Overall Rating

Respondents rated the overall effectiveness of the President in fostering the mission of the University at 3.15.

Student Success

The faculty were asked to rate the President's demonstration of effort to ensure student success. In terms of increasing access, retention, and graduation of new high school graduates,

implementing the QC academic programs to be 3.20, and in assessing the QC academic programs to be 3.23.

A parallel question regarding the President's support of the academic programs at the Macomb campus had from 101 to 110 respondents. The respondents rated his leadership in planning for the Macomb academic programs to be 3.13, in developing the Macomb academic programs to be 3.07, in implementing the Macomb academic programs to be 3.07, and in assessing the Macomb academic programs to be 3.13.

Overall Academic Standards

The faculty were asked to rate the President's effectiveness in fostering high academic standards for students at WIU. Respondents rated the President's performance at 3.08.

Preparing Students for a Globally Competitive Environment

In this relatively new category, the faculty rated the President's effectiveness in promoting enhancement of student learning outcomes for a globally competitive environment at 2.87.

Support for research

When asked to respond to the statement, "The President allocates resources so that your department or academic unit's faculty can accomplish their research mission," the respondents rated the President's performance at 2.32. The comments indicate widespread dissatisfaction with the support they receive for carrying out their research agenda.

Personnel, Faculty Relations, and Campus Issues

A series of two questions were asked regarding faculty, staff and student

The survey asked the respondents to evaluate whether the President promotes the Macomb campus work environment to be healthy, safe, and pleasant. The respondents rated his effectiveness in promoting these characteristics at the Macomb campus to be 3.33, 3.50 and 3.18, respectively. The number of respondents averaged 124.

Quad Cities Campus

The same questions were asked regarding the Quad Cities campus, for which an average of 37 people responded. The respondents rated his effectiveness in promoting a healthy, safe, and pleasant environment to be 3.68, 3.62 and 3.71, respectively.

Faculty governance

The respondents were asked to evaluate whether the President supports faculty governance at all levels. The respondents' rating was 2.89.

Administrative appointments

The respondents were asked to evaluate whether the President makes effective administrative appointments. They rated his effectiveness of making appointments at 2.63.

Physical facilities

In response to the statement, "The President directs the University's physical facilities so that they meet the needs of your department or academic unit," the respondents rated the President's performance at 2.67.

Figure 4: President's Survey Quantitative Data

For each of the following series of questions the respondents were asked to rate how effective President Thomas is in performing various aspects of his responsibilities. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). If the respondent felt he or she couldn't or shouldn't answer, he or she could answer "No Basis for Response" or "Decline to Respond."

NB: "No Basis for Response" and "Decline to Respond" numbers were not used in calculating the mean or standard deviation. The totals of these responses for each question are reported in Appendix 2. The labeling of the years in the columns refers to the academic year bei ng evaluated.

Q #	Question Text	Mean (Average) Score	Standard Deviation*	N # of respondents per question**
				2014-

demonstrates effort to:						-
-increase access, retention, and graduation of new high school graduates	3.33	3.13	-	1.26	1.36	-
-increase access, retention, and graduation of community college transfers	3.31	3.05	-	1.20	134	-
-make undergraduate education affordable	3.81	3.69	-	1.11	1.25	
-make graduate education affordable	3.61	3.41		1.13	1.26	
-increase the availability of student financial aid	3.54	3.34	-	1.19	1.36	
-advocate policies to moderate debt load of students	3.57	3.25		1.28	1.35	

President provides leadership in:			
i. planning	3.13	2.56	3.05
ii. developing	3.07	2.50	2.99
iii. implementing	3.07	2.55	2.99
iv. assessing	3.13	2.46	2.91

D11-13.	The President effectively promotes the Quad Cities campus work environment to be									
	i. healthy	3.68	3.37	3.76	1.47	1.49	1.41	137	75	58
	ii. safe	3.62	3.45	3.76	1.50	1.44	1.33	137	74	55
	iii. pleasant	3.71	3.33	3.77	1.49	1.53	1.41	136	78	57

recommendations to the President for changing his performance in serving the University. A representative number of these are included in Appendix 1.

Total Campus Enterprise

47 faculty offered comments in this section. Of these, 19 were positive, 19 were negative, and nine were not clearly one or the other. One person declined to comment about the President's performance because the comment would identify the individual (this comment appeared in each comment section).

The recurring theme in the majority of the positive comments was the challenge in leading the institution due to the budget crisis and/or the condition of our state government. Comments included, "He is making sure that we can continue to operate." Another wrote, "Dr. Thomas has been an outstanding leader during these unprecedented budgetary times. He continues to ensure that we optimize our resources and are fiscally responsible since we cannot count on the state for support. Dr. Thomas continues to speak eloquently regarding the need for funding for WIU, and the damage that has been caused by the lack of support from the state." "Doing his job well considering the state of Illinois." Apart from the budget issues, other commenters addressed leadership qualities with comments such as, "He engages at all levels and communicates through many channels." "I appreciate that the President is available to faculty as needed." "Best president ever." Additional comments indicate that the state government and his peers recognize President Thomas as a superior leader, and that we are fortunate to have a positive and energetic president.

A broader range of topics was mentioned in the negative comments. Several comments referred to the gradual decline of the University, including declines in enrollment, the physical condition of the facilities, and the morale of the faculty. Comments also criticized the relationship between the President and the leadership of UPI, as well as the management of the faculty layoff processes last year. Some indicated a feeling of disconnect between President Thomas and the WIU community, with the perception that Dr. Thomas is more interested in serving on boards and committees. A final recurring theme is a call for a national search for a permanent Provost. One person commented, "I feel he lacks in his ability to engage our local community. It is my understanding that many local citizens and business owners are not seeing any benefits from his leadership. In fact many would argue the opposite, that his tenure here has not proven to be beneficial for the city of Macomb and its surrounding areas as a result of the constant decline in enrollment under his tenure." Another person stated, "The President goes out of his way to alienate and attack campus unions, and is far more interested in feathering his own nest than in doing what is best for this institution. In a time of declining state support, the President expands his own staff while attempting to get rid of faculty and departments. Leadership requires a willingness to lead by example."

The comments also contained suggestions, including aggressively recruiting local high school students, cutting non-performing programs, and finding better ways to communicate with the faculty.

should make our local WIU students an example of how local students can be successful at WIU."

2. "Cut non-performing programs and support programs that are growing and contributing to the growth of enrollment and satisfying the needs of the region."

3. "We need to fill interim positions to allow new individuals to develop new institutional objectives and mission."

4. " . . . more transparency would be helpful during these difficult times. There may be good reasons to hire a Chief of Staff or an outside attorney as chief negotiator for the contract talks, but they are not apparent. It would be useful to communicate why resources should be allocated in these ways when they are so scarce."

Student Success

5. " . . . take a hard look at these graduate programs and cut the ones that are just taking the student's money."

6. "Fees should be reduced for graduate students. There are several programs that besides the online library resources the students do not access them because they are off-campus and commute in for classes. The Macomb fees are exorbitant for graduate students."

7. "The president should actively encourage the admissions director to use the resources faculty have offered - themselves and passion for what they do - now."

Academic Goals

8. "Academic goals should be guided by a simple question, "What does an educated person look like in the 21st century?" The next question is, "How does an education at Western help achieve that?""

9. "We need to reconsider the teaching evaluation process and encourage review of curricula that are demanding of student developing critical skills, this is not currently the system."

10. "More support for student tutoring and success;"

11. "Faculty need travel funds, increased technology in the classroom and support!"

Personnel, Faculty Relations, and Campus Issues

12. "We need to be more careful with the internal hires process. I understand that the budget situation is difficult but this university is not moving forward in part for the lack of fresh novel ideas and the constant internal hires at department and major positions at the university level."

“I think that the campus infrastructure needs a lot of attention. I am not sure if President Thomas can do anything about it without support from the State.”

Overall Performance

15.

“There is a need to take WIU to the next level looking for novel ideas and programs that will respond to the market demands and we need to support strongly the things that make us unique as an institution. We have been in damage control mode for
external people in key positions for the development of successful programs.”

16. “ . . . listen more closely to the advice of the very smart and longitudinal thinking faculty he has at his disposal.”

17. “Perhaps using a social media platform (e.g., Facebook) from the President's office (e.g. "This Week at Western") that gives honest updates about positive and negative things happening at Western and to Western would improve the feeling of communication/transparency. This might demonstrate the importance of the Chief of Staff position, because it is likely that person would be responsible for such an information resource.”

18. “We are not carefully enough considering changes that are happening in K-12 education to prepare us for the future student. When we do this, when we address the real needs of what

Appendix 2
Number of questions answered “No Basis for Response” or “Decline to Respond”

Question	No Basis for Response	Decline to Respond
The President effectively promotes an environment for excellence in:		
i. Scholarship	3	2
ii. Teaching	2	2
iii. Student learning	6	2
The President effectively promotes policies that support the mission of the a.se 6p(n)-l6(a)4(n)-4(n)-53(n)-5(g)]TJ 21Tc 0 T12.41773 0 (.)-12[7(a)4romote( )[9(e ti .a9pda(e 49([9(e 4 0 11(s)9en)-11(t)7(ef7(n)-(n 29.		

Question	No Basis for Response	Decline to Respond
Regarding the Quad Cities academic programs, the President provides leadership in:		
i. planning	81	5
ii. developing	80	4
iii. implementing	83	4
iv. assessing	83	4
Regarding the Macomb academic programs, the President provides leadership in:		
i. planning	22	6
ii. developing	23	6
iii. implementing	25	6
iv. assessing	31	6
The President fosters high academic standards for students at Western Illinois University	4	0
The President promotes enhancement of student learning outcomes for a globally competitive environment	19	3
The President allocates resources so that your department or academic unit's faculty can accomplish their research mission	3	1
Regarding faculty, the President's management practices promote		
i. Excellence	5	3
ii. Diversity	6	4
Regarding staff, the President's management practices promote:		
i. Excellence	41	5
ii. Diversity	37	6
Regarding student activities, the President's management practices promo	1e	
i. Excellence	41	