A regular meeting of the Senate Executive Committee (SEC) was called to order at 3:12 pm on Monday, November 11, 2013 in 232 English Building, with Chair Campbell presiding.

1. **Announcements/Introductions**
   Guests were introduced.

2. **Approval of Minutes**
   The minutes from October 14, 2013 were approved as written.

3. **Chair’s Remarks** (R. Campbell)
   Chair Campbell items have been distributed to committees from the Task Force Report. The Senate Committee on the Budget will tentatively present information in January 2014.

   The resolution that was postponed from the last Senate agenda has been revised and resubmitted by the senators for the December 9 meeting.

4. **Chancellor’s Remarks** (B. Wilson)
   Vice Provost Wilson reported that the pilot departments for academic program reviews are ACE (Department of Agriculture and Consumer Economics), Sociology, and Mechanical Science and Engineering. Next semester, Human and Community Development, Department of Nuclear, Plasma, and Radiological Engineering, Landscape Architecture, and Microbiology will be reviewed. To stay on schedule, ten departments per year must be reviewed.

   Vice Provost for Undergraduate Education and Innovation Charles Tucker has scheduled numerous sessions to gather information on the undergraduate student experience. All SEC members should have received an invitation to participate in these sessions.

   Various leadership positions are vacant and searches to fill those positions are underway. Positions include the Dean of College of Agricultural, Consumer and Environmental Sciences (ACES), the Dean of College of Liberal Arts and Sciences (LAS), and for the SiO (Senior International Officer) which will hold the title of Vice Provost for International Affairs and Global Strategies.

   Elabbas Benmamoun was recently hired as the Associate Provost for Faculty Development. Illinois does not currently have a process or policy for faculty mentoring. Two-thirds of the associated professors surveyed said they have no formal on-campus mentor. A position in Academic Human Resources (AHR) was recently approved as the point person for dual career couples. This person will help find positions on campus, and connect with businesses in the community to find positions outside the university. This person will work with Associate Provost Benmamoun.
The University Administration (UA) review was in The News Gazette. Numerous recommendations are under review. One recommendation of the review that has already been implemented is the return of Human Resources (HR) reporting to the campus rather than directly to UA.

5. **MOOC Strategy Advisory Committee (MSAC) Interim Report** (C. Tucker & L. Kramer)

Tucker gave regrets that Kramer was unable to attend today. Tucker and Kramer are co-chairs of the MSAC. MSAC has been meeting regularly since mid-April. MSAC’s interim report will discuss the relationship with Coursera, policy issues related to MOOCs, and other potential uses for MOOCs.

Coursera courses so far have been exploratory, high-quality, and popular. Recommendations related to Coursera include continuing the partnership with Coursera, issuing a new RFP for Coursera MOOCs soon, continuing the campus-level review process for MOOCs, re-using MOOC materials in multiple course formats, exploring options for other software platforms, expanding research efforts using our MOOC data, and increasing staffing for MOOC and online course production.

Some existing regular online courses were postponed in order to produce MOOCs. Regular online courses cannot continue being postponed. The Center for Innovation in Teaching & Learning (CITL) has been active in looking at the data that is obtained about MOOCs. CITL has approval to hire more positions to expand research efforts.

There are many options between a traditional online course and open MOOCs. There are many potential audiences and options for MOOCs and online programs. High school advanced placement (AP) or dual-credit courses, AP teacher preparation, college readiness/bridge courses, low-cost general education courses, lower-cost baccalaureate degrees, low-cost graduate or professional degrees, professional development, certification, continuing education, extension courses, and lifelong learners.

Any strategic option should be evaluated on alignment with our educational mission, investments required (including faculty & staff time), income generated, and how it is distributed, impact on existing programs and courses, impact of not developing the new program, and what we would learn that would help us in other areas.

Why should Illinois do any of this? To promote learning, expand access with quality, help students control costs, improve student success and reduce time to degree, innovate in instruction (including data analysis and course improvement), promote our campus brand and reputation, and increase enrollment and revenues in sustainable ways. The Committee is still discussing faculty compensation.

6. **IT Infrastructure & Service and IT Leadership in Research** (P. Hixson)

Hixson reported that several IT (information technology) Governance Committees have been working on campus IT needs for nearly two years. These committees include the Senate IT Subcommittee, various faculty subcommittees, the IT Governance Executive Committee, and the IT Council.

IT planning is based on campus strategic plan, and should be seen as an essential enabling element. There have been critical IT decisions in the past that have paid huge dividends for campus, including the campus network upgrade that had begun approximately ten years ago. This is a critical time and if action is not taken now, we are in danger of losing our campus’s competitive advantage in terms of what IT resources are offered to faculty, students, and staff.

The IT Strategic Plan vision statement is clear. Information Technologies will play a mission-critical role in helping the University of Illinois become the preeminent public research university with a land-grant mission. There are several guiding principles: Transform the learning environment. Fully enable faculty and researchers to work with collaborators across and outside the campus. Help students develop digital literacy skills through exposure to innovative IT throughout their Illinois educational experience. Be agile in supporting innovation, without compromising security and
accessibility. Provide universal services and resources that are usable by all stakeholders. Create lifelong connections with students and other stakeholders. Build strong shared services that all parties support and can depend upon. Ensure that IT resources meet current accessibility and security statutes. A robust IT funding model is essential to support campus strategic initiatives and developing a funding model is an area that needs significant improvement.

The summary of goals is to use IT to build a competitive advantage for faculty, students, and graduates. Enhance the student learning environment to improve outcomes. Develop infrastructure to create and support online and innovative learning. Leverage technology to support our public engagement mission. Streamline the user experience.

Demand is growing exponentially and we are currently underinvesting. Five major areas of recurring need have been identified that are not presently being addressed. These areas are an explosive demand for mobile, security challenges, under-funding of CITES (Campus Information Technologies and Educational Services) services that support campus teaching and learning, online education, and preserving campus leadership in research.

People are using wireless more and enjoying it less. Our wireless network infrastructure has failed to keep pace with a huge increase in demand. In addition, there is a strong need for middleware services that will allow IT professionals to improve the way that we present campus information to end users by designing more properly for small mobile screens.

We are under constant cyber-attack with the number and sophistication rapidly growing. For example, 2.2 million malicious emails were sent in a 2 week period. Over 44 thousand messages got through. Fewer than 5,000 messages sent out resulted in our campus being blacklisted for nearly two full weeks. Some of our research is being targeted for theft of intellectual property.

CITES has a funding shortfall. Once we matured bundled services, we discovered there was a $1.073 million short-fall. There are two ways of approaching IT: 1) as a utility that you need to obtain at the lowest cost per unit delivered, or 2) as an area where you need to make strategic investments so you can move your organization to where it aspires to be. Repairing existing infrastructure is important, but the larger goal is creating a vision for the infrastructure and services needed to build the future, developing consensus around the plan, and then implementing it.

Flexible learning spaces and flipping the classroom can allow Illinois to be a leader in online education and continue to lead in the research world. Flexible learning spaces are small groups of students within the larger classroom that allows small group interaction yet still enables an individual to speak to the entire room. Investing in greater media production capacity to serve teaching and creating one common media content cataloging system for campus will also aid this effort. Research at the University of Minnesota showed an increase in academic mastery through using active learning spaces in combination with flipping the classroom. This would also reduce the need to build and maintain as many large lecture halls.

To enable Illinois to continue our lead in research productivity, the following improvements are needed: a 100 GB high speed research network with software network defined capabilities, improved access to the campus cluster for all faculty members, and access to IT infrastructure through a push button deployment interface (creation of an Illinois Cloud). Illinois Cloud as a service would allow push-button delivery with redundancy/resiliency, networking, and storage options. This would be a fundamentally different way to deliver services.

Funding is a significant issue. Illinois spends an average of 3.8% of its budget on IT. Education in general spends an average 4.7% of its budget on IT. The 4.7% average in education includes K-12, Chicago public schools, rural grade schools, and higher education. Illinois is severely underinvesting in IT. In order to reach the goals outlined in the campus strategic plan, additional IT investments are required.
Chair Campbell added that our ability to maintain excellence could be threatened by our inability to fund IT. Aminmansour agreed that we cannot afford to look at IT as a luxury.

7. **Setting of the Senate Agenda**
   The Senate agenda for November 18, 2013 was approved as amended.

8. **New Business**
   No new business.

9. **Announcements**
   Aminmansour reported that the committee established by the Chancellor has created an integrity statement. The statement has been sent to the Chancellor. The committee suggested that it be included in the ethics statement.

   The Faculty Advisory Council to the Board of Higher Education (FAC-IBHE) discussed Illinois’s position exemption authority. The FAC-IBHE unanimously decided to write a letter in support of the position exemption authority.

   Aminmansour announced that FAC-IBHE will be celebrating 50 years. FAC-IBHE suggested to IBHE a Faculty Fellows Program and was approved.

   Aminmansour reported that the Seventh Senate Review Commission has held their first meeting and plans to reach out to committee chairs and all senators for agenda items.

10. **Adjournment**
    The meeting adjourned at 4:42 pm.

   Jenny Roether
   Clerk of the Senate