AGENDA
Senate of the Urbana-Champaign Campus
October 8, 2012; 3:10 pm
Levis Center

I.   Call to Order – Provost Ilesanmi Adesida

II.   Approval of Minutes – September 10, 2012

III.   Senate Executive Committee Report – Matthew Wheeler, Chair of the Senate Executive Committee

IV.   Chancellor's Remarks – Provost Ilesanmi Adesida

   A. Questions/Discussion

V.   Consent Agenda
   These items will only be distributed via www.senate.illinois.edu/121008a.asp. If a senator wishes to move an item from the Consent Agenda to Proposals and have copies at the meeting, they must notify the Senate Office at least two business days before the meeting. Any senator can ask to have any item moved from the Consent Agenda to Proposals.

EP.13.01	Proposal to establish a Graduate Concentration in Romance Linguistics in the Department of Spanish, Italian and Portuguese, the Department of French, and the Department of Linguistics, School of Literatures, Cultures and Linguistics, College of Liberal Arts and Sciences	Educational Policy *(G. Miller, Chair)*
EP.13.03	Proposal to Revise the NRES (Department of Natural Resources and Environmental Sciences) Concentration Requirements: Resource Conservation and Restoration Ecology Concentration	Educational Policy *(G. Miller, Chair)*
EP.13.04	Proposal to Revise the NRES (Department of Natural Resources and Environmental Sciences) Concentration Requirements: Global Change & Landscape Dynamics Concentration	Educational Policy *(G. Miller, Chair)*
EP.13.05	Proposal to Revise the NRES (Department of Natural Resources and Environmental Sciences) Concentration Requirements: Fish and Wildlife Conservation Concentration	Educational Policy *(G. Miller, Chair)*
EP.13.06	Proposal to Revise the NRES (Department of Natural Resources and Environmental Sciences) Concentration Requirements: Human Dimensions of the Environment Concentration	Educational Policy *(G. Miller, Chair)*

VI.   Proposals (enclosed)

CC.13.04	Nominations for Membership on Standing Committees of the Senate and the Military Education Council	Committee on Committees *(P. Kalita, Chair)*	1
GP.12.10	Policy Governing Electronic Surveys and Questionnaires	General University Policy *(N. Burbules, Chair)*	3
SP.12.06	Revisions to the *Constitution* and the *Bylaws* Regarding Conduct of Senate Meetings and Formulation of Meeting Agendas (Second Reading; Action)	University Statues and Senate Procedures *(W. Maher, Chair)*	9
SC.13.04	SEC Statement on Faculty Representation and Shared Governance	Senate Executive Committee *(M. Wheeler, Chair)*	11
SC.13.06	Reaffirmation of SC.11.14, SEC support for Council of Academic Professionals Resolution	Senate Executive Committee *(M. Wheeler, Chair)*	15

VII.   Current Benefits Issues (5 min.)– John Kindt, Chair of Faculty and Academic Staff Benefits

VIII.   Presentation: *2013 Admissions Goals and Enrollment Management Goals*– Stacey Kostell, Director of Undergraduate Admissions

    A. Questions/Discussion

IX.   Reports (enclosed)

AD.13.01	2013 Enrollment Management Goals and Office of Undergraduate Admissions Goals	Admissions *(M. Biehl, Chair)*	19
SC.13.07	BOT Observer Report – September 14, 2012	A. Aminmansour	25
HE.13.01	FAC/ IBHE Report – September 21, 2012	K. Andersen	29
UC.13.02	USC Report – September 18, 2012	J. Tolliver	31
FAC.12.01	FAC 2011-2012 Annual Report	C. Koslofsky	35

X.   New Business

XI.   Adjournment

Minutes
Urbana-Champaign Senate Meeting
September 10, 2012

A regular meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:16 pm on the 3rd floor of the Levis Center with Chancellor Phyllis Wise presiding and Professor Emeritus Kenneth E. Andersen as Parliamentarian.

Approval of Minutes

09/10/12-01   The minutes from April 23, 2012 and April 30, 2012 were approved as written.

Senate Executive Committee Report

Faculty Senator Matthew Wheeler (ACES) and Chair of the Senate Executive Committee (SEC) gave the following report.

At the July 16 SEC meeting the SEC acted on behalf of the Senate in supporting the Chancellor to move forward with the partnership with Coursera, a MOOC (massive online open course) provider.

The Chancellor's strategic planning meeting in May was well attended. The campus strategic plan was solidified and included significant faculty input.

Student senator Shao Guo (DGS), faculty senator Joyce Tolliver (LAS), and faculty senator Michael Biehl (VMED) served as tellers for the meeting.

09/10/12-02   Floor privileges were granted for Professor Emeritus Peter Loeb to speak to SP.12.06.

Presentations

Coursera

Faculty senator Nicholas Burbules (EDUC) gave his support for finding new models of delivering course content and e-learning in general. A survey on the Chicago campus showed that students were ready for more technology then what was currently offered. E-learning should not be about revenue generation, but rather providing excellence. Partnering with Coursera is only one piece of a wider e-learning strategy.

Burbules introduced Deanna Raineri, Associate Dean in Technology Support in the College of Liberal Arts and Sciences (LAS). Raineri gave an overview of Coursera and the resources it provides as a partner.

Coursera is a MOOC (Massive Online Open Course) provider. Anyone with internet service can access these online courses. Coursera is a private company. If a student wants a certificate of successful completion, the student must pay Coursera for the certificate. Coursera does not own the course content, and the courses are free. Copyright clearance is up to the course provider.

There are currently ten Illinois courses on Coursera, and there is significant enrollment already. These courses are not the same as on campus tuition generating credit earning courses. Coursera courses have limited instructor/student interaction. These are 6-8 week courses. The students taking these courses are not the same students that are attending on-campus courses. These ten courses were existing courses that had been vetted through already existing processes.

A campus process for determining which courses are offered on Coursera will be determined by the campus Coursera review committee. The Coursera review committee will review all courses before they can be taken through Coursera. The committee is formulating a process to propose Coursera courses. The Chancellor has assembled teams to address financial, legal, procurement and technology issues.

Over the summer Chancellor Wise requested SEC's assistance in determining possible faculty concerns. SEC Chair Wheeler formed a task force and a report was issued from the task force. Due to the rapidly changing e-learning environment and the ability to dissolve the Coursera partnership at any time with no cost or damage to the campus, the SEC Coursera task force did not find any reason to delay the partnership.

A robust discussion of support and concerns followed the presentation.

PowerPoint slides from the Coursera presentation can be found at:
http://www.senate.illinois.edu/120910_coursera.pdf

US Ignite

Professor Jon Gant from the Graduate School of Library and Information Science (GSLIS) presented information on the UC2B and US Ignite initiative. UC2B (Urbana Champaign Big Broadband) is an intergovernmental consortium that includes the University of Illinois and the cities of Urbana and Champaign and is dedicated to building and operating an open-access fiber-optic broadband network throughout the Champaign-Urbana area. UC2B is a fiber optic infrastructure that is the fastest, most state-of-the art-fiber-optic network communication technology available. This is a symmetrical service; upload and download speeds are the same. This project is funded in part by a federal grant that ends in January 2013.

UC2B is a founding partner of US Ignite. US Ignite is an initiative to promote US leadership in developing applications and services for ultra-fast broadband and software-defined networks.

PowerPoint slides from the US Ignite presentation can be found at:
http://www.senate.illinois.edu/120910_usignite.pdf

Chancellor's Remarks
Chancellor Phyllis Wise welcomed senators back to campus. A new leadership team was put in place over the summer. Illinois has a new Vice Chancellor for Academic Affair and Provost Ilesanmi Adesida, a new Vice Chancellor for Research, and new coaches and athletic director. The distractions from last year are over and Chancellor Wise looks forward to working with the Senate this year.

Chair of the Faculty and Academic Staff Benefits Committee, John Kindt notified the Senate of Constitutional Amendment #49. This amendment if passed would eliminate the constitutional protection of benefits. The SUAA (State University Annuitant Association) website, www.suaa.org, has additional information about amendment #49.

Questions/Discussion
No questions/discussion.

Consent Agenda
Hearing no objections, the following proposals were pronounced approved by unanimous consent.

09/10/12-03   EP.13.02* Proposal to terminate the Master of Science in General Engineering, in the Department of Industrial and Enterprise Systems Engineering, College of Engineering

Proposals for Action (enclosed)
09/10/12-04   CC.13.03* Nominations for Membership on Standing Committees of the Senate and the Military Education Council

In absence of a Committee on Committees Chair, SEC Chair Wheeler on behalf of the Committee on Committees, moved approval of the slate of nominees on CC.13.03. There were no floor nominations and nominations were declared closed.

09/10/12-05   By voice vote, the slate of nominees on CC.13.03 was approved.

09/10/12-06   GP.12.05* Transfer the Beckman Institute from the Office of the Vice Chancellor for Academic Affairs to the Office of the Vice Chancellor for Research

General University Policy (GUP) Chair Nicholas Burbules noted that center and institute changes are normally handled by the Educational Policy Committee. GUP will handle these types of proposals on a trial basis. GUP had a series of formal discussions regarding this proposal and a town hall meeting was held last year. There were no significant concerns voiced.

On behalf of the General University Policy (GUP) committee, Chair Nicholas Burbules moved approval of GP.12.05.

09/10/12-07   By voice, the motion to approve GP.12.05 passed.

09/10/12-08   GP.12.10* Policy Governing Electronic Surveys and Questionnaires

General University Policy (GUP) Chair Nicholas Burbules reintroduced the proposal and noted that the previously requested background statement has now been included. A student has also been added to the review board.

This proposal does not affect groups surveying their own members. This proposal limits unsolicited requests for large scale surveys using the campus network.

On behalf of the General University Policy (GUP) committee, Chair Nicholas Burbules moved approval of GP.12.10.

A robust discussion followed. Chair Burbules indicated his willingness to share the comments and concerns with the GUP committee.

Faculty Senator Al Kagan (LIBR) moved to send GP.12.10 back to committee with the recommendation to propose a review board for electronic surveys before further developing an electronic survey policy. The motion was seconded.

09/10/12-09   By voice, the motion to send GP.12.10 back to the General University Policy committee passed.

09/10/12-10   GP.12.11* Proposal to Temporarily Establish the Center for Digital Inclusion

On behalf of the General University Policy (GUP) committee, Chair Nicholas Burbules moved approval of GP.12.11.

09/10/12-11   By voice, the motion to approve GP.12.11 passed.

Proposed Revisions to the Constitution and Bylaws (First Reading; Information)

09/10/12-12   SP.12.06* Revisions to the *Constitution* and the *Bylaws* Regarding Conduct of Senate Meetings and Formulation of Meeting Agendas

University Statutes and Senate Procedures (USSP) Chair William Maher presented SP.12.06 for a first reading.

Emeritus Professor Peter Loeb voiced concerns about Senate agendas and compliance with the Illinois Open Meetings Act. USSP Chair Maher indicated his willingness to share the comments with the committee.

Faculty Senator Matthew Wheeler (ACES) moved to carry any remaining agenda items not addressed by 5:15 pm today to the next regularly scheduled Senate meeting. The motion was seconded.

09/10/12-13   By voice, the motion to carry any items not addressed by 5:15pm today to the next regularly scheduled Senate meeting passed.

Faculty Senator Al Kagan (LIBR) moved that Professor Loeb's comments be sent to USSP and SEC. The motion was seconded.

09/10/12-14   By voice, the motion to send Professor Loeb's comments to USSP and SEC passed.

Reports for Information

09/10/12-15   HE.12.08* FAC/IBHE Report – May 18, 2012
09/10/12-16   HE.12.09* FAC/IBHE Report–June 15, 2012
09/10/12-17   SC.13.02* Results of the Election of Student Members of the Committee on Committees
09/10/12-18   SC.13.03* BOT Observer Report – July 18-19, 2012 – Faculty Senator Joyce Tolliver (LAS) noted that a revised report will replace the original report included in the Senate packet. The revised report will be posted online.
09/10/12-19   SC.13.04* SEC Statement on Faculty Representation and Shared Governance
09/10/12-20   SC.13.05* BOT Observer Report – May 31, 2012
09/10/12-21   SUR.12.02* SURSMAC – May 8, 2012
09/10/12-22   UC.13.01* USC Report – August 23, 2012

New Business
No new business.

Adjournment
The meeting adjourned at 5:14pm.

Jenny Roether, Senate Clerk

*Filed with the Senate Clerk and incorporated by reference in these minutes.

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

Committee on Committees
(Final; Action)

CC.13.04   Nominations for Membership on Standing Committees of the Senate

Conference on Conduct Governance
To fill one student vacancies created by the resignation of Drew Tavernor.

Rachel Heller	LAS	Term Expires 2013

To fill one faculty vacancy unfilled during the spring 2012 elections, and to serve as chair.

George Gollin	ENGR	Term Expires 2014

Educational Policy Committee
To fill three faculty vacancies created by the resignation of Darin Eastburn, Catherine Murphy, and Angharad Valdivia.

Randy McCarthy	LAS	Term Expires 2014
Leslie Struble	ENGR	Term Expires 2013
Susan Curtis	BUS	Term Expires 2014

Equal Opportunity and Inclusion
To fill two student vacancy created by the resignation of Kevin Ng and Carey Hawkins Ash

Lucy Li	LAS	Term Expires 2013
Shivam Gupta	ENGR	Term Expires 2013

General University Policy
To fill one student vacancy created by the resignation of Drew Tavernor.

Shao Guo	DGS	Term Expires 2013

Student Discipline
To fill two faculty vacancies created by the resignation of David Cooper and Laurie Hogin.

Robert Brunner	LAS	Term Expires 2013
Darin Eastburn	ACES	Term Expires 2013

University Student Life
To fill one faculty vacancy unfilled during the spring 2012 elections.

Damarys Canache	LAS	Term Expires 2014

To fill one student vacancy created by the resignation of Jenny Koritz.

Jay Siegrist	ACES	Term Expires 2013

Committee on Committees
Prasanta Kalita, Chair
Michael Biehl
Harley Johnson
Tim Flanagin
Steve Letourneau
Jim Maskeri
Daniel Michaelson
Joyce Tolliver
Jenny Roether, *ex officio*

Nominations from the floor must be accompanied by the nominee's signed statement of willingness to serve if elected. The statement shall be dated and include the name of the position to be filled. If present, the nominee's oral statement will suffice.

Policy Governing Electronic Surveys and Questionnaires
Directed to Students, Faculty Members, or Staff of the
University of Illinois at Urbana-Champaign

Background

The development over the past decade of free, easy-to-use tools for developing and launching web surveys has been a great boon to faculty and students seeking cost-effective ways to obtain responses to research surveys and to administrators who want feedback on the effectiveness of campus services and initiatives. Because the cost of administering a survey no longer includes printing, mailing, and data entry expenses, electronic surveys can now reach thousands of subjects with almost zero incremental cost per subject.   As a result, the number of these surveys has exploded and there is a natural desire for individuals or groups planning a survey to broadcast it to the maximum number of people possible, in order to increase statistical power and/or the scope of the results, instead of carefully selecting a more focused sample.

When electronic surveys were new, and few in number, response rates were fairly high due in part to the novelty of the medium. However, response rates in recent years have dropped significantly, certainly in part as a result of "survey fatigue"; there are so many surveys that many faculty members, staff, and students are just not responding any more. Hence the effectiveness of all surveys, even very important ones, is diminished. As an example, since 2004, the campus has participated every two years in the National Survey of Student Engagement, inviting a sample of freshmen and seniors to answer important questions about how engaged they are in learning. The response rate in 2004 was 35%; in 2012, the response rate was down to 17%, and of the 17%, only about three-quarters of the respondents actually completed the full survey.   Such response rates make it very difficult to derive meaningful results from any survey and threaten the ability of all members of our community to obtain important results from survey research.

Some kind of screening or review of these surveys is clearly needed. Yet there currently is no policy to guide the campus with respect to requests for access to faculty, students, and staff via electronic means for the purposes of surveys. Current practice is that the Associate Provost for the Division of Management Information makes these determinations on an ad hoc basis. The following policy was developed to establish a more transparent process and to form a representative committee to administer and evaluate these policies, in order to put in place some reasonable boundaries on electronic surveys of our employees and to ensure that survey research is conducted in a way that respects the privacy and confidentiality of respondents. By establishing a formal, representative review committee and process, the intention is to make such screening and review more impartial, consistent, and transparent.

Policy Governing Electronic Surveys and Questionnaires
Directed to Students, Faculty Members, or Staff of the
University of Illinois at Urbana-Champaign

1. **Purpose**

   Electronic surveys are cost-effective tools for conducting research and for obtaining feedback to improve campus services or to inform campus administrators. Unfortunately, when the same populations are surveyed repeatedly, response rates decline and the accuracy of survey results becomes questionable. This policy is intended to balance the need of members of the campus community for survey-based research and for feedback with the growing demands that electronic surveys make on the valuable time of students, faculty, and staff. Additionally, limits on the numbers of surveys distributed to the same individuals should improve the response rates and effectiveness of each survey. Finally, this policy contains provisions designed to protect the confidentiality of the respondents.

2. **Scope**

   This policy applies to all unsolicited web-based or e-mail surveys and questionnaires sent to a group of students, faculty, or staff by a member of the university community as part of his or her administrative duties, as part of a research project, or as part of a thesis or class assignment. It also applies to surveys of campus students, faculty, and staff conducted by external groups or person; however, such external surveys may be subject to additional requirements and conditions. It does not restrict in any way:
   - Surveys sent by voluntary associations to their own members; for example, a registered student organization may freely poll its own members or a union may survey its own members;
   - Surveys sent out to all members of a voluntary e-mail list
   - Electronic collection of information required for employment or matriculation.
   - Electronic communication between a faculty member and his or her students

   In addition, as spelled out below, colleges and other campus units can develop their own policies on surveys for internal purposes. The main focus of concern for this policy is unsolicited requests for access to campus-wide populations for large-scale surveys. In other cases, the focus of the campus-level review committee (4.a) would simply be to ensure that other elements of this policy (IRB oversight for example, and appropriate privacy protections) were being followed.

3. **Oversight provided by the campus Institutional Review Board (IRB)**

   This policy does not change the oversight required by the IRB. While some surveys do not constitute human subjects research, any that do must be either reviewed by the IRB or explicitly exempted by IRB staff from a full review. See http://www.irb.illinois.edu for the process of obtaining IRB approval or exemption for a survey and for information on mandated training for all human subjects researchers.

4. **Administration of this policy**

   a. Oversight: An Electronic Survey Administration Committee, reporting to the Chancellor, will be appointed to administer this policy. The Director of the

Division of Management Information will chair the committee, and one additional member will be appointed annually each by the Chancellor, the Provost, the Dean of Students, the Dean of the Graduate College, the IRB Office, the Urbana-Champaign Senate, the Illinois Student Senate, and the Council of Deans. The committee should meet at least annually to evaluate the effectiveness of the policy and, if needed, recommend revisions.

b. Survey approval: The Dean of Students shall designate a person to be responsible for reviewing and approving any campus-wide surveys that target student groups.   The Associate Provost for Human Resources is responsible for reviewing and approving any surveys that target employees campus-wide. The process for obtaining approval for any campus-wide survey shall be posted on the Management Information web site: http://www.dmi.illinois.edu. Deans and other executive officers are responsible for creating a process for approving unit-wide surveys within their units.

c. Monitoring: The Division of Management Information shall publish a record of approved campus-wide surveys which should include the purpose of the survey, the population or sample surveyed, the survey dates, and the approving officer. Any exceptions made to this policy should be noted. Colleges are encouraged to maintain similar records or to submit their survey information for inclusion on the campus-wide survey record maintained by Management Information to permit monitoring of the numbers of surveys that are underway at any point in time.

d. Exceptions: Where noted, exceptions to provisions in the policy may be granted by a campus, college, or unit administrative officer whose scope of responsibility includes the full group being surveyed. For example, a dean may approve a full-population survey of any groups within that dean's college or the Associate Provost for Human Resources may approve surveys of various employee groups.

5. **Sampling vs. full population surveys**
Rarely does a survey require distribution to a full population to obtain valid results. Examples of a "full population" include all students, all juniors, all faculty members, all academic professionals in one college, and all female staff employees. Unless an exception is granted by a person authorized to approve surveys as described in Section 4, surveys may not be distributed to a full population. Instead, surveys should be distributed to a statistically designed sample of the desired population. The Division of Management Information can assist in creating such samples for survey projects, and the Survey Research Lab can advise about appropriate sample sizes and sampling techniques (fees may apply). The annual Senior Survey and the Instructor-Course Evaluation System surveys conducted by the Center for Teaching Excellence are examples of full-population surveys that are approved.

6. **Restrictions on sample selection**
a. Students who have notified the Registrar that they wish to suppress all directory information under the provisions of the Family Educational Rights and Privacy Act (FERPA) should never be included in a sample that is provided to a surveyor.

b. By law, no person under the age of 18 may be surveyed without permission of a parent or guardian.   All survey sample selections, including approved full-population surveys, should exclude such persons. If it is not possible to exclude them from the invitation (e.g. when using a campus Mass Mail facility), the survey consent form must include a statement requiring the respondent to be at least 18 years of age.

7. **Confidentiality issues**
   a. Samples based on private information
      When a survey sample is drawn based on non-directory information for students (see FERPA policy at http://www.registrar.illinois.edu/staff/ferpa) or sensitive or confidential information (for faculty and staff), the identities of the persons sampled may not be provided to the surveyor. Examples of private information include samples based on race/ethnicity, gender, age, and grade point average.

   b. Ensuring the confidentiality of respondents
      Surveyors must obtain IRB approval for procedures to ensure the confidentiality of respondents. When an IRB-approved informed consent agreement promises that responses will be confidential, the surveyor must aggregate responses to ensure that no individual responses are identifiable. In addition, the surveyor must ensure that all electronic records are secured adequately and access is limited to a small number of persons who understand the confidentiality requirements.

      Where respondent identity is collected, e.g. by requiring the respondent to enter a unique code or using an authentication method such as network id and password, the identities of the respondents should be maintained separately from the responses. Unless the approved research design requires on-going contact with the respondents, respondent identity information should be destroyed after the survey is completed.

      Free-form comments must be screened and parts of any comments that identify a respondent or other person must be redacted before publication.

      Any promise of confidentiality may be superseded by a legal duty to take action when a survey response reveals a potentially dangerous situation or illegal activity or is the subject of a legal process. Surveyors should consult University Counsel in such situations.

   c. Incentives: Incentives such as prize drawings or giveaways can improve survey response rates but may compromise the confidentiality of the responses. Surveys should follow procedures for incentives approved by the IRB Office such as redirecting users to a second web site to register for or receive the incentive.

   d. Anonymity
      An anonymous survey would require that the surveyor have no way to link the respondent with his/her responses. The security logs maintained by most modern computers make it almost impossible to guarantee anonymity. Unless extraordinary measures are taken to eliminate electronic traces, surveyors should not promise anonymity.

8. **Other use of samples or lists**
   Lists of e-mails or other contact information provided to surveyors may be used only for the one approved survey. Any other use is strictly forbidden. E-mail lists should be destroyed as soon as the survey is complete.

9. **Timing of surveys**
   Surveys of students (other than course evaluations) are not permitted during the week before final examinations or the week of final examinations.

10. **Use of outside contractors or services to collect survey responses**
    a. Participation in surveys managed by other organizations
    With IRB approval and the approval of an administrator as described in Section 4, a unit may collaborate with an external agency to administer a survey to individual Illinois students, faculty members, and staff. A contract ensuring that the external agency will adhere to the provisions of this policy should be drawn up with the advice of University Counsel and signed by the Board of Trustees of the University of Illinois and the external agency. No confidential information may be provided to the external agency.

    b. Use of external web survey services
    Campus faculty, staff, and students should exercise caution when considering the use of an off-campus web site to design and administer a survey. Surveyors are encouraged to seek the advice of the University Office of Business and Financial Affairs Purchasing Division, CITES, and University Counsel before using such a site for any University-sponsored survey. The managers of the survey site must guarantee that the responses to survey questions will not be used for any other purpose, e.g. data mining or marketing. Survey respondents should not be subjected to inappropriate or annoying ads. Lists of University e-mail addresses may not be provided to these services unless there is a signed contract with the Board of Trustees ensuring that the e-mail addresses will not be used for any other purpose. No confidential information held by the university may be given to these services under any circumstances.

11. **Opt-out list**
    The Division of Management Information shall maintain a list of e-mail addresses of persons who do not wish to receive any campus-wide surveys and shall not include them in any campus-wide survey samples created by the Division. This list may be shared with other persons who create lists for surveys. However, it is not possible to exclude such persons from surveys which are sent to entire populations using the campus Massmail facility.

12. **Contact information**
    Questions about this policy should be directed to the Division of Management Information (dmi@illinois.edu).

Date issued: ___/___/____

Approved by: Office of the Provost and Vice Chancellor for Academic Affairs

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

Committee on University Statutes and Senate Procedures
(Second Reading; Action)

SP.12.06, Revisions to the *Constitution* and the *Bylaws* Regarding Conduct of Senate Meetings
and Formulation of Meeting Agendas

BACKGROUND
Last year, upon request, the Senate Committee on University Statutes and Senate Procedures
(USSP) conducted a review of the Senate's rules regarding the conduct of meetings and the
formulation of the Senate's agenda with the goal of making the Senate's conduct of business
more efficient, effective, and open. USSP identified two provisions in the *Constitution* and the
Bylaws that, if adopted, could enhance the way that the Senate conducts its business.

First, the *Constitution* currently sets the quorum at 100 senators. USSP was asked to consider
whether the quorum should be abolished to avoid the recurrence of time-consuming quorum calls
that have frustrated the conduct of Senate business. USSP concluded that it was important to
maintain the quorum requirement but that the size of the quorum should be adjusted to conform
to the guidelines of *Robert's Rules of Order*, which state: "The quorum should be as large a
number of members as can reasonably be depended on to be present at any meeting." Upon
investigation of attendance at Senate meetings over the past several years, USSP found that a
quorum of 75 senators would have been sufficient to conduct critical business at nearly all
meetings. USSP therefore recommends that the quorum be fixed at 75 senators.

Second, the USSP concluded that adding new business to the agenda is too cumbersome because
the *Bylaws* currently require a two-thirds majority vote. The two-thirds majority requirement
ensured that absent senators would not miss the opportunity to vote on new business without the
consent of a supermajority. However, because the Open Meetings Act forbids voting on items
not in the agenda, USSP believes it appropriate to reduce the threshold for the mere introduction
and discussion of new business to a simple majority. Allowing a majority of senators to add new
business would provide a more open Senate agenda that is more flexible and responsive to
changing events. This change would not affect the requirements of the Open Meetings Act; new
business introduced through Section A (3) of the *Bylaws* could only be discussed, and not acted
upon. Still, the Senate could discuss the matter in anticipation of final action at a later meeting.

RECOMMENDATION
The Senate Committee on University Statutes and Senate Procedures recommends approval of
the following revisions to the *Constitution* and *Bylaws*. Text to be added is underscored, and text
to be deleted is indicated in [square brackets].

PROPOSED REVISIONS TO THE *CONSTITUTION*

Article I – Basic Structure

      Section 5. A quorum necessary for a Senate meeting shall consist of [100] 75 senators elected and serving.

PROPOSED REVISIONS TO THE *BYLAWS*
Part A – Meetings

3.   An agenda for each regular Senate meeting, extensive enough to be descriptive of the subject matter of each item included, shall be prepared by the Senate Executive Committee and sent to all senators at least five days prior to that meeting. The Clerk of the Senate will release the agenda to the appropriate news media on the same day it is distributed to the Senate. Items of business submitted to the Senate Executive Committee by any senator or Senate committee shall be placed on the agenda, provided that such items are submitted in writing prior to preparation and distribution of the agenda. Matters not included in the agenda may not be presented to the Senate without concurrence of [at least two-thirds] a majority of the members present and voting. Such matters may not be acted upon at the meeting in which they are introduced, according to the requirements of the Open Meetings Act.

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UNIVERSITY STATUTES AND SENATE PROCEDURES
William Maher, Chair
Nikita Borisov
H. George Friedman
Shao Guo
Wendy Harris
Anna-Maria Marshall
Jim Maskeri
Ann Reisner
Sandy Jones, *Ex officio (designee)*
Jenny Roether, *Ex officio*

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UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Senate Executive Committee
(Final; Action)

SC.13.04   SEC Statement on Faculty Representation and Shared Governance

BACKGROUND

In recent years, the principles and practices of shared governance at the University of Illinois have been tested, and have held firm. A series of events over the past few years have revealed the centrality of shared governance to our institutional culture, and the damaging consequences that occur when that central principle is not respected. Yet they have also demonstrated the resilience of the shared governance model and the importance of keeping it strong. Just in the past three years, we have successfully faced challenges ranging from the cancellation of a flawed Global Campus plan to the resignations of two presidents and a chancellor in the midst of controversy.

In each case--Global Campus, the admissions scandal, and the recent Hogan/Troyer resignations--things went wrong when administration and faculty did not consult effectively, or when that consultation was not adequately respected. But in each case, also, it was the processes of shared governance and assertion of the key role of the Senate that identified the problems and pushed toward necessary resolutions. At the University of Virginia and other universities, a similar story can be told.

We are now entering a new phase in our history, one marked by a new President, a recently-appointed Chancellor, a new Vice-Chancellor of Research, and a new Provost. As we begin this new phase, this is an appropriate moment to reflect upon the meaning and importance of shared governance and the multiple ways in which it is enacted at the University of Illinois. While we note the essential role played by students and academic professionals in our campus senate and in the shared governance system, in this document we concentrate primarily on the trilateral relationship among the Board of Trustees, the faculty, and those faculty members serving in senior administrative positions.

THE PRINCIPLES OF SHARED GOVERNANCE

The principles of shared governance are expressed succinctly in the "Statement on Governance of Colleges and Universities," issued jointly in 1967 by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges. This Joint Statement clarifies that governance of institutions of higher education should be carried out in such as way as to recognize the "interdependence among governing board, administration, faculty, students, and others," which necessitates "adequate communication among these components, and full opportunity for appropriate joint planning and effort." While governing boards are ultimately responsible for guiding institutions of higher education, it is the faculty who should have primary responsibility for implementation of curriculum, faculty status, and other academic matters. As the Statement specifies, "the governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail." The

Statement emphasizes that governance of a college or university is a "joint effort;" that is, governance is shared among the members of the governing board, administrators, and faculty members.

SHARED GOVERNANCE AT THE UNIVERSITY OF ILLINOIS

The *Statutes* of the University of Illinois reflect an understanding of governance that comports well with the 1967 Joint Statement. This document expresses the general principle that "as the responsible body in the teaching, research, and scholarly activities of the University, the faculty has inherent interests and rights in academic policy and governance." From the principle that the responsibility for the creation of educational policy resides with the faculty flow a number of particular areas in which the faculty, represented by the senates, hold primary or sole statutory responsibility: not only creation and implementation of curricula, but also requirements for admission, requirements for degrees and certificates, the academic calendar, educational policy on student affairs, and recommendations for honorary degrees. It is important to note, however, that our *University Statutes* go considerably beyond the recommendations of the AAUP/ACE/AGB Joint Statement, specifying the core participation of faculty members in the creation of University-wide policy, in the governance and organization of academic departments—including budgetary oversight-- and in the appointment of administrative leaders (*University Statutes*, Article I, sections 1-3; Article III, section 2; http://www.uillinois.edu/trustees/statutes.cfm). Revision of the Statutes themselves may be initiated either by the Board or by one or more of the campus Senates; in either case, the Board must receive the advice of each of the campus Senates and the University Senates Conference.

SHARED GOVERNANCE IN ACTION

The University Senates Conference (USC), which is composed of elected representatives of each of the three campus senates, meets monthly with the President and, traditionally, with relevant members of the President's Cabinet, including the Vice-Presidents (http://www.usc.uillinois.edu/index.cfm). At every meeting of the Board of Trustees, the USC chair and vice-chair, each of the senate chairs and vice-chairs, and official observers from the USC and from each of the senates are introduced as formal observers. In response to a request from USC, each Board agenda now includes a regular slot for a statement from USC on issues concerning the faculty. The current Board has also established the practice of cordial communication with faculty leaders, and in particular with the Chair of USC.

On each campus, the senators, democratically elected by their constituents, constitute the official voice of the faculty. The senate is not, of course, the only venue for faculty members to make their concerns known. But it is the senate's role to interact with the administration through our formal governance processes, and to create the conditions that allow a full range of faculty voices to be heard and respected.

In contrast to many academic senates, our campus senate has a formal voice in a wide range of matters, going considerably beyond the traditional scope of academic programs and curricula. The eighteen standing committees of the Senate deal with matters that include the traditional areas of Educational Policy and Admissions but that extend beyond them to encompass, for instance, Campus Operations, Budget and Benefits, and General University Policy (http://www.senate.illinois.edu/).

Our campus senate is unusual in its formal inclusion of the Chancellor and the Provost at our meetings. While neither is granted a vote on any body of the Senate, both attend meetings of the Senate Executive Committee and the Senate. The Chancellor presides at our Senate meetings. This arrangement allows senators to voice concerns directly to administrative leaders on a regular basis; likewise, it allows the Chancellor and the Provost to respond to faculty concerns and to share information with the elected

representatives, and through them to the campus at large.

The Chancellor and the Provost also meet regularly with the SEC chair, and with other Senate leaders who raise faculty concerns with our administrative colleagues. This allows the lines of communication to be kept open between formal meetings, and builds individual relationships that allow often-difficult topics to be engaged collegially. Matters of general concern to faculty that do not fall within the explicit charge of any of the eighteen Senate committees are typically discussed by the Senate Executive Committee and in these individual consultations with administrators. In sum, the practice on this campus, and at the university level, is to share the governance of *all* campus-wide matters that are relevant to our academic mission.

RELATIONSHIPS MATTER

Shared governance as we enact it at the University of Illinois empowers faculty members while recognizing the legitimate areas of authority of the administration and the Board. This arrangement depends upon the mutual recognition of the equal importance and interdependence of each participant's respective areas of concern and responsibility. It is only through regular communication that the participants in shared governance can make their concerns known to each other, and resolve any conflicts that might arise when those concerns are not aligned.

Such communication must be based upon the interdependent principles of trust, respect, collegiality, and transparency. When participants do not show respect and collegiality, there can be no trust; when there is no trust, information will not freely be shared and there will be no transparency. Trust, respect, collegiality, and transparency cannot be mandated; each of them must be earned through their daily enactment. Once established, these qualities build upon one another; once broken, they can be difficult to re-establish.

It is important to note that relationships built on these qualities are not devoid of disagreement. On the contrary, shared governance discussions become vigorously contentious at times. Nevertheless, these disagreements and conflicts arise within a context that assumes that all participants share basic values and a commitment to the well-being of the institution.

Ultimately, shared governance is not just about governing documents; it is about people and the relationships they create and maintain with each other. It is strong when people share an honest commitment to these processes; it is threatened when people approach it only strategically or as a token obligation.

LOOKING BACK, LOOKING FORWARD

The University of Illinois has come through a challenging period, and yet it continues to thrive. If the experience of the past few years has taught us anything, it is that we must all remain vigilantly protective of the shared governance system and conscientious in enacting its principles on a day-to-day basis. After all, it is that system, and those practices, that nurture the collegial environment that allows us to flourish. For all the difficulties we face, the most striking thing is the optimism of the institution and our continued commitment to excellence. We are proud of the central roles played by the Senate and the University Senates Conference in maintaining the integrity of our academic home during this period. We affirm the robust health and efficacy of shared governance, and look forward to strengthening our partnership with the Board and our administrative colleagues as we face the opportunities and challenges of the future together.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Senate Executive Committee
(Final; Action)

SC.13.06   Reaffirmation of SC.11.14, SEC support for Council of Academic Professionals Resolution

BACKGROUND

The Senate Executive Committee (SEC) finds it important to support the main concerns of the Council of Academic Professionals (CAP) which is 1) the imminent risk of losing the exemption authority of the Urbana campus which would limit its ability to create academic professional (AP) positions, and 2) the trend toward classifying AP positions as civil service.

The following current CAP members have approved the Spring 2011 resolution: K. Allan, K. Alexander-Brown, R. Atterberry, R. Bauer, M. Bergman, S. Carroll, B. Escobar, T. Flanagin, J. Howell, V. Kann, S. Key, T. Korder, G. Letterly, M. Madsen, B. Mahaffey, E. Malloch, J. Mumbower, E. Rockman, S. Schweitzer, L. Smith, J. Witte, K. Yfantis.

RECOMMENDATION

The Senate Executive Committee recommends reaffirmation of the attached "Council of Academic Professionals (CAP) Resolution on Academic Professionals: Conversion and Exemption" originally presented to the Senate on April 25, 2011 and approved on May 2, 2011.

SENATE EXECUTIVE COMMITTEE
Matthew Wheeler, Chair
Roy Campbell, Vice Chair
Abbas Aminmansour
Nicholas Burbules
Brock Gebhardt
Harry Hilton
Eric Johnson
Prasanta Kalita
John Kindt
Calvin Lear
William Maher
Jim Maskeri
Gay Miller
Joyce Tolliver
Konstantinos Yfantis

SC.11.14, Senate Executive Committee support for CAP Resolution

University of Illinois at Urbana-Champaign
Council of Academic Professionals

Letter of Resolution
By Chair Rick Atterberry
With the support of CAP representatives: Kingsley Allen, Michelle Bergman, Liezl Bowman,
Kathleen Brinkmann, Kimberly Brown, Yvonne Brown, Sandra Carroll, Betoel Escobar,
Veronica Kann, Sue Key, Tom Korder, Melissa Madsen, Brad Mahaffey, Erica Malloch,
Karen McLaughlin, Lisa Merrifield, Elizabeth Rockman, Wayne Stahl, Jim Witte, and Kostas Yfantis

Academic Professionals: Conversion and Exemption

Whereas, Academic Professionals are a unique category of employees on this campus, serving in administrative, professional and technical roles, fulfilling the need for a flexible, self-directed and multi-disciplinary workforce contributing directly to the university's mission, and

Whereas, the need for Academic Professional positions was identified in order to respond to the call for a different kind of specialized support for teaching, research, technology and administration – needs not met by the civil service system and positions that did not fit the civil service classifications, and

Whereas, the civil service system created a series of Academic Professional titles, specifically exempting Academic Professionals from the civil service system, and

Whereas, the campus was given exemption authority and allowed to create positions outside the civil service system, and

Whereas, movement is underway to audit and potentially convert a significant number of Academic Professional positions to civil service classifications, and,

Whereas, serious consideration is being given to remove the exemption authority for positions from the Urbana-Champaign campus and to require that this critical employment function become the responsibility of the State Universities Civil Service System (SUCSS),

Therefore, be it resolved by the Council of Academic Professionals, the official voice and advocate of the employee group known as Academic Professionals at the University of Illinois at Urbana-Champaign, that,

We vigorously oppose the reclassification of Academic Professional positions (as exempted and authorized by campus) to civil service classifications, a change that will result in untenable restrictions impacting recruiting, hiring, and retention, resulting in loss of both future and current top tier talent necessary for the University of Illinois at Urbana-Champaign to remain a world renowned institution, and

We adamantly oppose the removal of position exemption authority which would irrefutably harm the campus by requiring that a third party assume responsibility for a critical institutional decision-making process with far reaching implications to the mission based functions of the university,

Therefore, we urge the President of the University of Illinois and the Board of Trustees to recognize the irreplaceable value and impact of Academic Professionals to the teaching, research, public service and economic development functions of the university, and

We urge the President of the University of Illinois and the Board of Trustees to consider further how the contributions of Academic Professionals impact the university's ability to respond to the needs of the citizens of the State of Illinois,

In response we steadfastly request that the President of the University of Illinois and the Board of Trustees take any steps necessary to prevent the conversion of Academic Professional positions to civil service classifications, and

In response we steadfastly request that the President of the University of Illinois and the Board of Trustees take any necessary steps to prevent the removal of exemption authority from the Urbana-Champaign campus.

Be it finally resolved, that this Resolution, along with copies of the Council of Academic Professionals Statement on *Implications of Conversion of Academic Professionals and Loss of Exemption Authority* be forwarded to the following persons and entities:

Robert Easter
Interim Vice President, University of Illinois &
Chancellor, University of Illinois at Urbana-Champaign

Elyne G. Cole
Associate Provost for Human Resources

The Academic Senate and the Senate Executive Committee of the
University of Illinois at Urbana-Champaign

The Council of Academic Deans

Administrative Review and Restructuring Implementation Steering Committee

Michael J. Hogan
President of the University of Illinois

Maureen M. Parks
Executive Director of Human Resources

The Board of Trustees of the University of Illinois

The State Universities Civil Service System Merit Board

Tom Morelock
Executive Director, State Universities Civil Service System

University Professional Personnel Advisory Committee (UPPAC)

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Senate Committee on Admissions
(Final; Information)

AD.13.01   2013 Enrollment Management Goals and Office of Undergraduate Admissions Goals

Office of Enrollment Management FY13 Goals

I.   **Enhance the Enrollment Management Organization and Culture at the University of Illinois**

1. Enhance the current Enrollment Management infrastructure and culture and further embrace data-driven decision making to support University enrollment goals.
    a. Lead an Office of Enrollment Management that identifies and efficiently coordinates and resolves enrollment-related issues, supports the academic mission of the University, and shares and interprets data to assist in both short-term and long-term decision making.
    b. Create an expanded Enrollment Leadership Team that meets regularly to proactively move goals forward, respond to new initiatives, and uphold the campus leadership to national and campus enrollment trends.
    c. Meet with each academic unit that enrolls new freshmen and transfer students to determine: a. their optimal undergraduate population and b. establish a plan to meet that target with a combination of freshmen, transfer, and intercampus transfer students.

2. Create a culture among Enrollment Management units that promotes customer service and proactively identifies opportunities for collaboration among EM units and colleges and other campus units.
    a. Establish an integrated communication plan for newly admitted students, including an online dynamic list of next steps to improve yield and decrease summer melt.
    b. Develop and implement a plan to optimize staffing models, job responsibilities, and reporting lines that best support the day-to-day operations and goals of each of the respective offices and enrollment management. Enhance training and collaboration between units and provide pathways for job and salary progression.
    c. Explore ways to manage incoming phone and email communication across units from external audiences. Reduce wait time for callers, and respond to electronic inquiries within 48 hours. Provide personalized interactions that build upon other communications.

3. Develop a plan to proactively communicate Enrollment Management goals and strategies to the broader campus community in order to gain support for and to improve campus-wide enrollment coordination efforts.
    a. Attend and share information on a regular basis at the Council of Undergraduate Deans.
    b. Host an Enrollment Summit in August and two additional campus updates meetings each year.
    c. Establish an enrollment management website to share information, data reports, and presentations.

II. **Efficiently Manage the Undergraduate Admissions Recruitment, Selection, and Enrollment Process for Freshmen and Transfer Students**

1. Meet the fall 2013 first-year fall enrollment goal of 7,000 and transfer goal of 1,400 and improve the quality and diversity of the freshman class.
   a. Increase the total number and overall percentage of underrepresented students in the freshman class.
   b. Increase the total percentage of domestic nonresidents in the freshman class.
   c. Increase the overall academic quality of the freshman class and in each individual college.

2. Increase first-year applications to exceed 32,000 for fall 2013, including:
   a. Maintain or expand the diversity of the applicant pool to include more underrepresented students.
   b. Increase the total number of applications from domestic nonresidents.

3. Increase the transfer applications to exceed 4,500.
   a. Increase the number of underrepresented transfer student applications, admission, and enrollment.
   b. Increase the percent of students that enroll from Illinois community colleges.

III. **Enhance Marketing and Communication Efforts to Increase Interest from Prospective Students, Parents, and Other Key Influencers**

1. Led by the Enrollment Management Communication Unit, work with the academic college and other units to establish clear messages and a consistent look for all communications sent to prospective and admitted students and their families.

2. Personalize the campus experience by providing individual experiences, incorporating faculty interaction, and showcasing additional campus facilities.

3. Develop a plan in partnership with Public Affairs staff to increase placement in higher education sources and influential local, regional, and national newspapers (e.g. Chronicle, Inside Higher Education, Chicago Tribune, Sun Times) establishing EM as an "expert" on national issues related to Enrollment Management.

4. Present at national and regional conferences, and participate in leadership positions in organizations that influence enrollment management decision makers.

IV. **Strengthen the Institutional Aid Strategy**

1. Enhance the University's capability to proactively predict and control institutional aid resources to improve affordability, positively impact in-state and out-of-state yield, enhance quality and diversity, and maximize net tuition revenue.

2. Continue to provide data and information on affordability and access to the University of Illinois. Provide sources of funding, including college contributions, to better understand all sources of funding.

3. Continue to develop partnerships with the colleges to identify and award top students as soon as possible after the admission offer and send one "Big-Bang" scholarship letter with all campus and college awards.

4. Explore ways to streamline the scholarship awarding process, including exploring a Scholarship Office.

V. Retention

1. Work with the Office of Planning and Budgeting to analyze retention and graduation rates, make recommendations for admissions selection, and review campus resources to improve retention and graduation rates.

2. In collaboration with the Council of Undergraduate Deans, improve and streamline the ICT process to better communicate opportunities for students and predict class availability and classroom space needs.

3. In collaboration with Student Affairs and the academic colleges, identify the numerous mentoring and academic assistance programs. Determine how best to reduce duplication of efforts and how to target at-risk students.

Office of Undergraduate Admissions (OUA) FY13 Goals

I. Efficiently Manage the Admissions Selection Process for New Freshmen and Transfer Students and Meet Campus Targets for Each College

1. Increase first-year applications to exceed 32,000 for fall 2013 including:
   a. Maintain or expand the diversity of Illinois's applicant pool to include more underrepresented students.
   b. Increase the total number of applications from domestic nonresidents.

2. Increase the quality and diversity of the freshman class.
   a. Increase the overall academic quality of the freshman class and in each individual college.
   b. Increase the percentage of Illinois residents who are African American and score a 30 or above on the ACT and apply to Illinois to 57% (currently 53.5) and to 76 percent for Latina/Latino students (currently 72.8).
   c. Increase the percentage of Illinois students who score at 32 on the ACT and apply to Illinois to 67 percent (currently 64%).
   d. Increase the number of underrepresented students who enroll at Illinois.
   e. Increase the number of domestic nonresident students who enroll at Illinois.

3. Increase the transfer applications to exceed 4,500.
   a. Increase the number of underrepresented transfer student applicants.
   b. Increase the number of applications from Illinois community colleges.
   c. Develop a pilot pathway program with Danville Area Community College.

4. Continue to improve our freshman review process to ensure consistent decisions. More effectively manage the redirect process and manage the day-to-day numbers of applicants at multiple stages.
   a. Establish continual training sessions throughout the review cycle.
   b. Introduce a pilot alternate choice process with nonresident Business & Engineering applicants.

5. Implement an Enrollment Fee at the point of acceptance to better project enrollment.

II. **Enhance State, Regional, and National Recruitment Efforts to Increase Interest from Prospective Students, Parents, and Other Key Influencers**

1. Expand outreach and build a stronger relationship with Chicago Public School administrators and counselors through programming and communications facilitated through our Chicago Satellite Office.
   a. Implement a program for CPS counselors and provide information regarding the opportunities and services at Illinois that result in successful college experiences for their students.
   b. Continue campus visit programs for select CPS high schools to increase and strengthen the pipeline of diverse students considering Illinois.
   c. Partner with CPS administrators and other campus departments such as I-Stem to increase the number of students who apply and attend Illinois.

2. Increase our national presence and develop new recruitment initiatives across the United States.
   a. Expand presence in the Northeast and Southern California as these markets continue to show significant opportunities for growth.
   b. Develop a strategy in new markets including the southeast and areas of potential growth for our underrepresented populations.
   c. Utilize technology such as Cappex and CollegeWeekLive to initiative new contacts and build relationships with prospective students.

3. Hire a Director of Outreach and Recruitment.
   a. Director will interpret survey results to make modifications to recruitment initiatives as well as create new events and visits based on data collection and benchmarking.
   b. Analyze Talisma data to develop varying strategies to improve upon impact of communications.
   c. Develop a comprehensive training program for new staff as well as a continuous training program for counseling staff.

4. Continue to diversify and maintain the first-year international applicant pool in both countries of origin and across a variety of majors and programs.
   a. Expand spring visits to countries in which we wish to build a stronger pipeline by reaching students earlier in the college search timeline.

5. Improve the campus visit experience by providing additional opportunities to meet with college faculty, specifically for admitted students.

6. Track effectiveness and evaluate all efforts on an annual basis.

III.   Build Partnerships on Campus

1. Proactively communicate goals and strategies to the broader campus community in order to gain support for and to improve campus-wide recruitment and coordination efforts.
   a. Continue the Recruitment Committee to expand conversations to be more data driven and to discuss both short-term and long-term strategies.
   b. Host on-campus programs each year that are open to staff and faculty to educate the campus community on the various aspects of admissions and how they relate to the overall retention of students.

2. Work with the colleges and other units to provide consistent information and registration opportunities for new students and their families.
   a. Increase and enhance opportunities for students from Chicago Public Schools to complete the registration process.
   b. Stream line communications sent from various departments to provide a more consistent message.
   c. Improve upon online advising to make the process more user-friendly and efficient for students and colleges.

IV.   Continue to Increase Efficiency and Outreach Efforts by Using the Latest Technology and Building Related Business Processes

1. Upgrade the Event Management system to allow for an improved process in scheduling recruitment events.

2. Develop a dynamic admitted checklist, which would allow students to virtually check off the appropriate steps needed to ensure enrollment.

3. Explore several options for moving to a new online freshman application with a projected deployment for the 2014 application cycle.

4. Create a community college advisor website in which community college staff could check on the status of their students' applications, similar to the high school counselor website.

V.   Develop a Scholarship and Recruitment Strategy to Better Yield High Ability and Underrepresented Students

1. Develop a strategy to best leverage aid to meet campus goals.
   a. Explore hiring a consultant to do detailed analysis of current merit aid usage and recommendations for improved strategies.
   b. Use data from newly developed merit awards to determine changes and additions to awarding criteria.

2. Create a scholarship web site.
   a. Research effective ways to communicate scholarship information through benchmarking and focus groups.

3. Implement new recruitment strategies for both prospective and admitted students.
    a. Develop a campaign for Ron Brown Scholars.
    b. Create an application generating mailing for PAP Honors students.
    c. Implement a yield event for PAP honors students in the spring.
    d. Compile a faculty contact list for Scholar Visits.
    e. Expand marketing of the UAS Scholarship to primary markets through an expanded SAT/Act Search.

Updated August 15, 2012

SENATE COMMITTEE ON ADMISSIONS
Michael Biehl, Chair
Marni Boppart
Dion Broughton
Heather Cupps-Miller
Susan Curtis
Mark Dressman
Lauren Eiten
Fernando Elichirigoity
Matthew Gold
Jack Juvik
Robert Muncaster
Arne Pearlstein
Tammie Rubin
Nina Tarr
Jeremy Tyson
Kimberly A. Brown, *ex officio*
Elizabeth Kibler, *ex officio*
Stacey Kostell, *ex officio (designee)*
Gayle Layman, o*bserver*
Marilyn Murphy Marshall, o*bserver*

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Urbana Senate Observer
(Final; Information)

SC.13.07   Report on the September 14, 2012 meeting of the Board of Trustees held at the University of Illinois at Urbana-Champaign campus.

The open meeting of the Board of Trustees of the University of Illinois was called to order by Chair Kennedy at 9:45 AM. The Board had previously met in executive session beginning at 8 AM. Chair Kennedy introduced Professor Barrington Coleman of the School of Music (Urbana) who sang the State song, ILLINOIS.

President Robert Easter welcomed the Board and guests to the meeting and introduced faculty and academic professional representatives. President Easter reported that the University has 73,495 students and gave specific statistics about enrollments at the three campuses including an intentional decrease in the Urbana campus freshman class enrollment which had overshot its enrollment last year. He spoke about the diversity of our faculty and student population, our rankings and university giving. President Easter noted specifically an increase in our Latina/Latino as well as multi-racial student population. UIS has had a significant increase in its African American student population while Urbana and Chicago have had a small decrease in the number of African American undergraduate students this year. However, we are seeing an increase in the number of graduate and professional African American students. This is critical for the future faculty pipeline. Dr. Easter said that the university has ranked generally favorable in the rankings and deferred to the Chancellors to offer more specific information about their campuses. He stated that we are interested in other measures of excellence such as the number of Nobel Laureates as well as the impact our graduates make in their fields.

University Vice President/Urbana Chancellor Phyllis Wise welcomed the Board to her campus and showed an entertaining video welcoming new students, faculty and staff to the university noting that everyone was new at some point. She reported that the US News and World Report rankings were released recently and expressed satisfaction that we ranked high - - 13th best public universities. She reiterated that while rankings may be important to parents and students, we have different metrics for measuring excellence.

Chancellor Wise reported that the Urbana campus received 31,454 applications and has an incoming freshman class of 6,932. The Urbana student body includes 76% in state students, 13% international students, 11% out of state students. First generation students comprise 20% of Urbana's student population. She reported that the campus has raised the admission bar and that ACT and SAT scores of the incoming class are higher with a higher percentage of our incoming class coming from the top of their class. Chancellor Wise observed that students' unmet financial need is higher than before. The

Urbana campus is providing $360 million in undergraduate student financial aid. But, she noted that we may still be unable to close the financial gap for our students.

Chancellor Wise shared four goals for the Urbana campus this year: keep the campus even more agile and nimble; empower our faculty by providing them with the creative environment and the infrastructure to excel and realize their potentials; recruit, retain and graduate a more diverse student body including a larger number of students of color as well as different ethnic, cultural and geographic background and even age diversity; enhance opportunities and increase our research portfolio. She noted that in this battle, there is no finish line and we need to continue to work hard. Chancellor Wise stated that she loves being with people who are smarter than her and that it is not hard to do that on her campus. Chancellor Wise added that just a few days ago Urbana campus recognized seven University Scholars.

Trustee Edward McMillan reported on the September 4, 2012 meeting of the Audit, Budget, Finance and Facilities Committee. Trustee McMillan added that Vice Presidents Knorr presented the FY13 Operating Budget to the Committee; Vice President Pierre presented the FY14 Operating and Capital budget request and University Auditor Julie Zemaitis presented the FY12 University Internal Audit Report. In addition, Mike Bass presented capital items and purchasing recommendations to the Committee. Trustee McMillan reminded the Board that there are nine items from the committee on the Board agenda for their consideration.

Trustee McMillan then introduced Dr. David Merriman, Associate Director of the Institute of Government and Public Affairs (IGPA) who offered the Board a quarterly update as well as state economic report called: Update on Illinois and Fiscal Challenges and Responses. Professor Merriman's presentation addressed three main areas: IGPA's Recent Activities; State's Economic Overview and Fiscal Overview.

Vice President/Chief Financial Officer and Comptroller Walter Knorr gave a Budget Summary for Operations FY13 presentation and noted that as of now the State owes us $325 million including $187 million from FY12 and $138 million from FY13. VP Knorr stated that based on inflation adjusted dollars, in 1990 our state appropriation was about $16,200 per student with about 60,000 students.   In contrast, in FY13 we are at about $8,300 per student of state appropriation with about 75,000 students. Considering the cuts by the state in the University's General Funds appropriation budget, we are now below 1997 level in nominal dollars, and if adjusted for inflation, we are below 1966 level. At the same time, our FY13 Operating Budget reflects a $155.6 million (3.7%) increase, exclusive of Payments-on-Behalf. The increase in Payments-on-Behalf was $227.6 million (28.7%). Vice President Knorr stated that tuition and institutional funds were the main drivers of unrestricted revenue growth.

Trustee Pamela Strobel reported on the August 28, 2012 meeting of the Governance, Personnel, and Ethics Committee. At that meeting, the Committee approved and forwarded a number of items to the Board that are on today's agenda for consideration. Trustee Strobel indicated that feedback on the July retreat had been very positive. She also referred to the Board's upcoming self-assessment and encouraged her colleagues to participate with the goal of the Board acting on the recommendations at

its May 2013 meeting. Trustee Strobel also noted that her committee will be undertaking review of the University's governing documents and said that pertinent constituencies will be involved in the discussions. Any changes to these documents will go through the University Senates Conference, the President, the Board's Governance, Personnel, and Ethics Committee and the full Board. The next meeting of the Committee is scheduled for October 25th.

Trustee Timothy Koritz reported on the University Healthcare Systems Committee. He mentioned that his committee had met the day before the Board meeting and discussed the Supreme Court's decision on the Affordable Care Act and its implications on the University. The concern is that if the Act is goes forward, the number of Medicaid enrollees may increase by about 800,000. He added that the understanding is that the federal government pays for these enrollees from 2014 after which the payments become the obligation of the states. Given the state's current fiscal situation, it is likely that the Act will negatively affect Medicaid payments and thus adversely affect the University. Trustee Koritz also spoke about the university's Illinois Provider Access Line (IPAL), a free phone service available to any physician in the state of Illinois to call in for free expert advice on complicated patient issues. He said this is analogous to the university's agricultural extension program. Finally, trustee Koritz stated that the combination of the Chicago and Urbana campuses have the second highest number of MD/Ph.D. students in the nation after University of Washington in St. Louis.

Trustee Karen Hasara reported that the Academic and Student Affairs Committee had met the previous day and has forwarded two items to the Board for consideration: recommendations for new appointments of faculty, administrative and professional staff and intercollegiate athletic staff; recommendation by Vice President Lawrence Schook to appoint 11 members to the reconstituted Board of Managers of the Illinois Ventures. Both items enjoy the support of the Committee. The Committee received two presentations. First presentation was by Vice President for Academic Affairs Christophe Pierre on faculty renewal process which addressed reductions in the size of the faculty due to a recent wave of retirements as well as increase in student enrollments which is an unsustainable situation. Vice President Pierre recommended to the Committee that we begin to re-build faculty now. Urbana Vice Chancellor for Student Affairs Renée Romano presented to the Committee on programs to enhance student diversity and ways to recruit, retain and graduate more under-represented students. The next meeting of the Committee is on November 7 at the Springfield campus. During Q/A session, trustee Ricardo Estrada referred to Vice President Pierre's presentation to the Committee noting that relative to 10 years ago, we have 13% fewer tenure stream faculty, 13% more students while bringing in 27% more research dollars. He noted that the faculty are very productive and a valuable assets to this university.

The Board conducted a voice vote and a roll call vote of items listed on the Board's agenda.

Chancellor Wise gave a Dashboard Indicators presentation to the Board with extensive statistics about student access, enrollment and outcomes; degrees granted; tuition and financial aid; faculty and scholarship; research performance; financial indicators as well as advancement peer groups.

After lunch break and an executive session, the Board meeting began with a performance by the Varsity Men's Glee Club. Following this performance, Urbana College of Business dean, Larry DeBrock gave a

presentation to the Board on the history and the current status of the College of Business including faculty and student accomplishments, alumni and corporate partners.

Vice President Walter Knorr gave a presentation on the University's financial indicators including a financial summary of appropriations and benefits; appropriations and tuition; state appropriation revenue; income (tuition) revenue as well as comparison of some of these figures to our Big Ten peers.

Senior Advisor to the President, Avijit Ghosh, offered an update to the Board on the Administrative Review and Restructuring (ARR) initiative. He spoke about the guiding principles; broad-based emphasis on efficiency; significant savings and strategic procurement services. Dr. Ghosh specifically spoke about the Unified Communication System; shared services centers for improved and economical services. He reported an annual savings of over $50 million through ARR.

Professor Nick Burbules, University Senates Conference (USC) Chair, addressed the Board and stated that despite rough times last year, shared governance at Illinois is very strong. He credited the Board for its openness and commitment to shared governance for a healthier environment and better communications between the Board and the faculty. He reported that USC has approved changes in its bylaws that would allow the group to conduct its business more effectively on issue that are before the Conference this year as well a in the future. USC has formed four subcommittees similar to those of the Board. In the future, chairs of the USC subcommittees will attend the open meetings of the Board committees. Professor Burbules expressed hope that at some point, USC will have membership on the Board committees and not just liaisons. He then referred to the university leaders' retreat in July as a milestone at which the question of "one university" was discussed. He was pleased with the common understanding that we have three strong campuses with significant potentials for collaboration amongst them.

Professor Matthew Wheeler, Chair of the Urbana Senate Executive Committee offered his senate's annual report. He noted that the Urbana Academic Senate debates and offers advice on a multitude of issues only one of which is curriculum proposals. He shared with the Board sample activities of the Urbana Academic Senate over the last year.

Professor Harriet Murav spoke during the Public Comments portion of the Board meeting and urged positive and constructive atmosphere among faculty as well as non-academic staff.

It was announced that the Board's upcoming meeting schedule includes November 8, 2012 at UIS; January 23-24, 2013 at UIC and March 7, 2013 at UIUC. The meeting of the Board was adjourned at 2:40 PM.

Respectfully Submitted,

Abbas Aminmansour

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
(Final; Information)

HE.13.01   Report on the September 21, 2012 meeting of the FAC to the IBHE.

The Faculty Advisory Committee to the Illinois Board of Higher Education met at 8:30 a.m. at Moraine Valley Community College. The group was welcomed by Dr. Pamela Haney, newly named VPAA, replacing Dr. Sylvia Jenkins, now President of MVCC. The College, celebrating its 45th anniversary, has new centers in Tinley Park and Blue Island and is expanding with new buildings and remodeling on its home campus. It has seen a growth in graduation rates after instituting an "Agree to Degree" program in which students pledge to complete their degrees.

IBHE liaison Ocheng reported three new appointments in Academic Affairs at IBHE; the search for the Deputy Director continues. IBHE has seen numerous staff turnovers. Ocheng distributed an article about a three year bachelor's degree for future discussion. Several concerns were immediately raised including course availability, year-round financial aid, impact on small colleges, effect on community colleges, student interest, etc. It is already possible to complete some programs in three years utilizing summer school, advanced placement credits, etc.

Abbas Aminmansour joined the group electronically to discuss a proposal to establish an IBHE Faculty Fellows Program in which individuals could work with Executive Director George Reid or in various IBHE areas. This could link to faculty sabbaticals, released time from an institution or even emeritus professors learning about the IBHE, its state government linkages, and providing expertise on issues or for projects. Abbas and IBHE Director Reid will continue to work on proposal specifics.

Senator Ed Maloney, Chair of the Senate Higher Ed Committee, Rep. Robert Pritchard and IBHE Executive Director Reid joined the group for an extended discussion. Maloney said legislators understood the value of higher education but face urgent budget needs in multiple areas. He urged aggressive efforts to communicate our needs. Lobbying is best done when legislators are in their home districts. To be effective individuals need to establish ongoing relationships with legislators, which may involve working in election campaigns.

Many issues were raised. One legislative stress was the necessity of shared sacrifice and finding ways to do more and be more efficient. There is no doubt higher ed is underfunded. We need to tell our story and students can be very effective in this. Given a major change in membership on the Senate higher education committee, there will be a great need to educate new members and to develop linkages. The importance of working together K-20 and even pre-K was noted: "We need to instill a love of learning and the joy of discovery at all levels of education."

At the close of the morning session, Senator Maloney was honored with a citation and plaque for his many contributions to higher education in his legislative roles.

After lunch the group toured the new Cyber Security Facility. A federal grant has enabled the MVCC to develop a training program in cyber security with an emphasis on protection of data stored in new forms.

Steve Rock, WIU, a member of the ISAC-MAP Task Force summarized its work to date. They have largely looked at data and program history. It is badly underfunded currently: roughly half of those who qualify are unable to receive funding. One goal is to make the program more efficient and "weed out" those who do not complete a degree. Submission date for the report is January, 2013.

The group then divided into caucuses. One typical focus was planning the year's work. All caucuses are concerned about the future of MAP and other financial issues affecting institutions. Pensions are a concern of the public institutions. A focus of one caucus was the nature and role of "certificates," because certificates are key to meeting the goal of 60% of Illinois adults having a college degree or certificate by 2025. Issues discussed by caucuses ranged widely from the need for child care facilities for night students to issues related to a three year degree, articulation agreements, and remediation.

After a brief business meeting to hear reports from the caucuses and to approve the minutes of the June meeting, the FAC adjourned at 3:15 p.m.

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Ken Andersen
UIUC Alternate to the FAC

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UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
(Final; Information)

UC.13.01   Report on the September 18, 2012 meeting of the University Senates Conference held at the University of Illinois Chicago campus.

        The Conference membership list for 2012-13 can be found here:
http://www.usc.uillinois.edu/membership.cfm
        The agenda for this meeting can be found here:
http://www.usc.uillinois.edu/Documents/AGN-0918-12.pdf

The Conference was joined by President Robert Easter, Vice-President of Academic Affairs Christophe Pierre, and Chairman of the Board of Trustees Christopher Kennedy. Dr. Donald Langenberg, Chancellor Emeritus of University of Illinois-Chicago, joined the Conference for lunch.

The meeting was convened at 10:00 AM.

I. REMARKS FROM THE PRESIDENT, and MEETING WITH PRESIDENT EASTER AND VICE-PRESIDENT PIERRE

The Conference discussed three major topics with the President and with Vice-President Pierre: 1) reviews of academic programs; 2) budgetary matters; and 3) the establishment of advisory committees for each of the Vice-Presidents.

        1) Reviews of academic programs:

President Easter indicated that the Board is interested in how the campuses carry out reviews of academic programs. Vice-President Pierre is working on the development of a set of guidelines for assessments and reviews of academic programs, to be done by the academic units themselves. In terms of methodology, the review will draw as much as possible on data that are already available, such as that found in the Division of Management Information (http://www.dmi.illinois.edu/).

Vice-President Pierre requested the Conference members' thoughts about potential "indicators" of program success, and a substantial and thoughtful discussion followed. Conference members agreed that a) program reviews should take into consideration not only objective data, such as average time to degree or numbers of students enrolled in programs, but also information that would help to sketch a profile of the unit's general climate; b) reviews should be carried out as "close to the ground" as possible and assessed by the colleges rather than by more distant administrative units; c) the structure of the general review must reflect the wide variation from unit to unit in terms of a unit's contributions to the University and how success is gauged within a specific discipline or profession.

        2) Budgetary issues:

President Easter and Vice President Pierre commented that the University must prepare for the drop-off in federal funding that could take effect in January 2013, if the proposed across-the-board cuts known as "sequestration" are enacted. [See the Budget Control Act of 2011, available here: http://rules.house.gov/Media/file/PDF_112_1/Floor_Text/DEBT_016_xml.pdf.]
 They are particularly interested in examining the budgets of University-level administrative offices this year, with an eye to whether the most efficient use is being made of funds allocated to UA. Dr. William Adams, former Chief Financial Officer of UI-Urbana, will aid in this examination for a period of some months.

<u>3) Establishing advisory committees for each of the Vice-Presidents:</u>

Dr. Larry Schook, Vice-President of Research, has convened his faculty advisory committee; and Vice-President Pierre is in the process of forming one for his office as well. Conference members expressed a consensus that it would be desirable to form a similar faculty committee to advise Dr. Skip García, Vice-President of Health Affairs, and discussed the potential advantages and challenges of doing so for Vice-President and Chief Financial Officer Walter Knorr. The Conference agreed that the membership of these committees may feature some overlap with the membership of USC, but should not be drawn exclusively or even largely from the Conference.

II. LUNCH GUEST, DR. DONALD LANGENBERG, CHANCELLOR EMERITUS OF UI-CHICAGO:

Joined also by Drs. Easter and Pierre, the Conference members enjoyed a conversation with Dr. Langenberg on the occasion of the thirtieth anniversary of the establishment of the Chicago campus. Dr. Langenberg, who was the first chancellor of UIC, reflected on the many changes that have occurred in the University and in public higher education nationally since 1982. He also shared his thoughts about online education and other important forces that are likely to shape the functions, processes, and demographics of public universities in this nation over the next three decades.

III. CONVERSATION WITH MR. CHRISTOPHER KENNEDY, CHAIRMAN, UNIVERSITY OF ILLINOIS BOARD OF TRUSTEES

Chairman Kennedy offered to join the Conference when he learned, the day before, that we were meeting in Chicago, and we were happy to have him with us for a half-hour or so after lunch. Among other topics, we discussed the Board's interest in continuing to monitor the efficiency of the University's operations in all respects, along the lines of the evaluations carried out by our campus under the Stewarding Excellence at Illinois initiative. Chairman Kennedy expressed concern about the gradual decrease in the percentage of tenure-track faculty members at our campuses, in particular as it affects faculty/student ratios. He also emphasized the need for an assertive recruitment program in order to attract the best students to our campuses.

IV. BUSINESS MEETING HIGHLIGHTS

1. The Conference approved a Resolution of congratulations to the UIC campus on its thirtieth anniversary, and asked Prof. Donald Chambers, UIC, to read it on our behalf tat a formal event in honor of the occasion that evening.

2. The USC Executive Committee was charged with specifying topics to be discussed during the annual USC Retreat, to be held in Urbana and at Allerton on Oct. 15-16. It was suggested that these

topics might draw on comments made at today's meeting by President Easter, Vice-President Pierre, and Chairman Kennedy, referenced above; as well as issues discussed by the Board of Trustees at its July 18 Retreat. (Materials on the July BOT Retreat are available at http://www.uillinois.edu/trustees/board-retreat-20120718/.)

3. Appointments of USC members to the four new USC committees were approved. (The Conference had voted at the August meeting to establish four committees whose charges would parallel those of the four committees of the Board of Trustees; see the agenda packet for the Sept. 10, 2012 meeting for a report on that meeting.)
The committee membership is as follows:
Academic Affairs and Research Committee: Profs. Carol Leff and Matthew Wheeler, Urbana; Prof. Lynn Fisher, UIS; Profs. Donald Chambers and Shahrbanoo Fadavi, UIC
Finance, Budget, and Benefits Committee: Profs. Mary Mallory, Roy Campbell, and George Francis, Urbana; Prof. Peter Boltuc, UIS; Profs. Benet Deberry Spence (replacing Prof. Philip Patston on USC) and Danilo Errico, UIC
Hospital and Health Affairs Committee: Profs. Leslie Strubel and Kim Graber, Urbana; Prof. Jorge Villegas, UIS; Profs. Donald Chambers and Geula Gibori, UIC
Statutes, Governance, and Ethics Committee: Profs. Ken Anderson and Joyce Tolliver, Urbana; Profs. Timothy Shanahan and Kouros Mohammadian, UIC; Prof. Lynn Fisher, UIS

Conference members agreed that each committee member would email USC Secretary Connie Sailor with nominations for chair of the committee (s) on which they serve. The Secretary would then organize any resulting elections.

4. Conference members discussed the format of this year's regular USC address to the Board, which is included on the agenda of every Board meeting. The consensus was that several members would participate in representing the USC. A small committee (Prof. Leslie Strubel, Urbana; Prof. Don Chambers, UIC, and Prof. Lynn Fisher, UIS) was selected to suggest topics for these presentations.

The meeting was adjourned at approximately 3:15 pm.

Respectfully submitted by Joyce Tolliver, USC Liaison

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN
FACULTY ADVISORY COMMITTEE
Annual Report to the Faculty
2011-2012

The Faculty Advisory Committee (FAC) is established by the *University Statutes,* Article II, Section 4. At the Urbana-Champaign campus, the FAC is comprised of nine tenured faculty; each year three are elected directly by the faculty and serve three-year terms. The FAC offers added recourse for the consideration of grievances, and furnishes a channel for direct and concerted communication between the faculty and the administrative officers of the University. Any faculty member, current or retired, may voice a suggestion for the good of the University or request consultation with the FAC through any of its members. The FAC prefers to investigate a suggestion or grievance only after other University avenues of appeal (typically at the unit and college level) have been exhausted. All contacts with the FAC remain entirely confidential.

The FAC meets twice each month, year-round, to consider issues brought to its attention by faculty and administrators. Committee meetings follow the requirements of the Illinois Open Meetings Act, with all personnel matters discussed confidentially in closed session. The FAC also meets periodically with the Provost to discuss specific cases and broader faculty issues. The Committee reports annually to the Chancellor, the President, the Senate, and the faculty.

The members of the FAC are charged first and foremost with the best interests of the University. The Committee advocates for fairness and equity in the application of campus policy and procedures as they apply to faculty. We encourage faculty to considering nominating themselves or a colleague to serve on the FAC: any tenured member of the faculty is eligible to serve on the Committee, except those who hold an administrative appointment. Elections are held in April; details are on the FAC site at www.fac.illinois.edu.

The 2011-2012 academic year began with changes in staffing and support for the FAC. We are now supported by Christine Pierson from the Office of Academic Human Resources, Suite 420, Illini Union Bookstore Building, MC-310. The annual election for membership on the FAC, held annually in April, is still administered by the Clerk of the Campus Senate.

In September 2011 Andreas Polycarpou was elected chair of the FAC; he resigned as chair in January 2012 and Craig Koslofsky was elected chair. Koslofsky was re-elected as FAC chair in August 2012 for 2012-13. In August 2012 continuing FAC members Mary Arends-Kuenning

(ACES), Sandra Kopels (Social Work), Craig Koslofsky (LAS), Mary Laskowski (University Library), Andreas Polycarpou (Engineering), Gabriel Solis (Fine and Applied Arts), and Billie Theide (Fine and Applied Arts), welcomed newly-elected Sally Jackson (LAS) to the committee.

The FAC met with fifteen faculty members over the course of the 2011-12 academic year; in most cases we met with individual faculty members more than once to discuss their concerns and grievances, and help them find the appropriate channels for their issues. In one instance the FAC opened an investigation and spoke with the relevant faculty and administrative officers; we are now preparing a report and recommendations for the Provost on the issues raised.

The Committee works for faculty across campus. In November 2011 the Committee was briefed by University Counsel regarding the Illinois Open Meetings Act and campus compliance with Freedom of Information Act requests. We also initiated an ongoing discussion with Vice Provost Barbara Wilson concerning adjunct faculty and their access to grievance committees. Billie Theide, current member and former chair of the FAC, spoke at the annual campus workshop on promotion and tenure sponsored by the AAUP, and FAC chair Craig Koslofsky described the role and activities of the FAC to the Council of Deans at their February 2012 meeting.

Further information on the Faculty Advisory Committee, including our Articles of Procedure and contact information, can be found at www.fac.illinois.edu.

Respectfully submitted,

Craig Koslofsky
chair, Faculty Advisory Committee