environment where they are not thinking about the future and about how the institution will grow within that reorganization, so that is part of the future set of initiatives as the university moves forward.

Tracy Cruise, Psychology, asked if the 5,750 factors in graduate students as well. Interim President Mindrup replied that it does include all students. Dr. Cruise asked if the administration can speak to the priority or process of evaluating graduate programs within the process of divisions, departments, and cuts. She noted that it seems there might be two different avenues and is curious about how they are being considered. Interim Provost Mossman responded that in evaluation of graduate programs the administration is looking at faculty capacity, number of courses offered per semester, number of hours in the degree, program enrollment (part-time versus full-time), and those types of factors related to the efficiency of the program. Dr. Cruise pointed out that graduate programs often have accrediting bodies that have faculty requirements accompanying them. She asked if those are being considered and if the administration is fully informed about what those are, how they change over time, and how accreditation has to start well in advance of the actual site visit. Interim Provost Mossman replied he is very familiar with those issues in his role as Higher Learning Commission liaison for the university and agrees that accreditation is absolutely crucial.

Parliamentarian Robinett read that a faculty member on Zoom expressed appreciation for the interim president and provost's comments and opening remarks and being straightforward in delivering devastating news that will result in a great many human beings losing their jobs. The commenter went on to state that everyone appreciates that these matters are severe and in many, if not all, cases are not our fault. The attendee remarked that since the two administrators are not "kicking the can down the road," they are basically saying that the previous three administrations did so. The individual asked, if this is so, why the university should now trust what the two interim administrators and the current BOT are saying. Interim President Mindrup responded she is not going to comment on failure, per se; she has already commented on the over focus on enrollment, which is not unique to WIU. She thinks past administrators believed in what they were doing and that if they just tried harder to tell the story of the wonderful things happening at WIU, students would come, and there were a lot of efforts along the way to achieve that enrollment goal. She believes that it does not do the university any good to look backwards at past failures; what can be done is to look forward, and what has to be done right now, which was not afforded to the entire university community in the past, is to financially position the university. She noted that work was only done in small waves in the past with maybe a patch or a bandaid and then not considered again because of the reliance on enrollment. She pointed out that the sustainability of 6,000 students is what is different now; there is an acknowledgement that this is where the university is right now, and that is okay and is who WIU will be moving forward. She thinks this will be a wonderful thing as things change demographically; if there is a sudden population increase, the university will be in a good position to be able to make decisions about how it should invest and evolve as that growth happens.

Parliamentarian Robinett said a Zoom attendee asked whether reassignments are being considered where some departments may be losing some Unit A faculty but others may need them; for instance, the School of Education has about 50 courses being taught by adjuncts. Interim Provost Mossman replied affirmatively.

Parliamentarian Robinett related a Zoom guest asked if the administrators can clarify that all Unit A tenured and non-tenured faculty will be given one year's notice if laid off; Interim Provost Mossman confirmed that is correct.

Parliamentarian Robinett said someone in the Zoom chat asked about the adjunct situation, remarking that some departments have 20 or more and asking if the administration is issuing them non-renewal notices before cutting Unit A faculty. Interim Provost Mossman replied that adjuncts will not be hired before hiring Unit A. He added the administration, as it does normally, will have to carefully evaluate the need for adjunct hires, and if there is a need they will have to write a contract. He reiterated that at this point the administration is trying to get the faculty capacity correct. Interim President Mindrup added this goes back to the earlier question about the needs of accreditation, licensure issues, and other variables that contribute to that decision making.

Parliamentarian Robinett said a Zoom attendee asked if the impacts on WIU's community partners, who rely on WIU's students for internships and assistantships – for example, museums in the Quad Cities – have been considered in relation to potential program closures resulting from personnel reductions. Interim President Mindrup replied that they have been.

Parliamentarian Robinett said another Zoom chat question asks how the recent cut of General Education courses will affect the layoffs and whether cutting the current Gen Ed courses would be considered part of program elimination. The questioner also asked if current Gen Ed courses currently not qualified as IAI-equivalent can become included in IAI. Interim Provost Mossman responded there is a procedure to have courses become IAI compliant or meet IAI standards. He said the Gen Ed reduction would not be considered part of any program elimination; the Gen Ed revision is intended to get fewer classes on the schedule so that faculty capacity can be achieved in a better way.

Senator Hunter asked how closely the university is involved with the Union and the communities as far as taking care of the unfortunate people who are laid off. Interim President Mindrup replied the administration is connected with the Union, which has done outstanding work to make sure faculty are supported. She said the administration has been working closely with a workforce development organization to support the Unit B faculty whose contracts were not renewed. She explained the organization offered information about job searches, benefits, and other information along those lines, and is collaborating with WIU's Human Resources, so that will continue moving forward. Interim President Mindrup has been having ongoing conversations with the mayor of Macomb, who has been very supportive and provided several resources for WIU's administration to consider and pass along. She said everyone has their eyes out for job fairs; there was recently a Black Hawk College job fair for faculty that the administration shared with affected Unit B faculty. She said there has been a multi-pronged effort to make sure that everyone has the resources they need in order to navigate this situation. Parliamentarian Robinett relayed that Audrey Adamson from WIU's Career Center said that faculty are able to use those services as well if they need them.

Parliamentarian Robinett read a comment from Zoom chat remarking the administration has said they would leave no stone unturned, but Interim Provost Mossman is making $230,000 a year, which is $1.5 million over five years. The commenter observed that administrators are making two to four times what Unit A faculty are making and four to eight times what Unit B are making and asked for an acknowledgement of how administrator pay has led to this budget crisis. The Zoom attendee added these salaries are in a town where $100,000 can buy a beautiful home and asks why administrative pay cannot be cut to solve the deficit. The commenter asserted that both Interim Provost Mossman and Interim President Mindrup will have "$12K in taxpayer-funded retirement" when they retire and asks that they please "turn over this stone." Interim President Mindrup responded that it has been turned over. Interim Provost Mossman shared that he has taken a $30,000 pay cut. Interim President Mindrup added that all administrators voluntarily took very recent pay cuts; her salary is $50,000 less than her predecessor but cannot be cut more than that because there is also concern for the ability to recruit in the future, which is an important acknowledgement. She stated that if one were to compare administrators' salaries right now with what was on the books just a year ago, one would see a significant difference in those numbers.

Parliamentarian Robinett said someone on Zoom asked how faculty going up for tenure next year should deal with the process if they are cut, which relates to all probationary faculty. Parliamentarian Robinett said he thinks the person is asking what they should do if they have a terminal contract but are going up for tenure. Interim Provost Mossman said his understanding is that the faculty member would go through the procedure, but it is the individual's choice. He thinks there is precedent in the past for a faculty member who went ahead and submitted the tenure file, but he will have to check with the contract administrator. Senator Hunter remarked that faculty are sometimes able to take tenure with them, so it might be beneficial to finish the process.

Parliamentarian Robinett read a comment from the chat that stated it looks like the university needs someone who can take care of the budget and finance accounts because there have been long-term issues with understanding them. Parliamentarian Robinett said a separate question asks how it is allowed for the university to borrow from department local accounts to cover the debt, adding that local accounts brought in by outside sources for programs should stay restricted, just like grant monies or legislative accounts. Ms. Roselieb explained the Legislative Audit Commission provides university guidelines that dictate each source of funds, and local accounts are unrestricted funds that can be utilized by the university for operations. She said it is not a practice the university wants to enact, so the cash has been left to each of those departments that raised those funds even though the Legislative Audit Commission specifies there should be no excess cash in some of those accounts. She related in the past the university has made a concerted effort not to take those dollars away from the departments, but from a cash perspective those are university funds and have been used to sustain operations.

Parliamentarian Robinett related a senator on Zoom asks what measures or parameters the administration looks at to measure the efficiency of a department or program. Interim Provost Mossman responded there are many different kinds of programs, but some of the metrics include student credit hour production, student:faculty ratio, number of courses delivered in the program, and teaching loads for faculty in the program. He thinks it is an error just to look at one metric; it is best to look at a whole set of metrics under the umbrella of faculty capacity and how departments are delivering the courses. He added this is when accreditation and other disciplinary standards come into play. He pointed out there cannot be one single metric because Music, for example, is very different than English in how the programs operate, so that must be kept in mind.

Jennifer Grimm, academic advisor in the College of Fine Arts and Communication, remarked that looking forward to August 16, people will have received a lot of layoff notices that will cause a much grief, angst, anger, and frustration, not only for the people receiving layoffs notices but also for the people remaining in those positions. She noted that on August 15 there will also be new students moving into the institution who will be excited and ready to start this new journey. She asked what the institution plans to do to provide services for WIU faculty and staff who will be grieving, and what services will be provided for students who will be moving forward in excitement, as well as for students who may walk into a classroom and be devastated to find that their favorite professor is no longer teaching. Interim President Mindrup responded that for students, counseling services continue to be available. She also thinks the response of the university community will be important; everyone needs to acknowledge that this will be difficult for students, and there is no glossing over that. She believes acknowledging where they are and affirming their feelings are also important pieces. She added the Human Resources office has counseling resources as well. Interim President Mindrup said in the few months she has been in her role one thing that stands out to her is the sense of community, on and off campus; when the university goes through hard times, it goes through them together and lends support to each other. She stated that broad messaging is useful to a point, but personalized attention is important. She noted that there is also stability in WIU's traditions; the start of the fall semester will be bittersweet, but the traditions that follow will be part of the healing for students and for everyone else as well.

Parliamentarian Robinett said a Zoom attendee asks if layoff notifications to ASPs will be implemented immediately or according to the timelines in the contract. Interim President Mindrup replied that every change will be according to the contract, including those affecting ASPs.

Parliamentarian Robinett said a Zoom question asks about ACEs as a metric. Interim Provost Mossman replied that if the question is about number of ACEs for courses, the answer is yes.

Parliamentarian Robinett said another Zoom question asks if Unit B instructors not included in the initial cuts are still in danger of not being retained or will be on staff for the upcoming semester or year. Interim President Mindrup responded they will be on staff for fall semester; any further Unit B reductions will be given six months' notice. She said this goes back to the concept of ensuring the least amount of disruption for students. She clarified this is not to say that what has already happened has not had a ripple effect; that is absolutely true, and the university is working through that. She added that when looking at departmental efficiencies as part of identifying the additional $10 million that must be found to balance the budget, this reduction is part of how all of that fits together.

Parliamentarian Robinett related that someone commented in the Zoom chat that all of the PY faculty brought in over the past couple of years, who uprooted their families and tried to put down roots at Western, sometimes leaving post-docs or visiting contracts only to be laid off, are owed a massive apology in person and not just via email. He said another Zoom attendee remarked this severely damages the morale and vitality of the departments that new faculty bring with them. Parliamentarian Robinett read another Zoom comment stating that to bring in new faculty when there is no money to pay them is deceptive, immoral, and unconscionable.

Parliamentarian Robinett said there was a clarification about a previous question from a Zoom attendee that they were asking about total ACEs teaching and other duties, such as advising, as well as total overload, not just ACEs for courses as a metric. Interim Provost Mossman responded affirmatively.

Parliamentarian Robinett said another question asked if there is an Employee Assistance Program for staff. Ms. Roselieb responded affirmatively, adding that there will be wrap-around services facilitated by Human Resources for affected departments.

Parliamentarian Robinett said a questioner asks if there will be any furloughs for employees who make a certain amount of money. Interim President Mindrup replied the administration does not know yet; this is an ongoing process, and they are looking at those adjustments. She explained that furloughs are a temporary solution, so it will depend on the impact of what the administration identifies in longer-term solutions whether furloughs would be useful to be implemented.

Robert Hironimus-Wendt, Sociology and Anthropology, remarked that since August 6 is only two weeks away, it is almost impossible to believe the administration does not know how deep they will be cutting Unit A faculty. He asked if there is a ballpark amount. Interim President Mindrup replied they will know next week. Dr. Hironimus-Wendt asked if that means there is no ballpark now; Interim President Mindrup replied there is not. She said the administration has to look across all of the vice-presidential areas and are working hard to get that number as soon as they can.

Parliamentarian Robinett said a Zoom attendee asks if the transcript of the meeting can be made available. Ms. Hamm responded that once the minutes are approved, they are posted to the Faculty Senate website.

Parliamentarian Robinett said a Zoom comment pointed out that furloughs actually address cash flow more than layoffs do. He said a separate question asked who provided the number of 25 faculty to be cut from each college and how that number was determined. Interim Provost Mossman replied that was an exercise, and those were inaccurate numbers. He related that in order to be as collaborative as possible with deans, he asked, for example, how they would cut their operating budgets by 90 percent in order to generate cost savings; this was an exercise, not an edict indicating that the administration was going to do this. Interim President Mindrup said in response to the question about who shared this exercise, this did not come from the administration because, as can be seen, they are working through a process and do not have definitive numbers at this point. She said this exercise was part of the process of planning, to have some place to start and then make changes one way or the other as things take shape. Interim President Mindrup reiterated that people are free to speak to whomever they want, but that statement did not come from the administration because they are committed to ensuring that people have accurate information that they can count on so they can understand how the university is moving forward. She does not want to be premature making a statement one way or the other when in fact that may not be the outcome. She reiterated the administration is dedicated to ensuring transparency and sharing information as soon as they have it.

Parliamentarian Robinett said a faculty member took him to task via the Zoom chat, asserting he moved too fast through some previous questions and may not have given the administrators time to respond to the statement about PY faculty and the way that bringing them here was deceptive, immoral, and unconscionable given the university's current standing. Parliamentarian Robinett said he wanted to make sure to give time for response. Interim President Mindrup said she does not know what the reductions will look like. She related that this administration knew about the university's financial standing toward the end of the academic year and initiated a hiring suspension on June 1 with recognition that only the most critical positions continue to move forward at that point. Interim President Mindrup added she can only speak to the decisions made after April 1, and that has been the administration's approach since then.

Senator Ebert Wallace observed that the statement about 25 faculty from each college has been going all around. She asked if the deans were told it was an exercise; Interim Provost Mossman confirmed they were. Senator Ebert Wallace remarked this is a big difference, adding that she has seen it in writing. Interim Provost Mossman explained that when going through these exercises, it was not that every college had to find 25 but how would they generate cost savings with a lot of different factors in mind. He pointed out that if there was a lower operating budget, for example, there would not need to be as deep of cuts to balance the budget. He said the intention was that there is a target that needs to be reached, and the university needs to budget using these parameters. Parliamentarian Robinett remarked it is interesting that the same number was communicated broadly. He asked, in order to get it more clearly on the table, what the process was that led to that being the number that so many people have heard. Interim Provost Mossman said that while it was a starting point, it was an exercise communicated in Dean's Council. He asked the deans to think about how to generate cost savings in each college and if it was possible to imagine how they could hit a target number, or reduce the budget by 90 percent, or eliminate 25 faculty. He said if this were actually to have been done, it would have taken an extreme level of coordination between the departments and colleges; STEM programs might need supplies front-loaded while other programs might need be able to slide a little bit with their operating budgets, for example, so it was that kind of exercise. He said the exercise then turned into some kind of gospel truth, and that is how it was incorrectly communicated.

Parliamentarian Robinett said a comment on Zoom expressed an understanding that "what needs to be done, needs to be done," but also noted that no one has heard about the process. The commenter has heard there is a list, but no one knows anything else. The individual commented that there are emotional and mental encumbrances while everyone waits; this is not how the commenter has heard that layoffs are handled, and instead feels that these layoffs have been handled in the most unprofessional and disorganized way possible. The commenter added that they have witnessed layoffs of friends and family, but this process is like rubbing salt in the wound. Interim Provost Mossman reiterated that the administration is trying to communicate to the campus community. Interim President Mindrup explained there is always a balance between ensuring individuals have the most up-to-date information and also not creating a sense of panic or discomfort, and that is what the administration has had to balance. She recognizes there has been a lot of speculation and rumors. She said that, particularly as the administration gained a better understanding of what the university's financial position is, they recognized the need to make better connections with stakeholder groups and have been making every effort to do that. She does not know that there is any pain-free way to lay people off. She knows there are layoffs happening on a mass scale in the Quad Cities area; they used one approach for one round of layoffs and another approach for the other, but the result is still the same. She knows layoffs are painful and difficult, and that they uproot people's lives, and there is no good way to do it. Interim President Mindrup stressed the administration is doing the best it can with the situation it has been handed in order to avoid this scenario again in the future. She added that a commitment to doing the best they can to avoid this again in the future is what they have the most control over at this point; the rest will require a lot of compassion, healing, and time to get through.

Parliamentarian Robinett said a Zoom attendee commented that they were laid off in 2015 just before they were to go up for tenure, and it was handled in exactly the same way. The commenter added that it is the same process in industry; they heard about layoffs for a long time before being laid off in the banking industry many years ago.

Parliamentarian Robinett said another commenter expressed shock that the President's Cabinet members did not know the financial condition of the institution. The commenter thinks this says a lot about the previous president and vice president of finance if they hid the truth even from the Cabinet.

Parliamentarian Robinett read a comment from a faculty member who has heard today that the president wants to be transparent but thinks the fact that the exercises were allowed to leak without explanation is a total lack of transparency and was not thought through at all. The commenter adds that the administration has lost their trust and that of many others, and communication apparently means being quiet, in the mind of Interim Provost Mossman. Interim President Mindrup responded that there have been efforts to be thorough in the process. She said the administration heard today from people who want to make sure the administration is paying attention to accreditations and nuances of disciplines because there is variation across all the university's programs, and it is important to be sensitive to that. She remarked that whether working with students, a team of people, a committee, or anything like that, sometimes in order to start the conversation one has to put out a concept to react to, and that's what the exercise that was communicated to deans was. She stated it was intended to be part of the process, and the fact that it made its way elsewhere is beyond the administration's control. Interim President Mindrup

stressed she will stand by the dedication of the administration to assuming the responsibility of ensuring people have accurate information. She remarked that sometimes when Chair Albarracin asks specific questions, Interim President Mindrup has to tell her that she does not have the answers yet, but Chair Albarracin is on her speed dial so she will let her know when she does. Interim President Mindrup asserted there is no intention to deceive or create panic; administrators are human beings and will "step in piles" now and then, but they are making an effort to be transparent, such as by creating these opportunities and subsequent opportunities to talk to them, adding that this will not be the last time. She stated the administrators are available to take questions, and she has heard some valid criticism that they will try to learn from, which is the best they can offer at this point in time with the work that they have to do, along with the ongoing commitment to making sure the university does not have to cross this bridge again.

Senator Hunter remarked that Eastern Illinois University experienced layoffs in 2017 and asked if the administration has communicated with them. Interim President Mindrup replied that they have; a former WIU vice president of finance is Eastern's vice president of finance, and she also maintains close connections with Eastern's president. She said WIU's administration has learned from them; EIU officials have shared what was effective for them and what was less effective, and they emphasized sharing with everyone just what the picture is. She said Eastern has been a great partner for WIU and certainly understands all perspectives. Senator Hunter asked if the mayors have been in contact. Interim President Mindrup responded she would have to ask Macomb Mayor Inman if he has contacted the mayor of Charleston. She knows Mayor Inman has been connected to a number of resources for the community and has shown total support and compassion for the situation at hand.

Senator Gravitt related she has worked in industry and has experienced showing up for work, being told she is laid off, and being escorted out of the building. She can sympathize that the administration is trying to do the best that they can because there has been unrealistic "pie in the sky" thinking for the past ten years that no one would address in past administrations. She appreciates that someone is finally saying what is realistic and what needs to be worked toward, whether it is hard or not. Senator Gravitt realizes that sometimes one needs to truncate the organism to save the whole; that is how the world works, but academia is a very protected environment where a lot of people do not have to deal with the realistic business operation models that the rest of the world does. She recognizes that some people have never worked outside academia, where they are given a year to find a new job, and she appreciates that the administration, who are not necessarily businesspeople, are doing the best they can and having to learn as they go as well. She thinks as long as they continue to share things as soon as they are known, they cannot be held responsible for people gossiping and sharing numbers when they are not finite. She recognizes that sometimes people speak out of turn because they are scared, frustrated, and do not know how they will deal with their situation. Senator Gravitt thinks this process needed to be done, and most people in reality know it needed to be done, so all anyone can do is the best they can do.

Interim President Mindrup expressed her thanks to Senator Gravitt and thanked everyone for the questions, stating that although some of them were difficult, they are important to ask. She stressed the administration welcomes every kind of feedback, including the criticisms and questions, because they learn from that.

Parliamentarian Robinett said there is one more Zoom question; he pointed out that it is past 6:00, which is when Faculty Senate normally requires a motion to extend, but this is an informational meeting. He said the question asks if he administration would address that the number was distributed everywhere but the statement that it was an exercise was only made public once the administration was pressed by the news. Interim President Mindrup responded the administration has not released any numbers.

Parliamentarian Robinett thanked the administrators for attending today, answering questions, and addressing the issues.

Motion: To adjourn (Hunter)

The Faculty Senate adjourned at 6:10 p.m.

Respectfully submitted,
Annette Hamm, Faculty Senate Recording Secretary