

APPROVED BY FACULTY SENATE
21 April 2020

Provost

Overview and Methodology

The CPPR used the same survey that was administered during the 2018-2019 evaluation period. The CPPR will share the results of the survey with Faculty Senate, the President, and the Board of Trustees.

The survey was conducted online by emailing each

- x QID6: Interim Provost Clow effectively promotes policies that support the mission of the university (<http://www.wiu.edu/catalog/intro/values.php>) relative to long term strategic planning.
 - o Mean Score=3.95, Standard Deviation=1.32
 - o 70%(81 respondents out of 116) marked 4 (Agree) or 5 (Strongly Agree)
- x QID8: Overall, Interim Provost Clow fosters an academic environment that is rewarding for students to learn.
 - o Mean Score=3.80 Standard Deviation=1.30
 - o 67%(71 respondents out of 106) marked 4 (Agree) or 5 (Strongly Agree)
- x QID13: Interim Provost Clow fosters high academic standards for students at Western Illinois University.
 - o Mean Score=3.76 Standard Deviation=1.32
 - o 64%(65 respondents out of 102) marked 4 (Agree) or 5 (Strongly Agree)
- x QID14: Interim Provost Clow allocates resources so that your department or , Qđ0

- Initiating faculty searches working with Deans, Chairs and departments to seek out critical needs for hiring;
- Creating a streamlined process for requesting new faculty hires;
- Creating a similar process for requesting adjunct and/or emergency hires;
- Examining and investing in all things recruitment from the department and college level.
- x Working to ensure every qualified student has the opportunities necessary for enrollment;
- Continuing to coordinate retention with Enrollment Management and the office of retention. Retention was up from 86.3 to 87.9 for fall to spring for first year students;
- Reorganizing the School of Global Education and Outreach in order to focus on International Studies, including WES and Study Abroad, in a stand alone program.
Shift the Bachelor of General Studies into an

We must increase student support through scholarship and other means of support. We must look into new and innovative ways to deliver the best education we can to a deserving and dedicated student body.”

I am a believer. I believe we have a responsibility beyond the classroom. I believe we are on the way to a better future and a better WIU. I believe we are a community of learners, thinkers, leaders, activists, organizers and citizens, dedicated to the greater purpose of higher education. I do not take this lightly and will continue to advocate each and every day.

Sincerely,



William T. (Billy) Clow
Interim Provost

Please find below the evaluation questions for Interim Provost William Clow's performance.

1. Interim Provost Clow effectively promotes an environment for excellence in scholarship.
 - 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

2. Interim Provost Clow effectively promotes an environment for excellence in teaching and learning.
 - 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

3. Interim Provost effectively promotes policies that support the mission of the university (<http://www.wiu.edu/catalog/intro/values.php>) relative to long-term strategic planning.
 - 1=Strongly Disagree
 - 2
 - 3
 - 4
 - 5=Strongly Agree
 - No Basis for Response
 - Decline to Respond

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

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

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

6. Interim Provost Clow effectively promotes policies that foster the activities of your department or academic unit.

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

7. Interim Provost Clow manages the University's resources well.

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

8. Interim Provost Clow effectively promotes resource development for Academic Affairs.

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

9. Overall, Interim Provost Clow fosters faculty success.

- 1=Strongly Disagree
- 2
- 3
- 4

- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

10. Interim Provost Clow fosters high academic standards for students at Western Illinois University.

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

11. Interim Provost Clow allocates resources so that your department or academic unit's faculty can accomplish their research mission.

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

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

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

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

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

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

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

15. Regarding staff, Interim Provost Clow's management practices promote diversity.

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

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

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

17. Interim Provost Clow is responsive to your concerns.

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

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

- 1=Strongly Disagree
- 2
- 3

- 4
- 5=Strongly Agree
- No Basis for Response
- Decline to Respond

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

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

20. Interim Provost Clow supports faculty governance at all levels.

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

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

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

22. Interim Provost Clow makes effective administrative appointments.

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

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

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

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

25. Please provide additional comments or suggestions about Interim Provost Clow's performance regarding academic goals.

26. Please provide additional comments or suggestions about Interim Provost Clow's overall performance.

For purposes of data analysis, please provide the following demographic information.

1. What is your gender?¹

- Man
- Woman
- Other

2. What is your academic unit?

- College of Arts and Sciences
- College of Business and Technology
- College of Education and Human Services
- College of Fine Arts and Communication
- University Libraries
- Other _____

3. With which faculty unit are you affiliated?

- Unit A (1)
- Unit B (2)

4. Including this year, how many years of service with WIU do you have?

- 0-5 years
- 6-10 years
- 11-20 years
- more than 20 years

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

- 1-3 times a week
- 1-3 times a month
- 1-3 times a semester
- 1-3 times a year
- Never

6. On which campus do you primarily work?

- Macomb
- Quad Cities

Thank you for taking the time to provide confidential input regarding the performance of Interim Provost William Clow in the academic year 2019-2020. Click on the Next button to complete the survey. Once you click the Next button you will not be able to return to previous pages or restart the survey.

¹ This question is verbatim from the survey sent to faculty. The question was not changed to reflect how each survey respondent answered the question as asked.

Section 3: Statistical Findings

QID4 The Interim Provost effectively promotes an environment for excellence in scholarship.

		Value	Count	Percent
N	Valid	108		
	Missing	29		
Central Tendency and Dispersion	Mean	3.67		
	Standard Deviation	1.318		
Labeled Values	1	1=Strongly Disagree	9	6.6%
	2	2	15	10.9%
	3	3	18	13.1%
	4	4	27	19.7%
	5	5=Strongly Agree	39	28.5%

QID5 The Interim Provost effectively promotes an environment for excellence in teaching and learning.

		Value	Count	Percent
N	Valid	115		
	Missing	22		
Central Tendency and Dispersion	Mean	3.79		
	Standard Deviation	1.301		
Labeled Values	1	1=Strongly Disagree	9	6.6%
	2	2	13	9.5%
	3	3	18	13.1%

QID6 Interim Provost Clow effectively promotes policies that support the mission of the university (<http://www.wiu.edu/catalog/intro/values.php>)

QID10 Interim Provost Clow manages the University's resources well.

		Value	Count	Percent
N	Valid	100		
	Missing	37		
Central Tendency and Dispersion	Mean	3.63		
	Standard Deviation	1.308		
Labeled Values	1	1=Strongly Disagree	8	5.8%
	2	2	14	10.2%
	3	3	20	14.6%
	4	4	23	16.8%
	5	5=Strongly Agree	35	25.5%

QID11 Interim Provost Clow effectively promotes resource development for Academic Affairs.

		Value	Count	Percent
N	Valid	81		
	Missing	56		
Central Tendency and Dispersion	Mean	3.57		
	Standard Deviation	1.387		
Labeled Values	1	1=Strongly Disagree	10	7.3%
	2	2	9	6.6%
	3	3	15	10.9%
	4	4	19	13.9%
	5	5=Strongly Agree	28	20.4%

QID12 Overall,Interim

QID14 InterimProvostClowallocatesresourcesothatyour

QID16 Regarding faculty/interim provost/clow's management practices promote diversity.

		Value	Count	Percent
N	Valid		98	
	Missing		39	
Central Tendency and Dispersion				

QID18 Regarding staff/interim provost/clow's management practices promote diversity.

		Value	Count	Percent
N	Valid	76		
	Missing	61		
Central Tendency and Dispersion	Mean	3.78		
	Standard Deviation	1.261		
Labeled Values	1	1=Strongly Disagree	6	4.4%
	2	2	7	5.1%
	3	3	13	9.5%
	4	4	22	16.1%
	5	5=Strongly Agree	28	20.4%

QID19 Interim provost/clow ensures that university policies/procedures and available resources are transparent to you.

		Value	Count	Percent
N	Valid	116		
	Missing	21		
Central Tendency and Dispersion	Mean	3.68		
	Standard Deviation	1.316		
Labeled Values	1	1=Strongly Disagree	12	8.8%
	2	2	9	6.6%
	3	3	25	18.2%
	4	4	28	20.4%
	5	5=Strongly Agree	42	30.7%

QID20 InterimProvo's flow is responsive to your concerns.

		Value	Count	Percent
N	Valid	103		
	Missing	34		
Central Tendency and Dispersion	Mean	3.63		
	Standard Deviation	1.553		
Labeled Values	1	1=Strongly Disagree	19	13.9%
	2	2	8	5.8%
	3	3	11	8.0%
	4	4	19	13.9%
	5	5=Strongly Agree	46	33.6%

QID21 InterimProvo's flow provides effective

QID24

QID26 Overall, Interim Provos Clowish highly effective at

yet I feel that he has been overwhelmed by the gravity of the matters impacting WIU. I am thankful for his service.

- X A very effective leader for these difficult times. Treats people with respect and professionalism. Helps bolster morale and encourages enthusiasm. Makes good decisions and is an excellent leader.
- X Provost Clow is always pleasant to deal with, and I have enjoyed interacting with him. But I sometimes feel like the resources provided do not match the rhetoric, and I think much of that is because those decisions are not provided to him to make.
- X I applaud the provost for bringing back the tenured faculty members who were laid off over the past several months. This demonstrates that the value of tenure is something that is still respected at WIU. However, there are programs that are growing that have not received approval for additional hires.
- X I feel we have really begun to "turn this boat around," and I think President Martin has been effective in that vein. However, I think the turn of the boat began with Provost Clow. Over the summer that he stepped in, until the Provost (Abraham) was hired, he was truly guiding us to calmer waters.

Neutral & Not related Comments

- x I have not been involved in any projects or committees that interact with the Provost and I honestly don't know what he has been doing this year. I don't have any complaints.
- x I've had no real interactions with him so it's hard for me to say.
- x I have never had any direct (or really indirect) contact with him. I have no idea what he does.
- x What relations. Never talked to the man.
- x I don't really know what Clow does in his day to day activities regarding the items in the survey; it is therefore impossible for me to separate out my perception of the university or administration overall from my perception of Clow's contribution
- x Where is our diversity in faculty/staff?
- x Na
- x First of all it needs to be recognized that Interim Provost Clow inherited a horrible situation. Much of the evaluation of Interim Provost Clow is related to the counterproductive administration of the most recent past. At best, this current period is a time of ambivalence for administration with only an Interim President who can only provide limited leadership and vision as an Interim President. That being said, decisions about tutored study, what a minimum number of students in a class to "make", is leading to uncertainty to young faculty. Some of those Assistant and Associate Professors have left, are leaving, or are seeking to leave because of the large number of preps prevent them from effectively pursuing tenure. Also, increasingly giving administrative work to faculty like program review for HLC limits those Full Professors from doing their job effectively and prevents Full Professors who are doing these administrative tasks from performing scholarship.
- x Interim Provost Clow's strengths are his availability and willingness to listen. Faculty morale, however, remains very low. As faculty continue to leave WIU for better opportunities elsewhere, the workload for remaining faculty increases even as resources for completing our work decrease. This situation is untenable and I'm unconvinced Interim Provost Clow understands the level of the crisis. At a certain point, the WIU administration's optimism and directives to "focus on the positive" ring hollow as both students and faculty head for the doors. Interim Provost Clow needs to articulate detailed plans with clear benchmarks designed to address our problems. For instance, the decline in resources and enrollment require reorganization of academic departments, majors, and minors. Instead, we are maintaining multiple under-enrolled courses with similar content across different colleges and departments. These could easily be consolidated into full interdisciplinary sections. (Research methods courses are one example.) In addition, departments are developing a bunker mentality which locks students into their domains. For instance, RPTA's decision to keep minors in house and CAS's decision to restrict paired minors to CAS offerings. CBTE effectively shuts students out of interdisciplinary coursework. This reality does not serve the students and could be rectified without expenditure of

resources. Yet, I would be surprised if Dean Clow's office was even aware of it. Like others in my department, I am burnt out and I am on the job market.

- X I want to commend Interim Provost Clow for stepping up and bringing back tenured faculty who were laid off. It's clear the new administration values tenure and that's important for an institution of higher education to maintain its standards.
- X In the School of Education we are in need of faculty. With the layoffs and not replacing retirees, many of us still working are on overload. If we are asked to have loads of 25-30 cases, we should be paid exponentially more than just regular overload pay.
- X Need more hires and we need to be able to hire before someone leaves, not a year later.
- X We desperately need to hire additional faculty to support our students. We're using a large # of adjuncts in multiple capacities. Additionally, faculty are in overload. This is not a good long term solution.
- X It's hard to be "excellent" for my students and department when we're overworked because our department is missing half of the faculty and we're being "starved" by not being allowed to even hire instructors to free up faculty to teach graduate and upper level classes.
- X We need dependable, stable, and adequate conference and travel funding to share our research, network with other scholars in our respective areas, and make meaningful connections that will aid in high level publications. We can't continue to be starved and also be expected to produce and disseminate original

promote those close to him. We cannot promote and appoint staff and faculty by bypassing national searches and department search committees, in favor of "backroom deals." These conflicts of interest have seriously compromised his duties and thus wounded the integrity of WIU, as a whole.

- x It takes Shermar Hall way too long to make decisions.
- x Can be pushy or even bullying on certain issues. I'm not sure he has the interest of the whole university at heart, though as interim he is in the odd position of still being COFA Dean and provost at the same time, which is hard to navigate.
- x Provost Clow does not attempt any interactions with faculty.
- x Although Provost Clow says she has worked on improving communication across campus, I personally have not found that to be true. I have asked questions in meetings and have been told by Provost Clow he would have to get back to me on an answer. Fair enough. But then it doesn't happen. I have emailed questions and have gotten no response. Not even, "thanks for your concern, I will look into that." It is aggravating at best. Also, transparency (as we all keep saying) is key, but the optics of Provost Clow's own college getting many more hires than others, when others had greater layoffs, are not good. I understand some fields have to have experts. I think others, in other colleges, could argue just what Fine Arts and Communication have argued. But would other colleges be heard? Seems like the answer is "no." If that is not the answer, then Provost Clow could be more open about reasoning and explanations.
- x It's clear that administrators in Macomb do not care about the Quad Cities campus, personnel, or faculty relations.
- x Makes biased decisions that support this for college of Fine Arts and Communication while neglecting the other colleges.
- x There is no transparency between the decision making at the top and those who are directly affected by these decisions. In some cases, decisions ARE NOT MADE and those affected are left to wonder why. Make a decision so we can adapt accordingly!
- x Has not been responsive to approving critical positions in our department.
- x Faculty Relations: Unit B faculty continue to be ignored on our campus yet do a bulk of the work. These faculty are essential to the recruitment and retention of our students. The Provost (working alongside the President) should not be listening to certain voices in Student Services as loudly as they may scream. It is frustrating to see several people get "raises and appointments" in Student Services when faculty have been somewhat ignored.
- x Interim Provost Clow is a holdover from the [previous] administration and he behaves in a manner that has at times seemed to be setting himself up to be able to do his job as dean when he returns to that position more easily. Of the new hires that were authorized, so many were in COFA and this reminded me of the something that the prior Interim Provost did to protect and promote CBT during the layoffs. The provost has cancelled every Provost Advisory Committee meeting he has scheduled since being named interim provost. How can he get advice if he won't even hold the meetings for people to advise him? He seems to be a minimum effort kind of administrator in a time when we need maximum effort. Billy comes off as unprepared and a yes-man to whoever is in charge. I think he is devoted to WIU and COFA in particular, but he is completely underqualified to deal with the other three.

and is critical to making certain the university community has the

would not still be here. So, please, if you plan to bring in consultants, taking needed financial resources from programs to do so, then at least bring in those of us who are on the ground floor with the programs to guide the process. Suggesting advisors can teach kids how to teach or how to learn and have greater expertise on teaching and learning than those in teacher education is a harmful to everyone and a complete demonstration of disrespect for expertise. To push for the creation of a major or minor

rethought

x Given all of the turmoil and ridiculousness that we have endured as a university and

gets better and we make it through this storm and can hire a new provost if Dr. Abraham is named President or have Dr. Abraham be the provost.

- x Is WIU a teaching university or is it a research institution? I'm uncertain, even as my teaching and service commitments increase while my research requirements remain steady in an environment which does not support research. Something has to give, and it is up to the Provost's Office to

- x The restoration of conference travel money was helpful as was splitting the money so that people going to Spring conferences were not punished. But the amount allocated to conference travel needs to increase.
- x There is too much emphasis on B line faculty. This undermines departments as B line faculty are responsible to only the Department Chair and not to the Department faculty or to the programs in which they teach. In fact, there are too many B line faculty performing the jobs of A line faculty in primary duties.
- x My primary concern is that at the department level we don't hear anything about how decisions are being made that are important to the department. There are several ongoing decisions to be made where we know nothing about if the issue is being discussed at all, if decisions have been made, or if we have any opportunity for being part of the discussion. I realize we could go directly to the provost, but there is then negative kickback from chairs and deans. There needs to be a way to determine the status of ongoing decisions without having to set up a personal appointment.
- x It's clear that administrators in Macomb do not care about the Quad Cities campus, so his performance, along with others, is poor.