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

I. Call to Order –Provost Ilesanmi Adesida

II. Approval of Minutes – November 5, 2012

III. Senate Executive Committee Report – Chair Matthew Wheeler

IV. Chancellor's Remarks –Provost Ilesanmi Adesida

V. Questions/Discussion

VI. Consent Agenda

These items will only be distributed via www.senate.illinois.edu/121203a.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.13.10	Proposal to Establish the Jewish Studies Concentration within the BALAS in Interdisciplinary Studies	Educational Policy *(G. Miller, Chair)*
EP.13.15	Proposal from the College of Fine and Applied Arts to Rename the BMUS in Music History as the BMUS in Musicology	Educational Policy *(G. Miller, Chair)*

VII. Proposals (enclosed)

CC.13.06	Nomination to the State Universities Retirement System Members Advisory Committee (SURSMAC)	Committee on Committees *(P. Kalita, Chair)*	1
CC.13.07	Nominations for Membership on Standing Committees of the Senate	Committee on Committees *(P. Kalita, Chair)*	3
SC.13.09	Nomination for Membership on Committee on Committees	Senate Executive Committee (M. Wheeler, Chair)	5
GP.13.02	Proposal to Permanently Establish the Grainger Center for Electric Machinery and Electromechanics	General University Policy *(N. Burbules, Chair)*	7
GP.13.04	Proposal to Establish the Center for a Sustainable Environment in the Office of the Chancellor	General University Policy *(N. Burbules, Chair)*	17
SP.13.04	Proposed Amendments to the *Statutes* Regarding the Title of the Chancellor	University Statutes and Senate Procedures *(W. Maher, Chair)*	25

CO.13.01	Resolution on Internal Policy Changes to Expedite Renovations	Campus Operations *(B. McCall, Chair)*	41
CO.13.02	Resolution on Legislative Relief to Expedite Renovations	Campus Operations *(B. McCall, Chair)*	43
RS.13.02	Resolution Proposing the Creation of a Comprehensive Integrity Statement	K. Kassar, J. Maskeri, and C. H. Ash	47

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

IX. New Business

X. Adjournment

Minutes
Urbana-Champaign Senate Meeting
November 5, 2012

A regular meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:14 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

11/05/12-01 The minutes from October 8, 2012 were approved as amended.

Senate Executive Committee Report

Faculty Senator Matthew Wheeler (ACES) and Chair of the Senate Executive Committee (SEC) requested floor privileges for Associate Provost Katherine Galvin to speak to RS.13.01 and Associate Chancellor Menah Pratt-Clark to speak to EQ.13.01.

11/05/12-02 Floor privileges were granted as requested without objection.

Faculty senators Joyce Tolliver (LAS) and H. F. (Bill) Williamson (LAS) and student senator Jordan Morris (LAS) served as tellers for the meeting.

Wheeler noted that there are several important resolutions and two presentations on today's Senate agenda. The first presentation by Associate Chancellor and Vice Provost for Budgets and Resource Planning Michael Andrechak was an update on the University and campus budgets. The second presentation by Laurence Schook was about the UI Labs project. Wheeler also noted that there will be an important item introduced under new business.

Chancellor's Remarks

Chancellor Wise informed the Senate that a summit had been held on online learning in the past week. One of the key speakers was Daphne Koller, one of the founders of Coursera. Wise was asked to serve on the University Advisory Board for Coursera. Members of that board include the four original universities and five other universities including Illinois.

Visioning Future Excellence is moving forward. In November small group discussions, roughly 30 people each, will be held, brainstorming, and then suggestions for actions. This will be for the Cultural Understanding and Social Equality theme and also the Environment and Energy theme. The goal of the groups will be to propose actions that will take place after that. These groups will mainly be faculty, but also includes students, and academic professionals.

Wise intends to work hard on developing a diversity action plan that is ambitious, sustainable, and meaningful. It is not only an important issue for equity, but also an important issue for excellence. Wise will be using the DACT (Diversity Administrative Coordinating Team) committee that was started last year and will be adding a few people that will develop a way to not only recruit and maintain more faculty, students and staff of color, but actually broaden the definition of diversity. Also to make Illinois a welcoming and respectful place for all the people we would like to join the Illinois community.

Questions/Discussion

Faculty Senator Burbules (EDU) noted that all of the videos from the Summit on Online Education are posted on the Office of Continuing Education website including Daphne Koller's talk and all of the panel discussions. http://oce.illinois.edu/Programs/SummitonOnlineEducation2012

Proposals (enclosed)

11/05/12-03 CC.13.05* Nominations for Membership on Standing Committees of the Senate

On behalf of the Committee on Committees, Chair Prasanta Kalita, moved approval of the nominee on proposal CC.13.05. There were no floor nominations and nominations were declared closed.

11/05/12-04 By voice vote, the nominee on CC.13.05 was approved.

11/05/12-05 SC.13.08* SEC Statement on the Potential Loss of Exemption Authority

SEC Chair Wheeler referenced the SC.13.08 document in the meeting packet. Exemption authority allows Illinois to determine which positions are classified as AP (academic professional) and which are classified as civil service. SC.13.08 supports retaining the exemption authority.

11/05/12-06 On behalf of the SEC, Chair Wheeler moved approval of SC.13.08.

11/05/12-07 By voice vote, the motion to approve SC.13.08 passed.

11/05/12-08 EQ.13.01* Resolution on Diversity Values Statement

Equal Opportunity and Inclusion Committee Chair Harry Hilton referenced the EQ.13.01 document in the meeting packet, and called attention to the two resolutions at the end of the document in support of the Diversity Value's Statement and to monitor diversity implementations.

11/05/12-09 On behalf of the Equal Opportunity and Inclusion Committee, Chair Hilton moved approval of EQ.13.01.

11/05/12-10 By voice vote, the motion to approve EQ.13.01 passed.

11/05/12-11 RS.13.01* Resolution in Response to the Illinois Student Senate Resolution AA.2013.09, Protection Against Retaliation

Student Senator Monte Beaty (GRAD) presented his resolution that campus departments withhold retaliation against students choosing to peacefully participate in a potential work action and further urges both the GEO (Graduate Employee's Organization) and the University Administration to advance to a timely and fair resolution in regards to contract negotiations

This resolution does not choose sides; the language was amended after receiving recommendations from SEC members. This resolution is similar to a resolution passed by the Senate in 2009.

Faculty senator Barrett (LAS) expressed his strong support of this resolution. He felt the request was modest and does not ask for support of the GEO. Faculty senator Tolliver (LAS) thanked the authors for the even-handed language used in the resolution, and gave her support for the resolution. Student Senator and Student Body President Gebhardt (LAS) noted that the resolution was passed through the Illinois Student Senate (ISS) unanimously and strongly urged support of the resolution.

Associate Provost Galvin noted that everyone is working hard at the bargaining table to avoid a strike and in the best interests of the students, faculty, and campus as a whole. The resolution calls for ensuring the legal rights of our employees are protected and Galvin noted that the campus is very focused on ensuring those legal rights. If a strike does occur there are two main objectives to fulfill. The objectives are to ensure that disruptions for our undergraduate students are minimized as much as possible, and to inform colleges and departments in order to inform the faculty of the need to be cognizant of employee's legal rights. If a legal strike goes forward, the employees have a legal right to strike or not to strike, and the departments must honor that choice. No one should attempt to influence or intimidate employees either way. No monetary compensation can be distributed to employees that are not performing work. Chancellor Wise

reemphasized that those in the administration are working very hard to prevent a strike from occurring, and that the objectives Galvin outlined are hypothetical.

11/05/12-12 Student senator Monte Beaty (GRAD) moved approval of RS.13.01.

11/05/12-13 By voice vote, the motion to approve RS.13.01 passed.

Current Benefits Issues

Faculty and Academic Staff Benefits Chair John Kindt noted that elections will be held tomorrow. US Constitutional Amendment 49 is on the ballot, but not listed by this title. The text of the amendment is not listed on the ballot, only a summary is provided. The News Gazette has recently reported on both sides of the issue. Kindt reminded all present that University resources cannot be used in support of any political activities and any political activities must not interfere with employment obligations to the University.

Reports

11/05/12-14 HE.13.02* FAC/ IBHE Report – October 19, 2012
11/05/12-15 UC.13.03* USC Report – October 15-16, 2012
11/05/12-16 SUR.13.01* SURSMAC – October 8, 2012

Presentations:

University/Campus Budget Updates

Associate Chancellor and Vice Provost for Budgets and Resource Planning Michael Andrechak gave the following presentation. (PowerPoint slides can be found at: http://www.senate.illinois.edu/121105_budget.pdf)

Andrechak extended an offer to individuals or groups of faculty that are interested in further details to meet and spend time explaining budget materials.

Five years ago this campus was on a path to bankruptcy. More money was spent than what was taken in, costs were escalating, and our accrediting agency, The Higher Learning Commission, cited the campus's deteriorating finances in a letter to the University President.

It is critical that all have an understanding of what the financial health of our campus. It shows the capacity to move through difficult times. Critical questions are how the status of financial health is measured, what the current status is, what the appropriate balances are, and how the balances are being used.

Unrestricted funds are the funds used for day-to-day operations. These funds include state funds, tuition, and ICR. How are these funds measured and how much should we have?

The university's annual financial statement was reported and received some controversy over the growth from $65 million to $687 million. The statement is a four campus statement; the three campuses and the University Administration. The Urbana campus share of the $687 million is $137 million. Much of the difference between the numbers is growth of the financial health of the medical center at the Chicago campus. Not all of these funds are unrestricted in the sense that they are available for general use on the campus.

Self-supporting funds are part of the auxiliary system; housing, the Illini Union, veterinary clinic, and similar activities. Under state regulations those funds are not transferable outside of those entities. $80 million are qausi-endowments; self-insurance reserves that are held at the University Administration. Plant funds are funds set aside primarily for facility renovations. There are truly unrestricted funds (state, tuition, and ICR) reported at $149 million which is a significant underreporting of funds.

Urbana's $137 million is broken out in State/institutional funds negative $5.5 million, self-supporting (housing, Illini Union, veterinary clinic) $50 million, and $92 million in plant funds for facilities including housing and academic units. The negative $5.5 million is underreported. The value of vacation and sick leave that is earned in one fiscal year and paid in the next is all adjusted at negative $117 million. The carry-forward at the end of FY11 was $100 million.

If the financial report is not an accurate representation, what should be look at? To get a sense of where the University is and where the University has been we want to look at the truly unrestricted funds that are held in accounts throughout the campus. The sum of all of these accounts at the end of the year is called carry-forward. It is a measure of institutional flexibility. The state appropriations, tuition, and institutional funds is what really measures flexibility.

The reason restricted funds are not helpful in determining the flexibility of the campus is because they are guided by contractual rules. It is not legal or appropriate to move funds from areas such as housing, Illini Union, or veterinary hospital to unrelated, though very good purposes. It is important to keep these funds where they are to ensure these entities are truly self-supporting and can cover day-to-day operations and upkeep of these facilities. Even unrestricted funds that are mostly held at the college and department level have restrictions. Significant fund balances reflects a number of faculty lines to support new hires. A significant portion is also "owned" by individual faculty; startup packages, humanities and art research funds, faculty share of ICR. These funds are protected once they are distributed to faculty or a department.

Looking at where the campus was in the past few years, unrestricted funds were at $30 million at the end of FY04 and by FY08 the balances was at negative $60 million. The campus spent $90 million dollars more than revenues over this five year period. There was a total of a $215 million deficit over the three campuses. This campus was in serious financial trouble.

Spending was growing at a much higher rate than the CPI. The CPI does not fully acknowledge what it costs to run the University. Utility costs tripled, the national market for faculty salaries increased, financial aid went up, facilities costs increased as the state withdrew support of capital projects, this campus is expensive because of the focus on science and engineering, and the number of students grew, particularly more graduate students.

This campus began an effort without outside oversight to take a significant look at costs and steps to ensure financial stability and ways to bring in more revenue. These cost reduction efforts were aimed at protecting the institution, to protect quality and access for students, and protecting the community. Other institutions laid-off hundreds of employees. If our campus laid-off employees, it would negatively affect the community and the quality of life. Stewarding Excellence initiative, the voluntary separation, service center initiatives in colleges, and purchasing initiatives reduced costs substantially and helped to gain stability. Taking steps to ensure stability include a multi-year planning process, annual hiring plans, multi-year utility purchasing, and avoiding long-term commitments where possible.

The campus went from $30 million to negative $50 million, and right now at a $150 million balance. Deficits are down $230 million to $93 million. We are in a solid financial position. There are major facilities projects, over 300 faculty searches in three years, Strategic Excellence hiring program, small class initiative, and massive increase to financial aid.

A carry-forward balance of $30 million puts the campus at too much risk. A college and department goal of 15%-35% of their recurring budget should be the carry-forward target.

Major financial challenges that the campus faces include the State of Illinois cash flow issues, pension shortfalls, and state competitiveness, access and affordability is an issue, maintaining and improving facilities, and transforming undergraduate education.

There is a normal lag from the time a claim is sent to the state and the time the claim is paid. The state currently owes the university $370 million.

Illinois used to be the fourth richest state in GDP, but is now ranked near fourteenth. Illinois has fewer jobs and are paying less. The state is putting more money in higher education than it appears because the funds are being used to fund pensions. The SURS unfunded liability is still growing despite the state's efforts. Illinois is one of the highest cost public institutions in the nation, and costs are growing beyond the capacity to pay. A significant number of students have unmet financial need.

In the past, the university has relied on the state to fund facility upgrades. Student fees help maintain some deferred maintenance; the fee helps the campus not fall further behind. The campus does not have the money to support the type of renovations that are needed.

Deficits are being eliminating, improving unit financial positions, paying off long-term debt, trying to pay forward when possible, and investing in development activities. These will leave the university less vulnerable to future funding challenges.

Improving facilities is being addressed with the student deferred maintenance fee and the help from departments and colleges. Protecting the student experience is being accomplished by redirecting cost savings to financial aid and transforming undergraduate education.

All of our peer institutions are facing similar significant financial challenges. We have taken the first steps to move forward as a quality institution.

Faculty senator Mintel (MED) asked what fraction of the budget goes towards the Chicago medical center. Andrechak noted that the medical center budget is in the $40-$50 million range.

Faculty senator Barrett (LAS) inquired about the funds from the 2009 mandated furloughs. Andrechak indicated that decisions in 2009 were made based on the data that was presented during the financial crisis. Further funding decisions have been made to protect the campus from future furloughs.

UI Labs Project

Vice President for Research Laurence Schook gave the following presentation. (PowerPoint slides can be found at: http://www.senate.illinois.edu/121105_uilabs.pdf)

Schook gave thanks for the support in his new role as Vice President for Research and the opportunity to speak to the Senate. The presentation will focus on the convergence of taking control of our own future, and how this is accomplished in a state with declining economics. The goal was to create a vision for the future of the University of Illinois. The University struck out on three accords. First was to become a strong strategic advocate of the University of Illinois; our story was not being told nationally and now The Office of Government Relations is advocating for the University of Illinois nationally. Second is to as value creation; making sure all of efforts are appreciated. Finally, ensure that the legacy of innovation is continued.

The concept of UI Labs refers to the future of today. The future of the mid-west region has been under discussion. The new assets are human resources. The future depends on how the human resources are developed and how this new knowledge is created and applied through innovation and entrepreneurial zeal. The University's innovation, creativity, and outreach into the community aids in creating a sustainable economy.

One aspect of UI Labs is the conceptualizing period that includes thoughts on visualizing what UI Labs could be and realizing that vision. The University of Illinois has a responsibility to lead the discussion on new knowledge emerging from university research that is needed by society.

This last year has been an enormous discourse on the topic of conceptualizing. BOT Chairman Kennedy challenged the University to lead the dialogue and connecting the dots between industry, governments, and communities.

The Governor's Innovation Council was the idea to use innovation and talent from Illinois universities in the communities. There is a perception that there are few opportunities for students and therefore students are going to the east and west coasts. One of the ideas is to create a very strong future for our students and communities here in Illinois. The Council also called for a way to connect the dots between universities, businesses, private sector, government and local communities.

This tri-state region that houses some of the best universities in the world has really underperformed in terms of taking those ideas and talented students and creating a vibrant economy. There is a call for a stronger voice and stronger presence from the University of Illinois.

This is the 150 anniversary of the Morrill Act which calls upon the University of Illinois to look at labor and industry as the hallmark of our foundations. The question was how would the University of Illinois begin to connect those dots between universities, government, and the private sector to retain talent, support company formation, economic development, community sustainability through our innovation and creativity. To address the "how" we used the visualizing process and did not focus on "what" or "who" at this point. How could the University of Illinois begin to lead this dialogue?

Internal and external advisory groups were created. This dialogue began by asking how the University of Illinois would move forward in conceptualizing a new initiative in the twenty-first century. There was an opportunity to talk with the President and Chancellors. Chancellor Wise appointed a visioning team to address what our core competencies are and how to begin to lead the future.

When we looked at the feedback during the visioning process, took a look at internal visioning and external stakeholders. Internal and external feedback was in alignment with what the University of Illinois should be doing. Internally there is a need to have a vehicle for empowering people and ideas, a future of increased competitiveness and enhanced sustainability, a hub of innovation, a global destination so we can continue to bring the best students and faculty to the University of Illinois, and a partnership of defined missions. Externally there is a chance to create a diverse dynamic community, an intersection of great ideas, research hub, leaders of innovation, a magnet for the best talent, and leaders in technology.

The University of Illinois has core competencies and a competitive advantage in computers and computing sciences. The idea that the University of Illinois is trying to creating the MIT on the prairie is troubling. When we look at the MIT and the University of Illinois, the clear distinction is the human dimension.

Realizing gives us a model that permits us to support the mission. UI Labs would be a not-for-profit with an affiliation agreement with the University, and with University of Illinois representation. This would allow us to protect the academy while at the same time addressing the stakeholder needs of the citizens of the state of Illinois and communities. This model provides the attributes of empowerment, responsiveness, timeliness, agility, and flexibility.

Defining the "what" and the "who" is the next steps. Thoughts to date have been focusing on the "how", a vehicle that empowers us to be able to compete in a flexible, speedy responsive way. The opportunity to define the "what" and the "who" will be driven by faculty lead initiatives addressing grand challenges. The idea is to avoid a top down idea of what is going to be done and to provide a vehicle to secure that the best ideas from the faculty being realized.

The University was founded on the concept of providing the support and outreach to support the growth of our communities. What is conceptualized is a twenty-first century version of an experiment station which has the idea of empowering people to come together and share ideas. The original idea was to help our farmers become competitive in the world and to have sustainable communities. UI Labs is similar. It is where individuals can come together and make stronger communities. We have a responsibility as the University of Illinois to provide a leadership role, and provide opportunities in our communities so students are not leaving the area.

Faculty Senator McLaughlin (LAS) questioned the inclusion of arts and humanities in the visioning process and the future of the University of Illinois. Schook noted that right now "how" is being focused on and not "what". The ideas should come from faculty rather than having an idea dictated. We have to have an answer to the "how" first, the "what" will change over time. If the "how" is not correctly identified first, disappointment will follow. This is also a partnership with the University of Illinois, government, and businesses. Specific have not been identified or focused on yet. This is a way for the University to work together in building new relationships.

Faculty senator Thomas Anastasio (LAS) noted that it takes a significant amount of time and effort to start and maintain a new business. It appears faculty are either doing research or focusing on a start-up. Anastasio questioned if there is a middle ground that can be achieved. Schook responded that in his opinion taking a leave of absence to create a start-up is not a good model. There is the question of why Stanford or MIT is perceived as better than the University of Illinois. The perception comes from the energy from the communities surrounding the institutions. Schook's opinion is that the University has not been well served by the businesses in the state of Illinois. If businesses do not show appreciation of Illinois students, they are going to go elsewhere. The best and brightest students are leaving and there is a need to keep them closer to home. We are aware that there is a need to do things differently.

Faculty senator Tolliver (LAS) indicated that it was her understanding that this presentation is a report of the potential structure for a partnership with University of Illinois researchers and industry. That it is not a general vision for the future of the University of Illinois. Schook noted that this as a way to protect what exists and still move forward. Looking at the history of the University's research park and extension services, what is being debating is the definition of an industry. One hundred fifty years ago it was a homesteading farmer and now it is a corporation. There has to be respect for the difference, but the expectations of the University of Illinois to help those industries and sustainability of those communities is still the same.

Schook added that every spring The Office of Technology Management has a showcase program and this year it is focusing on intellectual property in the humanities and arts, and the role of the humanities and arts in a new economy.

New Business

11/05/12-17 Chair Wheeler made a motion to discuss the topic "Proposed Amendments to the University of Illinois *Statutes* and the *General Rules* Concerning University Organization and Procedure".

11/05/12-18 The motion was seconded and passed by voice vote.

Chair Wheeler asked University Senates Conference (USC) Chair Nicholas Burbules to introduce this proposed amendment. Burbules emphasized that this is an item of new business and only a discussion, no action will be taken. Burbules noted his desire to take action on this item at the December 3, 2012 Senate meeting. This proposal is from the Board of Trustees (BOT) in consultation with President Easter to modify the title of the Chancellor's title on all three of the campuses. The BOT and President felt this small change could be pulled out separately from the larger one-year review of the *Statues* and *General Rules* and acted on more expeditiously. When

President Hogan was implementing changes to the *Statues* and *General Rules* he recommended adding the title "Vice-President" to the Chancellor, emphasizing the role of Vice-President over Chancellor. At the time of the recommendation, this Senate rejected those changes. This language went forward without the support of this Senate. The specific purpose of this change is to reverse the order of the title "Vice-President/Chancellor" to "Chancellor/Vice-President". This emphasizes that the responsibility of the position is first as Chancellor of the campus and also has a responsibility to the University as part of the President's cabinet. This is the compromised position put forward and Burbules indicated his support of this change.

University Statutes and Senates Procedure (USSP) Chair William Maher noted his anticipation to address with this document at the next USSP meeting and put it in a format that can go forward at the next Senate meeting. Maher asked for clarification of the term "ministerial changes". Burbules responded that an example of a ministerial change might be changing a word from singular to plural, or the changing of pronouns. These are not intended to be substantiative changes, but only editorial. Wheeler noted that the document included in the Senate meeting packet is a summary. The USSP will format the document presented to the Senate in the usual format of using brackets and underlining.

H. George Freidman, a member of USSP, expressed concern at the haste that this is being put forward, but supported the proposed changes. This is a process that usually takes at least a year. It takes time to make changes properly. Rushing through the process causes errors and is not advisable. There was a rush to put through adding "Vice-President" to the Chancellor's title in the *Statutes* and *General Rules.* It now appears that more time should have been taken in making those changes. Friedman objects to hastily providing advice on the purposed changes. He also expressed concern that that a precedent might be set by moving too quickly with changes to the *Statutes* and *General Rules*, and also about the scope of ministerial changes and the separation of ministerial changes and substantiative changes. Friedman also suggested asking the BOT to report to the Senate any such ministerial changes.

Burbules noted that neither the BOT nor the President gave a time limit for addressing this change. This is a straight forward change of reversing the titles. Chair Wheeler reiterated that the President did not set a time limit. Chair Wheeler noted that the USSP will follow the process and will take the time needed to follow that process.

Faculty senator Kagan (LIBR) expressed his opinion that the original opposition to the changes should stand, and suggested removing "Vice-President" from the title. Faculty senator Weech (LISC) reiterated concern over ministerial changes and requested that more assurance be given from the BOT that any ministerial changes will come to the Senate, and not just to USC. Chair Wheeler noted that the USC and the three Senates are all involved in changes to the *Statutes* and *General Rules.* Faculty senator Roszkowski supported the original wording which would remove the title "Vice-President", and expressed his desire for more information about the need to include the Vice-President title.

Wheeler requested that faculty senators Joyce Tolliver (LAS), William Maher (LIBR), and Mary Mallory (LIBR) ensure the established process will be followed. All three faculty senators agreed to this request.

Adjournment
The meeting adjourned at 4:51 pm.

Jenny Roether, Senate Clerk

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

CC.13.06
December 3, 2012

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

Committee on Committees
(Final; Action)

CC.13.06 Nomination to the State Universities Retirement System Members Advisory Committee (SURSMAC)

Background
The University of Illinois at Urbana-Champaign campus has two faculty representatives on the State Universities Retirement System Members Advisory Committee (SURSMAC), elected by the Senate for three-year terms. These representatives also serve as *ex officio* members of the Senate Committee on Faculty and Academic Staff Benefits. The term of one of the representatives, Kenneth Andersen (LAS), will expire on December 31, 2012. The term of our other representative, H. F. (Bill) Williamson (LAS), will expire on December 31, 2013.

Nomination
The Committee on Committees nominates John W. Kindt to serve as a SURSMAC campus faculty representative for a three-year term ending on December 31, 2015.

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.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

Committee on Committees
(Final; Action)

CC.13.07 Nominations for Membership on Standing Committees of the Senate

University Student Life
To fill a student vacancy created by the resignation of Joseph Gross.

Colleen Couture	LAS	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.

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

SC.13.09 Nomination for Membership on Committee on Committees

BACKGROUND
Nominations for the Committee on Committees shall be made by the incumbent Senate Executive Committee. Nominations may also be made for faculty committee positions by faculty senators. Each nomination shall be accompanied by the consent of the nominee.

Faculty members of the Committee on Committees must be senators who are members of the faculty electorate at the time of election, with no two from the same college, school, institute, or similar unit.

The following are continuing faculty members of the committee and corresponding term expiry:

Prasanta Kalita	ACES	2013
Michael Biehl	VMED	2014
Harley Johnson	ENGR	2013
Joyce Tolliver	LAS	2014

NOMINATION
The following faculty member is nominated to fill one faculty vacancy created by the resignation of Cris Mayo (EDUC) with a term expiring in 2013. A bio-sketch of the nominee is included.

Marni Boppart AHS

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

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

Marni Boppart

Marni Boppart is an Assistant Professor in the Department of Kinesiology and Community Health, College of Applied Health Sciences (AHS) and is the head of the Molecular Muscle Physiology Laboratory, located at the Beckman Institute for Advanced Science and Technology. She received her Sc.D. in Applied Anatomy and Physiology from Boston University, completing the research requirement for her degree at the Joslin Diabetes Center, Harvard Medical School. Her affiliations include the Institute for Genomic Biology, the Center on Health, Aging, and Disability (CHAD), and the Center for Nutrition, Learning. Her current research focuses on understanding the cellular and molecular basis for skeletal muscle adaptation to exercise and the development of novel therapeutics that have the potential to prevent or treat skeletal muscle atrophy. She is currently a UIUC faculty senator and has served or is currently serving on several committees at the university, college, and department levels, including University Admissions Committee, University/AHS Education Policy Committees, Military Education Council, Alleged Capricious Grading Committee, and her department Executive Committee. She is regularly listed as a Faculty Ranked as Excellent at UIUC. She is interested and willing to serve on the UIUC Senate Committee on Committees, helping to organize members of the various committees that inform the Faculty Senate.

ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Proposal to the General University Policy Committee

TITLE OF PROPOSED CENTER OR INSTITUTE:

Grainger Center for Electric Machinery and Electromechanics – Request to permanently establish the Center in the Department of Electrical and Computer Engineering in the College of Engineering.

DESCRIPTION OF THE CHARTER:

- Detail the charter or mission of the proposed center/institute.
- Discuss the center/institute's alignment with the strategic direction of the campus/college/school/department.
- Describe the center/institute's Public Engagement activities as they relate to the charter or mission, if any.

The Grainger Center for Electric Machinery and Electromechanics (CEME) was formed in September 1999, in the Department of Electrical and Computer Engineering with funding from the Grainger Foundation, to establish a position of leadership at the University of Illinois among university programs in the field of electric machinery and electromechanics, to nurture a new generation of engineers for contributions to rotating electric machines and electromechanics, to advance the technologies of electric machines and electromechanical devices, to conduct research that promotes the understanding of rotating machinery and involves students in experiences that enhance their knowledge, and to establish a network of collaborating universities and industries in the field.

Over the past almost thirteen years, the CEME has taken on a fourfold mission: education, research, economic development, and public service. Our primary contribution is in the field of energy, including long-term fundamental advances in electric machinery, transportation and vehicles, energy resources, and energy efficiency and reliability. CEME-supported education and research forwards economic development in Illinois directly through its graduates employed across Illinois and indirectly through its published research. CEME instructional development occurs through classroom lectures; laboratory classes; laboratory research carried out by undergrads, graduate students, post-docs and visiting scholars; and student and faculty publications and presentations at conferences and University seminars. The CEME nurtures large student team projects including the Solar Decathlon, the Future Energy Challenge, and the Formula Hybrid Team. These mostly undergraduate team projects are supported by faculty across multiple University departments and supervised by CEME graduate students. The Solar

Decathlon houses are open to the public, first in Washington, D.C. and then in Illinois, to encourage energy-efficient design for residential applications.

JUSTIFICATION:

- How does the formation of this center/institute fulfill needs not already met by other entities on campus/college/school/department?
- How will the center/institute help position the campus/college/school/department in a current or emerging field of inquiry?

The CEME is unique on the University of Illinois at Urbana-Champaign campus because both the Center and the Center Director are endowed by the Grainger Foundation to advance research in the field of energy through long-term research in electric machinery, transportation and vehicles, energy resources, and energy efficiency and reliability.

Electric machines consume nearly two-thirds of all global electricity and are essential in growth industries such as transportation, small portable devices, and wind and wave generation. Key elements of the relevant industry are centered in Illinois, and the CEME is strategically located as the regional hub for research in electric machinery. High-tech motor work is located in the Chicago and Rockford areas. Major Illinois industries applying CEME research include Motorola, Caterpillar, John Deere, Electro-Motive Diesel, and MPC Products. CEME student researchers and graduates have also taken their expertise throughout the Midwest to St. Louis—Bitrode and Emerson Electric; Indiana—Rolls-Royce in Indianapolis, P.C. Krause Consulting in West Lafayette, and Delphi in Kokomo; Milwaukee—Eaton and Rockwell Automation; and Detroit—Ford and General Motors. CEME research is also being applied by the Military at state and regional levels. The US Army Corps of Engineers Construction Engineering Research Laboratory in Champaign funds CEME research and employs CEME graduates. Negotiations for collaboration are ongoing with other branches of the US military, including the Naval Sea Systems Command (NAVSEA) whose main facility is located in Crane, Indiana. NAVSEA specializes in total lifecycle support in special and strategic missions and electronic warfare/information operations; Rolls-Royse's military applications; and the Power Systems group at Boeing. On the longer term, the CEME is pursuing discussions about the Illinois high-speed rail system and the auto industry, including Mitsubishi in Bloomington.

Two CEME-related start-up companies: PowerWorld and SolarBridge, along with the following eleven companies, are Power Affiliates: Ameren, Bitrode Corporation; City Water, Light & Power, Springfield, IL, Continental Automotive, Electrical Manufacturing & Coil Winding Association, Inc., Exelon, Flanders Electric, G&W Electric, MidAmerican Energy Company, S&C Electric Company, Sargent & Lundy Engineers. And, along with John Deere and Delphi, the CEME also has on-going relationships with National Instruments, Texas Instruments, and Google. All the Power Affiliates contribute to research in the Power and Energy Group (see below).

The CEME will be contributing funds for advanced energy features of the new ECE building. This "beyond" LEED Platinum design is 230,000 gross square feet. It is projected to become the

largest zero net energy building in the US and a model for sustainable buildings at the University, State, and National levels.

PROPOSED STRUCTURE:

- Describe the direct reporting line(s) of the proposed center/institute. How will the center/institute be situated in the organization's hierarchy?
- Describe the proposed organizational structure and how the structure will permit the center/institute to meet its stated objectives.
- Describe the staffing needs of the center/institute and plans for the leadership of the center/institute.

The CEME is an autonomous entity within the Power and Energy Systems (PES) area of the Department of Electrical and Computer Engineering (ECE). PES comprises the CEME, the Power Systems Engineering Research Center (PSerc), and, to a significant degree, the Trustworthy Cyber Infrastructure for the Power Grid Effort (TCIPG), which is supported by a large grant from the US Departments of Energy and Homeland Security. ECE faculty in the Power and Energy Systems area provide guidance to both centers and TCIPG. Each center has its own director, and the director of PSerc is also a Co-PI of TCIPG. An Associate Director, a Coordinator, and a Staff Engineer report to the CEME Director. The Director holds the titles, "Grainger Endowed Director's Chair in Electric Machinery and Electromechanics," and "Professor and Director of the Grainger CEME." The CEME Director reports to the ECE Department Head, who reports to the Dean of the Engineering College.

ACADEMIC IMPLICATIONS:

- List affiliated faculty and staff.
- Will tenure-stream faculty hold appointments in the unit? If so, describe the structure of the appointments.
- Describe any plans for the center/institute to offer courses or academic programs.

Professor Philip Krein is the Director of the Center and Grainger Endowed Director's Chair Professor. His research interests include dynamic performance, control, and design of high-performance electric machines and large-signal analysis and control of power electronic systems.

Assistant Professor Alejandro Domínguez-García is the Associate Director of the Center and a Grainger Associate. His research interests lie at the interface of system reliability theory and control theory, with special emphasis on applications to power electronics, electric power systems, and safety-critical/fault-tolerant aircraft, aerospace and automotive systems.

Kevin Colravy is the CEME's research engineer. Kevin has worked at the University of Illinois as a research engineer in areas of electron microscopy, X-ray diffraction, and micro/nanofabrication. He now manages all the Grainger CEME labs and assists with student projects.

Professor Paul Kenis, Department Head of Chemical Engineering, collaborates with the CEME in the fabrication of fuel cells and microreactors for advanced energy applications.

Professor Kyekyoon (Kevin) Kim, Director of the Thin Film and Charged Particle Research Laboratory, collaborates with the CEME in the fabrication of gallium nitride–based power devices.

Professor Thomas Overbye is a Grainger Associate and works in the area of power system operations and simulation. He is interested in visualization tools for all aspects of electric power and is developing visualization tools that illustrate dynamic magnetic fields in motors.

Assistant Professor Robert Pilawa-Podgurski works in the area of power electronics and integrated circuits, with an emphasis on renewable energy, energy harvesting, and CMOS power management.

Professor Peter Sauer is a Grainger Professor of Electrical and Computer Engineering. His research interests include all aspects of electric machines and their interactions in power systems.

Joyce Mast, Program Administrative Assistant, is the Center Coordinator. She edits technical papers and coordinates and documents Center activities.

The CEME annually supports about 15 graduate students and 30 undergrads doing research in the Grainger Laboratory. In academic year 2011-12, more than 300 different students were enrolled in the following CEME-related courses: ECE 330 Power Circuits and Electromechanics, ECE 333 Green Electric Energy, ECE 431 Electric Machinery, ECE 464 Power Electronics, and ECE 469 Power Electronics Laboratory. In some years a post-doc and/or visiting scholars are CEME-supported. Graduate students in various groups and departments of the University, including Power and Energy, Electromagnetics, Microelectronics, Mechanical Science and Engineering, and Chemical and Biomolecular Engineering are supported. CEME funds have been part of start-up packages for three new faculty members (Professors Chapman, Domínguez-García, and Pilawa-Podgurski. Associate Professor Patrick Chapman, former Associate Director of the CEME, is now an Adjunct Professor at the University of Illinois and Co-Founder, Chief Technology Officer and Vice President of SolarBridge). Large student activities receiving CEME support include the CEME Collaborative Network, which supports two to three external research proposals annually at the rate of $20,000 per proposal; the Solar Decathlon held in Washington, DC (2006-7, 2008-9, and 2010-11) and 2012-13 to be held in China — RA appointments, equipment, and faculty advising; the annual Formula Hybrid team competition in New Hampshire — general funds as needed, equipment, faculty advising, and some years, travel expenses for the Director or post-doc advisor; the annual Engineering Open House — supplies and advising; the graduate student-organized and led Power and Energy Conference in Illinois (PECI) held annually since 2009 — student support, all printed matter, supplies, some equipment, and advising by the Director and Coordinator; the University of Illinois IEEE Power Electronics Society/Power and Energy Systems joint student chapter — CEME-supported students have taken leadership roles. A textbook for ECE 330, *ECE Power Circuits and Electromechanics* by Professor Emeritus M. A. Pai, was developed and published. This textbook has been reprinted and revised three times. Plans are in place for a new edition with additions by

Professors Domínguez-García and Pilawa-Podgurski. The total enrollment for ECE 330 for academic year 2011-2012 was 292.

BUDGET AND FUNDING STRATEGY:

- What is the proposed time period for existence of the center/institute?
- Detail an initial budget.
- Describe the funding strategy, including any internal or external support, and if applicable, plans for replacing internal fund support with external funds.

The CEME was founded in September 1999. Because it is endowed (see below), there is reason to believe that it will continue in perpetuity. The Grainger CEME receives no State or University funds. It was originally funded for three years by The Grainger Foundation. The Grainger Foundation permanently endowed the Center in 2003 following the initial three years, and substantially increased the endowment in 2007. A separate endowment totally funded by the Grainger Foundation in 2003 supports The Grainger Endowed Director's Chair in Electric Machinery and Electromechanics. The expenditures for 2010-11 are summarized below. Current annual endowment income allocation is about $524K.

2010-2011 Grainger CEME Budget Report
Center activity was held close to a sustainable level in 2010-2011. The surplus, $30,056, is 6% of operating expenses. External project funding leverages the endowment support, so the actual level of Center activities is substantially higher than this report suggests. With the global economic downturn in 2008, endowment income is rising very slowly – just 1.1% during the year. Our engineer-in-residence program supported two short-term visitors, and a long-term visitor with external support is also participating. Equipment expenditures are charged against the quasi-endowment principal, although surplus carried over is covering equipment costs for the time being.

Center activities are leveraged with project support from several other sources, notably the Office of Naval Research, the Global Clean Energy Program (GCEP) at Stanford University, and industry sponsors. Future project support is expected from the Department of Energy and other sponsors. The budget summary addresses only the internal Center funding and financial activity. This year, about 54% of non-equipment expenses were in the form of direct support for undergraduate, graduate, and post-doctoral students, both at Illinois and through our collaborative network schools. An additional 13.3% of funds cover support of student projects through costs of supplies, student travel to conferences and meetings, and machine shop technician assistance. The Center supports the salary and benefits of our Center Coordinator and the salary for our Research Engineer. Costs associated with the Director and other faculty-related expenses are not borne by the Center operating budget, as the Director position is endowed separately. The endowment support began in 2001.

The budget plan for 2010-11 was to target expenditures of about $525,000, moving toward a sustainable level based on projected income. The CEME seeks to keep clerical and office expenses below 15% of the total. Actual expenditures, including equipment, totaled $499,593, about 5% below the target. Clerical and office expenses were 13.6% of the total. The surplus carries over for the future. The cash balance at the end of the fiscal year was positive at

$150,737. The expected income for 2011-2012 is also $525,000, and the budget target is to balance expenses. The cash balance is about 29% of the planned annual expenditure. Equipment expenditures in 2010-11 totaled $13,817. This figure is relatively low because we were anticipating delivery of a new set of custom lab machines for instructional purposes. The vendor has been delayed, and these will not be booked until 2012-13. Other equipment items include an expansion of lab spaces and facilities to support experimental work by Professor Domínguez-García.

Operating expenditures (actual)

	2010-2011
Student direct support	$208,627
Grad assistants $161,000	
Undergrads $47,627	
Research engineer	74,449
Clerical and office expenses	67,860
Computer system support	17,475
Student project support	64,736
Collaborative network	40,967
Engineer-in-residence	11,662
Equipment	13,817
Total	$499,593

Operating cash flow

	2010-2011
Beginning balance, July 1, 2010	$120,681
Endowment support	529,649
Less operating expenses (left)	499,593
Ending balance, June 30, 2011	$150,737

OUTCOMES:

- Describe the criteria and outcomes that will be used to demonstrate the quality and effectiveness of the center/institute.

The highest priority of the Grainger CEME is students and their impact in CEME-related areas over the long term—ten to twenty years after graduation. Metrics that confirm student activities and support include: 1) Percentage of budget providing direct student support; 2) Number of students enrolled in CEME-related classes and involved in CEME activities and research; 3) Innovation demonstrated through patent disclosures, publications, and start-up companies; 4) participation and leadership in major international forums related to CEME topics; 5) Leveraging of other funds; and 6) mentoring and development of new faculty.

The impact of CEME-supported graduates in CEME-related fields ten or more years after graduation is broad and deep. For example, of eleven CEME-supported students completing either an M.S.E.E. or a Ph.D. and graduating between 2000 and 2002, four are in academia: two as faculty members at Texas A & M, a third as a research associate at Virginia Tech, and the fourth holds both a special appointment to the graduate faculty of the School of Electrical Engineering at Purdue University (one of the CEME's collaborating universities) and is Director of Engineering Services of a major engineering consulting firm with contracts from the US Department of Defense. Another graduate is a researcher for the Malaysian defense department. A Spanish graduate is a self-employed consultant in northern Spain specializing in research, design, development, technical viability analysis, power electronics, digital signal processing, embedded control, LED-based lighting systems and software development. A graduate from the east coast funds his own company, Sustainability Research, by working for a company

specializing in sustainable and integrated water systems (including contracts with USAID). Three CEME graduates are leaders in industrial innovation. The first is an electrical engineer in oil well drilling. She played a key role in electronic design and development of the next generation down-hole tools in well logging and formation evaluation. The second designs high-voltage power systems for a firm in Chicago, and the third, a senior systems architect in electronics doing research and development in advanced sensing, electronic system architecture, and nonlinear and distributed model control of conditioning systems in agricultural equipment manufacturing, works in downstate Illinois.

CLEARANCES:

A letter of support from the unit to which the proposed center/institute will directly report must be included.

Proposal Sponsor: _____ Date: 7/24/2012

Contact Information:

Philip T. Krein, PhD, PE
Grainger Endowed Director's Chair in Electric Machinery and Electromechanics
Professor and Director, Grainger Center for Electric Machinery and Electromechanics
Department of Electrical and Computer Engineering
347 Everitt Laboratory, MC-702
1406 West Green Street
Urbana, Illinois 61801-2918

Phone: (217) 333-4732
FAX: (217) 333-1162
Email: krein@illinois.edu

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Department of Electrical and Computer Engineering

155 William L. Everitt Laboratory
1406 West Green Street
Urbana, IL 61801-2991

Andreas Cangellaris
Department Head

July 17, 2012

To Whom It May Concern:

Please allow this letter to serve as my full endorsement of the Grainger Center for Electric Machinery and Electromechanics Proposal that was submitted to the General University Policy Committee by Professor Philip Krein, the Grainger Endowed Director's Chair in Electric Machinery and Electromechanics.

The Center's primary contribution is in the field of energy, including long-term fundamental advances in electric machinery, transportation and vehicles, energy resources, and energy efficiency and reliability. The Grainger Center, formed in September 1999 in the ECE Department, is funded by the Grainger Foundation, and contributes in an exemplary manner to our mission of education, research, economic development, and public service.

In addition to instructional development that transpires through classroom lectures and laboratory classes, the Grainger Center cultivates large student team projects including the Solar Decathlon, the Future Energy Challenge, and the Formula Hybrid Team. For the most part, these projects include undergraduate students. The projects are supported by faculty across multiple University units and supervised by CEME graduate students. The University of Illinois' team of students won second place in the 2009 Solar Decathlon competition, an international contest where only 20 of the best teams are permitted to participate.

The Department of Electrical and Computer Engineering strongly supports the Grainger Center for Electric Machinery and Electromechanics.

Sincerely,

Andreas C. Cangellaris
Department Head
M.E. Van Valkenburg Professor of
Electrical and Computer Engineering

telephone 217-333-2301 • *fax* 217-244-7075

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Provost and Vice Chancellor
for Academic Affairs

Swanlund Administration Building
601 East John Street
Champaign, IL 61820

August 10, 2012

Nicholas Burbules, Chair
Senate Committee on General University Policy
Office of the Senate
228 English Building
MC-461

Dear Professor Burbules:

Enclosed is a copy of a proposal to permanently establish the Grainger Center for Electric Machinery and Electromechanics in the Department of Electrical and Computer Engineering in the College of Engineering. It now requires Senate review.

Philip Krein, Director of the Grainger Center will serve as primary contact for the proposal.

Sincerely,

Kristi A. Kuntz
Assistant Provost

KAK/nh

Enclosures

c: P. Krein
J. Mast

telephone (217) 333-6677 • *fax* (217) 244-5639

ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Proposal to the General University Policy Committee

TITLE OF PROPOSED CENTER OR INSTITUTE:

Center for a Sustainable Environment (CSE)

DESCRIPTION OF THE CHARTER:

- Detail the charter or mission of the proposed center/institute.
  - The Center mission has two interdependent directives which are: (1) To provide national and international leadership on sustainability by providing support for interdisciplinary education, research, and engagement, and (2) To develop and implement strategies for a sustainable campus environment.
- Discuss the center/institute's alignment with the strategic direction of the campus/college/school/department.
  - Campus has an explicit goal of sustainability; this Center will work to integrate, facilitate, and foster efforts of faculty, students, and staff in this area.
- Describe the center/institute's Public Engagement activities as they relate to the charter or mission, if any.
  - The University of Illinois has campus-wide strengths in sustainability. These strengths are exhibited through disciplinary expertise, interdisciplinary collaborations, influential external partners, practical demonstrations, local-global connections, and a spirit of enthusiasm that recognizes connections between sustainability, environment, and human well-being. The CSE will take advantage of these strengths by positioning itself in roles of facilitating, coordinating, and organizing campus resources to capture and amplify the campus-wide strengths on sustainability.

JUSTIFICATION:

- How does the formation of this center/institute fulfill needs not already met by other entities on campus/college/school/department?
  - Although we have many active individuals, teams, and campus organizations that are involved in sustainable environment efforts, we don't have an overarching framework in which these highly productive efforts can achieve interdisciplinary synergies. Linking these programs

should accelerate and highlight our sustainability programs on campus. It will also provide a place to receive funding from individual donors and organizations for scholarships and programs of all kinds. We have already secured an Endowed Professorship which will support the director for the CSE. There are many other fund-raising dimensions to this effort.

- How will the center/institute help position the campus/college/school/department in a current or emerging field of inquiry?
    - Concern with long-term sustainability of our society has particularly increased because of climate change, population pressures, energy insecurity, and declining natural resources. Illinois boasts many scholars in disciplines that address these challenges. The CSE will assist the OVCR in development of leading-edge multidisciplinary research approaches to these and other sustainability-related issues.

PROPOSED STRUCTURE:

- Describe the direct reporting line(s) of the proposed center/institute. How will the center/institute be situated in the organization's hierarchy?
    - The CSE will be a campus-wide center. The Office of Sustainability will be merged into the CSE, once it is established. The Center will report to the Chancellor's Office, and its director will be responsible for coordination of Center activities in areas of education and research with those of the Vice Chancellors for Academic Affairs and Research respectively.
    - The CSE will be advised by a Steering Committee in the development and implementation of activities of the Center. The Steering Committee will be an interdisciplinary group of faculty, staff and students, who will represent various stakeholders on the campus. The Office of Sustainability has put together an interim Steering Committee to lead planning for the Center. The current membership of the Steering Committee is given at the end of this document. Members of the Steering Committee will be appointed by the Chancellor and will serve a three-year term. They will be eligible for reappointment at the end of their three year term.
    - The campus Sustainability Council will provide strategic guidance to the CSE and ensure that its activities are synergistic with other campus efforts in the area of sustainability. The current membership of the Sustainability Council consists of the Chancellor (chair), Provost, VCR, VCIA, VCSA, director, Prairie Research Institute, director, F&S, one dean (Ruth Watkins), one faculty member (Barbara Minsker), two student representatives (Marika Nell and Kevin Wolz), and director of the Office of Sustainability. Once the CSE is established, the director of CSE will replace the director of the Office of Sustainability on the Sustainability Council, as the Office of Sustainability will be merged into the CSE. The dean and the faculty member serve a three-year term each and are appointed by the Chancellor. The student representatives serve a one-year

term and are also appointed by the Chancellor. All members with fixed terms are eligible for reappointment at the end of their term.

- Describe the proposed organizational structure and how the structure will permit the center/institute to meet its stated objectives.
    - The director will be assisted by two academic professionals. One will support the teaching/research related activities of the Center, and the other will manage facility-related on-campus sustainability programs as well as outreach activities.
- Describe the staffing needs of the center/institute and plans for the leadership of the center/institute.

    The staff of the Center will consist of a director (50% FTE), two academic professionals and support staff. The director will be a tenured full professor.

ACADEMIC IMPLICATIONS:

- List affiliated faculty and staff.
    - See attached.
- Will tenure-stream faculty hold appointments in the unit? If so, describe the structure of the appointments.
    - Director (50% FTE) will be a tenured full professor.
- Describe any plans for the center/institute to offer courses or academic programs.
    - The CSE will provide support to departments and educational programs in curriculum development or enhancement particularly related to sustainability education. There is no intention to offer for-credit courses, although workshops, seminar series, and other educational activities may be initiated and supported.

BUDGET AND FUNDING STRATEGY:

- What is the proposed time period for existence of the center/institute?
    - At least 10 years
- Detail an initial budget.
    - The proposed budget for the Center is $495,000. The campus contribution is $450,000 annually and the remaining amount of $45,000 per year will come from the endowment from the Baum Family Fund. A part of the endowment income, $20,000, will be used to support an endowed professorship, named the CSE Professorship. The remaining income will be used to support programs/projects of the Center. A large portion of the total budget will be used for personnel ($310,720). Two of the academic profession positions, one for teaching and research and the other for facilities and outreach, will be directly supporting programmatic work of the Center; they will not have any administrative duties. Operation costs, including travel, are budgeted at $41,780. The remaining amount, $142,500, will be used to support projects and activities of the center.
- Describe the funding strategy, including any internal or external support, and if applicable, plans for replacing internal fund support with external funds.

- Support from Campus is initially a major source of funding. In addition, the Center will have a $1 million endowment provided by the Baum Family Fund. A concerted effort will begin with the formation of the CSE to raise external funds from private sources including individuals, families, and foundations. The Baum Family Fund has indicated an interest in providing an additional funding of $1.5 million if the Center is launched successfully and is effectively pursuing its broad objectives. The Campus has reached out to other potential donors to secure their support. The goal is to raise enough endowment funds to ensure that the Center is completely self-supporting within five years from the start date.

OUTCOMES:

- Describe the criteria and outcomes that will be used to demonstrate the quality and effectiveness of the center/institute.
  - Criteria
    - Number of students in courses with sustainability content
    - External funding for sustainability efforts.
    - Recognition of the Campus as a leader in sustainability through awards and press coverage, regionally and nationally
  - Outcomes
    - More classes with sustainability/environment taught throughout the curriculum
    - Increased external funding to support research, teaching, and outreach efforts in the area of sustainability
    - More large interdisciplinary projects across campus
    - Much increased visibility across the state, region, nation and globe for all sustainability programs on campus.

CLEARANCES:

A letter of support from the unit to which the proposed center/institute will directly report must be included.

_____ _____

Proposal Sponsor: Date:

Contact Information:

List of Faculty Who Could be Affiliated with the CSE

Faculty		**Department**
John	Abelson	Materials Science & Engineering
Lisa	Ainsworth	Crop Science
Brian	Anderson	Illinois Natural History Survey
Amy	Ando	ACE
Tom	Bassett	Geography
Catherine	Blake	School of Library & Information Sciences
German	Bollero	Crop Science
Jeff	Brawn	NRES
Julie	Cidell	Geography
Joel	Cutcher-Gershenfeld	School of Labor & Employment Relations
Brian	Deal	Urban & Regional Planning
Bryan	Endres	ACE
Courtney	Flint	NRES
Jennifer	Fraterrigo	NRES
Eric	Freyfogle	Law
Don	Fullerton	Department of Finance
Gale	Fulton	Landscape Arch
Wesley	Jarrell	NRES
Jay	Kesan	Law
Madhu	Khanna	Agricultural & Consumer Economics
David	Kovacic	Landscape Arch
Praveen	Kumar	Civil & Environmental Engineering
Andrew	Leakey	Plant Biology & IGB
Bruce	Litchfield	College of Engineering
Steve	Marshak	Geology
Robert	McKim	Religion
Neal	Merchen	Animal Science
Barbara	Minsker	Civil & Environmental Engineering
Stephan	Platt	Mechanical Science & Engineering
Kishore	Rajagopalan	Illinois Sustainable Technology Center
Jesse	Ribot	Beckman Inst & Geography
Luis	Rodriguez	NRES
William	Stewart	AHS
William	Sullivan	Landscape Arch
Madhu	Viswanathan	Business
Michelle	Wander	NRES
Scott	Willenbrock	Physics
Gillen	Wood	English
Don	Wuebbles	Atmospheric Science

Center for a Sustainable Environment

Annual Budget (estimate)

Personnel:		
Director (50%)	75,000	
Endowed Professorship	20,000	
Assistant to Director	58,000	
Office Support Specialist	37,720	
Academic Professional - teaching & research	60,000	
Academic Professional - facilities & outreach	60,000	
Personnel total		310,720
Sustainability Programs/Projects	109,500	
Program/project total		109,500
Seminars:	24,000	
Seminar total		24,000
Association Memberships:		
AASHE Membership	2,000	
ACUPCC Membership	4,000	
NCSE Membership	2,000	
STARS Membership	1,000	
Membership total		9,000
Conference Travel	10,000	
Website Development/Maintenance	5,000	
Supplies	5,000	
Equipment (photocopier, computers, etc)	7,000	
Telephones	2,280	
Computer support	7,500	
Publications	5,000	
Travel, operations total		41,780
TOTAL:		495,000

Sources of Funding

Campus	450,000
Income from Baum Family Fund Endowment	45,000
TOTAL:	495,000

Members of the Steering Committee

Last Name	First Name	Department
Ando	Amy	Ag. & Consumer Econ
Brawn	Jeff	Nat Res and Env Science
Deal	Brian	Urban & Reg Planning
Dempsey	Jack	Facilities & Services
Elnashai	Amr	Civil & Env Engineering
Jarrell	Wesley	Donor rep
Liu	Tamara	student
Lucero	Lisa	Anthropology
Marshak	Steve	School of Earth Society and Env
Nell	Marika	student
Ricci	Marcus	student
Rowell	Arden	College of Law, Donor rep
Shilts	William	Prairie Research Institute
Viswanathan	Madhu	Business
Werth	Charles	Civil & Env Engineering
Khanna	Pradeep	Associate Chancellor

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

Committee on University Statutes and Senate Procedures
(Final; Action)

SP.13.04 Proposed Amendments to the *Statutes* Regarding the Title of the Chancellor

BACKGROUND
On October 24, 2012 University Senates Conference Chair Nicholas Burbules communicated to each of the Senates a recommendation from the Board of Trustees (BOT) to amend the *Statutes* and *General Rules* to "revise certain administrative titles." It stated:

> In November 2010, the Board of Trustees amended the *Statutes* and *General Rules* to, among other amendments, change the titles of the chancellors to "Vice President/Chancellor at the (Urbana-Champaign, Chicago, or Springfield) Campus." It is recommended at this time to reverse the order of the titles from "Vice President/Chancellor at the (Urbana-Champaign, Chicago, or Springfield) Campus" to "Chancellor at the (Urbana-Champaign, Chicago, or Springfield) Campus/Vice President" to signify that each chancellor has primary responsibility for the campus while also serving as a member of the University of Illinois leadership team.

The University Senates Conference requested that each Senate follow its own process for reviewing and offering advice on the proposed changes. At Urbana-Champaign, the process is referenced in *Senate Bylaws* and *Standing Rules*, which assign responsibility for review of the form of amendments to the Senate Committee on University Statutes and Senate Procedures (USSP). USSP has examined the proposal in detail and provides this document as its guidance to the Senate.

USSP presumes that the intent of the 2012 BOT recommendation is simply to reverse the order of words in all the current instances of "vice president/chancellor" to "chancellor/vice president" whether in singular or plural form. In considering the proposed amendment, USSP reexamined the extensive advice it had provided in November 2010 when the title of chancellor had been changed to "vice president/chancellor" (c.f. SP.11.04). In that advice, USSP noted that if the modifier "vice president" was to be added to the title of "chancellor," maximum clarity would be achieved if the compound title of "vice president/chancellor" were used only once and that all subsequent references to the position remain as simply "chancellor."

After examining all of the specific changes needed to meet the current BOT recommendation, USSP believes that, as a stylistic matter, greater clarity and precision

can be achieved by using the simple title of "chancellor" for all instances after the first "chancellor/vice president" in Article I, Section 5. However, the USSP recognizes that in 2010 the BOT chose to approve changes that use the compound title throughout the *Statutes* and *General Rules* and may not be prepared to revisit this decision at the present time. If that is the case, USSP supports the approach of simply reversing the order of words in all instances of the compound title in the current version of the *Statutes* and *General Rules*. Considering the importance of the building of relationships between the Senate and the BOT, as noted in the UIUC Senate's October 8 adoption of a *Statement on Faculty Representation and Shared Governance* (SC.13.04), USSP recommends that the Senate go on record in favor of the change proposed by the BOT and represented in the attached document.

In preparing this proposal, the USSP has made several minor editorial changes in the phrasing and punctuation of the BOT-proposed amendments. USSP recommends that the Senate advise the University Senates Conference to include those changes with the advice offered by other Senates and to advance them to the BOT. These editorial items are highlighted in yellow at lines 6-7, 10-13, 229-230, 531, 543, and 560.

RECOMMENDATION

The Senate Committee on University Statutes and Senate Procedures recommends Senate approval of the following revisions to the *Statutes*, and requests that this background statement as well as attached document containing the revisions be forwarded by the University Senates Conference to the Board of Trustees. Text to be added is <u>underscored</u>, and text to be deleted is indicated in [square brackets]. Note that any paragraphs where no changes appear are included in this document as context for related paragraphs which do include deletion or insertion marks. For the complete context for all changes, Senators may want to compare the document below to the full *Statutes* available at: http://www.uillinois.edu/trustees/statutes.cfm

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

ARTICLE I. UNIVERSITY ADMINISTRATION

Section 3. The University Officers

The university officers are identified in ***The General Rules Concerning University Organization and Procedure***. Prior to recommending to the Board of Trustees the initial appointment of any university officer, except the president and the [vice president/chancellor] chancellor/vice president, the president shall seek the advice of the University Senates Conference. On the occasion of the reappointment of any university officer, the University Senates Conference may submit its advice if it so elects.

Section 5. [Vice Presidents and Campus Chancellors]Chancellors/Vice Presidents

There shall be a [vice president, University of Illinois and] chancellor at each campus of the University [(vice president/chancellor] who shall also be a vice president of the University (chancellor/vice president). The [vice president/chancellor] chancellor/vice president, under the direction of the president, shall serve as the chief executive officer for the campus. The [vice president/chancellor] chancellor/vice president shall perform such duties as may be delegated and assigned by the president and as may be consistent with the ***Statutes*** of the University, ***The General Rules***, and actions of the Board of Trustees.

The [vice president/chancellor] chancellor/vice president shall be appointed annually by the Board of Trustees on the recommendation of the president. On the occasion of the appointment of a new [vice president/chancellor] chancellor/vice president, the president shall have the advice of a committee selected by the senate of the campus concerned. On the occasion of a reappointment, the senate may submit its advice if it so elects.

ARTICLE II. LEGISLATIVE ORGANIZATION

Section 1. Campus Senates

g. Each senate shall adopt bylaws which shall govern except as otherwise provided in these ***Statutes*** its procedures and practices, including such matters as committee structure and duties, calling of meetings and establishment of agenda, and selection of officers. The bylaws of each senate shall provide for committees or other bodies to exercise those statutory duties specified in other sections of these ***Statutes***, e.g., academic freedom and tenure, student discipline, and student affairs. The bylaws and any changes thereto shall be reported to the Board of Trustees through the [vice president/chancellor] chancellor/vice president and the president.

Section 3. Faculty Role in Governance

a. (1) The faculty of the University and any of its units except for the Graduate College consists of those members of the academic staff with the rank or title in that unit of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure, and those administrators in the direct line of responsibility for academic affairs (persons who hold the title director or dean in an academic unit, provost or equivalent officer, [vice presidents/chancellors] chancellor/vice president and president). Administrative staff members not in the direct line of responsibility for academic affairs are members of the faculty only if they also hold faculty appointments. The bylaws of any academic unit may further mandate a minimum percent faculty appointment in that unit for specified faculty privileges, such as voting privileges.

Section 4. Faculty Advisory Committee

Faculty advice and recommendations on University governance are traditionally provided to the administration through standing and ad hoc committees and representation in the senate. In addition, at each campus the faculty shall elect a Faculty Advisory Committee. The committee shall

consist of nine faculty members on the Chicago and Urbana-Champaign campuses, three of whom shall be elected each year. The committee shall consist of seven faculty members on the Springfield campus, two of whom shall be elected each year and the seventh every third year. The three-year terms will commence on the first day of the academic year following the election.

Each campus senate shall determine eligibility for membership on the Faculty Advisory Committee for its campus from among the members of the Faculty Advisory Committee electorate, excluding those who hold administrative appointments. Any eligible person may be nominated as a committee member by a petition signed by three members of the electorate and filed with the clerk or secretary of the senate. The deadline for filing shall be set by each campus senate. The clerk or secretary of the senate shall conduct the election as soon as possible thereafter. The eligible nominees for the number of seats to be filled receiving the highest number of votes shall be declared elected. If vacancies arise between regular elections, the eligible nominee with the next highest number of votes at the most recent election shall be declared a member of the committee. In the absence of any such nominee willing and able to serve, the vacancy shall be filled at the next regular election.

No more than two members of the committee may hold paid appointments in the same college or in the same unit organized independently of a college.

The committee shall elect its own chair at its first meeting of each academic year. The committee shall adopt its rules of procedure, copies whereof shall be sent to all members of the academic staff (as defined in Article IX, Sections 4a and 3c) and to the [vice president/chancellor] chancellor/vice president and the president. The committee shall make such reports to the [vice president/chancellor] chancellor/vice president, the president, the senate, and the faculty as it deems appropriate at least once a year.

The committees shall provide for the orderly voicing of suggestions for the good of the University, afford added recourse for the consideration of grievances, and furnish a channel for direct and concerted communication between the academic staff (as defined in Article IX, Sections 4a and 3c) and the administrative officers of the University, its colleges, schools, institutes, divisions, and other administrative units on matters of interest or concern to the academic staff (as defined in Article IX, Sections 4a and 3c) or any member of it. Academic staff members who are members of the Professional Advisory Committee electorate shall use the procedures outlined in Section 5 of Article II.

In performing its functions, the committee upon the request of the [vice president/chancellor] chancellor/vice president, the president, or any member of the academic staff (as defined in Article IX, Sections 4a and 3c), or upon its own initiative shall make such investigations and hold such consultations as it may deem to be in the best interest of the University. A member of the academic staff (as defined in Article IX, Sections 4a and 3c) or a retired member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee.

Section 5. Professional Advisory Committee

At each campus, the academic professional staff whose appointments as academic professionals require at least 50 percent (50%) of full-time service shall elect a professional advisory committee. The academic professional staff consists of those staff members on academic appointment whose positions have been designated by the president and the [vice president/chancellor] chancellor/vice president as meeting specialized administrative, professional, or technical needs in accordance with Article IX, Sections 3a, 3c, and 4a.

Any member of the professional advisory committee electorate shall be eligible for membership. University-level administration staff shall be members of the electorate of the campus at which their principal office is located. Each [vice president/chancellor] chancellor/vice president (or the president in the case of university-level administration staff members) after consultation with the body may identify senior administrative officers to be excluded from the electorate.

Bylaws and articles of procedure covering such matters as name of the body, nomination and election of members and officers, size of the body, and terms of office shall be developed at each campus and after approval by the [vice president/chancellor] chancellor/vice president made available to the members of the electorate.

The body shall provide for the orderly voicing of suggestions for the good of the University, afford added recourse for the consideration of grievances, and furnish a channel for direct and concerted communication between the academic professional staff and the administrative officers of the University, its colleges, schools, institutes, divisions, and other administrative units on matters of interest or concern to the academic professional staff or any member of it. The body shall report to the [vice president/chancellor] chancellor/vice president, the president, and the academic professional staff at least once a year.

In performing its functions, the body upon the request of the [vice president/chancellor] chancellor/vice president, the president, or any member of the academic professional staff, or upon its own initiative shall make such investigations and hold such consultations as it may deem to be in the best interest of the University. Any member or retired member of the academic professional staff shall be entitled to a conference with the body or with any member of it on any matter properly within the purview of the body.

ARTICLE III. CAMPUSES, COLLEGES, AND SIMILAR CAMPUS UNITS

Section 1. The Campus

c. The transfer of any line of work or any part thereof from one campus to another shall be made on the recommendation of the senates and [vice-presidents/chancellors] chancellors/vice presidents of the campuses involved, the University Senates Conference, and the president upon approval by the Board of Trustees.

d. The [vice president/chancellor] chancellor/vice president, under the direction of the president, shall be the chief executive officer of the campus, as provided in Article I, Section 5.

e. There shall be a provost and vice chancellor for academic affairs or equivalent officer at each campus who shall be the chief academic officer under the [vice president/chancellor] chancellor/vice president for the campus and will serve as chief executive officer in the absence of the [vice president/chancellor] chancellor/vice president.

f. There may be additional vice chancellors with campus-wide responsibilities and other administrative officers with responsibilities and duties as delegated by the [vice president/chancellor] chancellor/vice president.

g. Vice chancellors shall be appointed annually by the Board of Trustees on the recommendation of the [vice president/chancellor] chancellor/vice president and the president. The [vice president/chancellor] chancellor/vice president shall on the occasion of each appointment seek the advice of the executive committee of the campus senate. The executive committee may seek the counsel of other campus bodies in preparing its advice.

Section 2. The College

c. Subject to the jurisdiction of the senates as provided in Article II, Section 1, the college shall have jurisdiction in all educational matters falling within the scope of its programs, including the determination of its curricula, except that proposals which involve budgetary changes shall become effective only when the [vice president/chancellor] chancellor/vice president has approved them. The college has the fullest measure of autonomy consistent with the maintenance of general university educational policy and correct academic and administrative relations with other divisions of the University. In questions of doubt concerning the proper limits of this autonomy between the

college and the senate, the college shall be entitled to appeal to the [vice president/chancellor] chancellor/vice president for a ruling.

d. The transfer of any line of work or any part thereof to or from a college or to or from some other educational or administrative group within a campus shall be made on the recommendation of the appropriate senate and [vice president/chancellor] chancellor/vice president and on approval of the president.

Section 3. The Dean

a. The dean is the chief executive officer of the college, responsible to the [vice president/chancellor] chancellor/vice president for its administration, and is the agent of the college faculty for the execution of college educational policy.

b. The dean shall be appointed annually by the Board of Trustees on recommendation by the [vice president/chancellor] chancellor/vice president and the president. On the occasion of each recommendation, the [vice president/chancellor] chancellor/vice president shall seek the prior advice of the executive committee of the college concerned. The performance of the dean shall be evaluated at least once every five years in a manner to be determined by the college faculty.

c. On recommendation of the dean and the [vice president/chancellor] chancellor/vice president, the president may appoint annually associate or assistant deans as required.

d. The dean shall *(1)* call and ordinarily preside at meetings of the college faculty to consider questions of college and departmental governance and educational policy at such times as the dean or the executive committee may deem necessary but not less frequently than once in each academic year; *(2)* formulate and present policies to the faculty for its consideration, but this shall not be interpreted to abridge the right of any member of the faculty to present any matter to the faculty; *(3)* make reports on the work of the college; *(4)* oversee the registration and progress of the students in the college; *(5)* be responsible for the educational use of the buildings and rooms assigned to the college and for the general equipment of the college as distinct from that of the separate departments; *(6)* serve as the medium of communication for all official business of the college with other campus authorities, the students, and the public; *(7)* represent the college in conferences, except that additional representatives may be designated by the dean for specific conferences; *(8)* prepare the budget of the college in consultation with the executive committee of the college; and *(9)* recommend the appointment, reappointment, nonreappointment, and promotion of members of the academic staff. Regarding appointments, reappointments, nonreappointments, and promotions, the dean shall consult with the appropriate departmental chair(s) and executive committee(s), or department head(s) who shall provide the dean with the advice of the advisory committee or other appropriate committee as specified in the department bylaws. Recommendations to positions on the academic staff shall ordinarily originate with the department, or in the case of a group not organized as a department with the person(s) in charge of the work concerned and shall be presented to the dean for transmission with the dean's recommendation to the [vice president/chancellor] chancellor/vice president. In case a recommendation from a college is not approved by the [vice president/chancellor] chancellor/vice president, the dean may present the recommendation to the president, and, if not approved by the president, the dean with the consent of the Board of Trustees may present the recommendation in person before the Board of Trustees in session.

Section 4. The School and Similar Campus Units

d. Governance of schools and similar campus units within a college:

(2) The school has the fullest measure of autonomy consistent with the maintenance of general college and university educational policy and with appropriate academic and administrative relations with other divisions of the University. In questions of doubt concerning the proper limits of this autonomy, the school may appeal directly to the dean and the executive

committee of the college and shall be entitled to appeal subsequently to the [vice president/chancellor] chancellor/vice president.

Section 5. The Dean or Director of a School or Similar Campus Unit

a. In a school or similar campus unit independent of a college, the chief executive officer shall be a dean or director appointed annually by the Board of Trustees on the recommendation of the [vice president/chancellor] chancellor/vice president and the president. On the occasion of each recommendation, the [vice president/chancellor] chancellor/vice president shall seek the prior advice of the executive committee of the faculty concerned. Within the school or similar campus unit, the duties of a director or a dean shall be the same as those of the dean of a college. The performance of the dean or director shall be evaluated at least once every five years in a manner to be determined by the faculty of the unit.

b. In a school or similar campus unit included within a college, the chief executive officer shall be a director appointed annually by the Board of Trustees on the recommendation of the dean of the college, the [vice president/chancellor] chancellor/vice president, and the president. On the occasion of each recommendation, the dean shall seek the prior advice of the executive committee of the unit. The director shall *(1)* call and ordinarily preside at meetings of the school faculty to consider questions of school and subunit governance and educational policy at such times as the director or the executive committee may deem necessary but not less frequently than once in each academic year; *(2)* formulate and present policies to the faculty for its consideration, but this shall not be interpreted to abridge the right of any member of the faculty to present any matter to the faculty; *(3)* make reports on the work of the school; *(4)* have general supervision of the work of students in the school; *(5)* be responsible for the educational use of the buildings and rooms assigned to the school and for the general equipment of the school as distinct from that of the separate subunits; *(6)* serve as the medium of communication for all official business of the school with the college, the students, and the public; *(7)* represent the school in conferences except that additional representatives may be designated by the director for specific conferences; *(8)* prepare the budget of the school in consultation with the executive committee of the school; and *(9)* recommend the appointment, reappointment, nonreappointment, and promotion of members of the academic staff. Regarding recommendations of appointments, reappointments, nonreappointments, and promotions of the members of the faculty, the director shall consult with the department's or subunit's executive officer who shall provide the director with the advice of the appropriate committee(s). Such recommendations shall ordinarily originate with the subunit or in the case of a group not organized as a subunit with the person(s) in charge of the work concerned and shall be presented to the director for transmission with the director's recommendation to the dean of the college. The performance of the director shall be evaluated at least once every five years in a manner to be determined by the faculty of the school and college.

ARTICLE IV. DEPARTMENTS

Section 1. The Department

b. The department has the fullest measure of autonomy consistent with the maintenance of general college and university educational policy and correct academic and administrative relations with other divisions of the University. Should a dispute arise between the department and another unit of the campus concerning the proper limits of this autonomy, the department may appeal for a ruling directly to the dean and the executive committee of the college and, when the [vice president/chancellor] chancellor/vice president considers it proper, to the [vice president/chancellor] chancellor/vice president, who shall make a decision after appropriate consultation.

Section 2. Department Organized with a Chair

a. The chair shall be appointed annually by the Board of Trustees on recommendation of the [vice president/chancellor] chancellor/vice president and the president after consultation with

the dean of the college and with the executive committee of the department concerned. The performance of the chair shall be evaluated at least once every five years. As one component of this evaluation, views shall be solicited from the entire department faculty.

Section 3. Department Organized with a Head

a. The head of a department shall be appointed without specified term by the Board of Trustees on recommendation by the [vice president/chancellor] chancellor/vice president and the president after consultation with the dean of the college and all members of the department faculty. The head may be relieved of title and duties as head of the department by the [vice president/chancellor] chancellor/vice president on the recommendation of the dean of the college. The performance of the head shall be evaluated at least once every five years. As one component of this evaluation, views shall be solicited from the entire department faculty.

Section 4. Change of Departmental Organization

On the written request of at least one-fourth of the faculty of the department, as defined in Article II, Section 3a(1), and in no case fewer than two faculty members that the form of the organization of the department be changed, the dean shall call a meeting to poll the departmental faculty by secret written ballot. The names of those making the request shall be kept confidential by the dean. The dean shall transmit the results of the vote to the departmental faculty and to the [vice president/chancellor] chancellor/vice president together with the dean's recommendation. If a change of organization is voted, the [vice president/chancellor] chancellor/vice president shall thereupon transmit this recommendation to the president for recommendation to the Board of Trustees. Faculty of the department may communicate with the Board of Trustees in accordance with Article XIII, Section 4 of these ***Statutes***.

ARTICLE V. GRADUATE COLLEGES

Section 1. The Campus Graduate College

c. The faculty of the Graduate College consists of the president, the [vice president/chancellor] chancellor/vice president, the provost or equivalent officer, the dean, and all those who on the recommendation of the departments or of other teaching or research divisions have been approved by the executive committee and the dean of the Graduate College to assume appropriate academic responsibilities in programs leading to graduate degrees. Other administrative staff members are members of the faculty of the Graduate College only if they also hold faculty appointments and have been recommended and approved as provided above.

d. An executive committee shall be the primary advisory committee to the dean of the Graduate College. It shall advise the dean on the formulation and execution of policies and on other activities of the Graduate College. The executive committee consists of fourteen members holding office for staggered two-year terms: eight elected members, four elected annually for two-year terms by the faculty of the Graduate College and six members, three appointed each year for two-year terms by the [vice president/chancellor] chancellor/vice president on the recommendation of the dean of the Graduate College in consultation with the members elected that year. The dean of the Graduate College is *ex officio* a member and chairs the committee. When meeting to give advice on the appointment of the dean, the senior faculty member (in terms of service at the University) on the executive committee shall be chair and the dean shall not be a member of the committee.

f. On the recommendation of the dean of the Graduate College and the [vice president/chancellor] chancellor/vice president, the president may appoint annually associate or assistant deans of the Graduate College as required.

Section 2. Special Units of the Graduate College

a. On the recommendation of the Campus Research Board, the executive committee and the dean of the Graduate College with approval by the president and the [vice president/chancellor]

chancellor/vice president, the Board of Trustees may create special units of the Graduate College for the purpose of carrying on or promoting research in areas which are broader than the responsibility of any one department. Any such unit may be abolished by similar action.

b. Persons shall be appointed to the staff of such special units by the Board of Trustees on the recommendation of the unit concerned, the dean of the Graduate College, the [vice president/chancellor] chancellor/vice president, and the president. Appointments of persons who already have academic rank and title indicative of departmental association shall be made only after consultation with the department concerned. Appointments which carry academic rank and title indicative of departmental association of persons who do not already have departmental association shall be made only after concurrence of the department concerned.

ARTICLE VI. THE CAMPUS LIBRARY

b. The campus library shall be in the charge of the campus librarian who, as the chief executive officer of the library, is responsible to the [vice president/chancellor] chancellor/vice president for its administration and service.

d. With the approval of the [vice president/chancellor] chancellor/vice president, the campus librarian may establish branches on the campus when efficiency in reference work, circulation, cataloging, ordering, and other matters of library service and administration, and the general welfare of the campus, college, school, department, or other unit will thereby be promoted. Appointments to the academic staff of branch libraries established under this subsection and the advancement of such staff will be recommended to the [vice president/chancellor] chancellor/vice president with the advice of the executive officer(s) of the unit(s) served by such libraries.

e. The campus librarian shall be appointed annually by the Board of Trustees on the recommendation of the [vice president/chancellor] chancellor/vice president with the concurrence of the President of the University. On the occasion of each such appointment, the [vice president/chancellor] chancellor/vice president shall seek the advice of the library committee of the campus senate and of the library executive committee. The performance of the campus librarian shall be evaluated at least once every five years in a manner to be determined by the faculty of the campus library and the library committee of the campus senate. As part of the evaluation, views shall be solicited from the library committee of the campus senate, from other concerned faculty, and from the entire faculty of the campus library.

ARTICLE VII. SPECIALIZED UNITS

Section 1. General Considerations

In addition to the campus units described in the previous Articles, there are special purpose educational and administrative units whose responsibilities and roles extend substantially beyond one campus. The organization and mission of such units, including clearly defined lines of responsibility to University or campus officers, shall be specified in these ***Statutes***, in ***The General Rules Concerning University Organization and Procedure***, or in such other documents as shall be deemed appropriate by the president. These specialized units may include but need not be limited to organizations designated as bureaus, councils, departments, divisions, institutes, and services. The staffs of these units shall have campus membership and status upon recommendation of the appropriate [vice president/chancellor] chancellor/vice president or [vice presidents/chancellors] chancellors/vice presidents subject to the ***Statutes*** and ***The General Rules*** governing the campus operations.

Section 3. Councils on Teacher Education

a. At each campus engaged in teacher education, there shall be a Council on Teacher Education composed of the deans and directors of the respective colleges, schools, and similar units at that campus which offer curricula in the preparation of teachers for the elementary and secondary

schools. The chair of the council shall be named by the campus [vice-president/chancellor] chancellor/vice president.

ARTICLE VIII. CHANGES IN ACADEMIC ORGANIZATION

Section 3. Formation of New Units

a. *Departments.* The formation of a new department or similar academic unit within a school or college may be proposed by the faculty or executive officer of that school or college. The president shall submit the proposal for the new unit together with the advice of the faculty of the school or college of each higher unit, taken and recorded by a vote of the faculty by secret written ballot in accordance with the bylaws of that unit, of the appropriate senate, taken and recorded by a vote of the senate, of the appropriate [vice president/chancellor] chancellor/vice president, and of the University Senates Conference to the Board of Trustees for action.

b. *Intermediate Units.* An academic unit of intermediate character, such as a school organized within a college, may be proposed by the faculty or the executive officer of the higher unit. The president shall submit the proposal for the intermediate unit together with the advice of the higher unit, taken and recorded by a vote of the faculty by secret written ballot in accordance with the bylaws of that unit, of the appropriate senate, taken and recorded by a vote of the senate, of the appropriate [vice president/chancellor] chancellor/vice president, and of the University Senates Conference to the Board of Trustees for action.

c. *Colleges and Independently Organized Campus Units.* A college or other independently organized campus unit, such as a school, institute, center, or similar campus unit not within a school or college, may be proposed by the appropriate senate or [vice president/chancellor] chancellor/vice president. The president shall submit the proposal for the unit together with the advice of the appropriate senate, taken and recorded by a vote of the senate, of the appropriate [vice president/chancellor] chancellor/vice president, and of the University Senates Conference to the Board of Trustees for action.

d. *Units Organized at the University Level.* Units organized at the university level, such as institutes, councils, and divisions, may be formed for the development and operation of teaching, research, extension, and service programs which are statewide or intercampus in their scope and which cannot be developed under a campus administration. Such an organization may be proposed by a senate, a [vice president/chancellor] chancellor/vice president, the University Senates Conference, or the president. The president shall submit the proposal for the new organization together with the advice of the appropriate senates, taken and recorded by a vote of each such senate, of the appropriate [vice presidents/chancellors] chancellors/vice presidents, and of the University Senates Conference to the Board of Trustees for action.

e. *Campuses.* The formation of a new campus may be proposed by the president, by a senate, or by the University Senates Conference. The president shall submit the proposal for the new campus together with the advice of the senates, taken and recorded by a vote of each senate, of the [vice presidents/chancellors] chancellors/vice presidents, and of the University Senates Conference to the Board of Trustees for action. If the proposal is adopted, the University Senates Conference shall serve as an advisory body to the president in developing procedures to implement the action of the board.

ARTICLE IX. ACADEMIC AND ADMINISTRATIVE STAFFS

Section 2. Employment of Relatives

No individual shall initiate or participate in institutional decisions involving a direct benefit (initial employment, retention, promotion, salary, leave of absence, etc.) to a member of the individual's immediate family. "Immediate family" includes an individual's spouse, ancestors and descendants, all descendants of the individual's grandparents, and the spouse of any of the foregoing.

Each [vice president/chancellor] chancellor/vice president shall develop for the approval of the president campus procedures to insure against such conflict of interest.

Section 3. Appointments, Ranks, and Promotions of the Academic and Administrative Staff

a. All appointments, reappointments, and promotions of the academic staff, as defined in Article IX, Section 4a, shall be made by the Board of Trustees on the recommendation of the [vice president/chancellor] chancellor/vice president concerned and the president. All appointments, reappointments, and promotions of the administrative staff shall be made by the Board of Trustees on the recommendation of the [vice president/chancellor] chancellor/vice president concerned if a campus-level officer is involved and the president.

c. The following ranks, and only these ranks, of the academic staff as defined in Article IX, Section 4a, are subject to the provisions of Article X, Section 1: professor, associate professor, and assistant professor. Modifying terms such as "research," "adjunct," "clinical," and "visiting" may be used in conjunction with these academic ranks (e.g., "research professor," "adjunct assistant professor," "clinical associate professor," "visiting professor"); but no appointment for an indefinite term may be made in which a modifying term is used in the academic rank. Furthermore, an appointment in which a modifier is used in the title will not count toward completion of the probationary period, as provided in Article X, Section 1, unless specially recommended by the executive officer of the unit and approved by the dean and by the [vice president/chancellor] chancellor/vice president or an officer authorized to act for the [vice president/chancellor] chancellor/vice president.

d. Recommendation to positions on the academic staff shall ordinarily originate with the department or in groups not organized as departments with the officers in charge of the work concerned and shall be presented to the dean of the college for transmission with the dean's recommendation to the [vice president/chancellor] chancellor/vice president. Whenever the appointment or promotion of members of the academic staff is involved, the dean before making a recommendation shall consult the chair or the head of the department after confirming that intra-departmental consultation procedures have been satisfied; if the college has no departments, the dean shall consult the executive committee of the college. If the appointment involves a person who may be expected to offer courses carrying graduate credit, the dean of the college shall consult the dean of the Graduate College, who shall have the right to make an independent recommendation to the [vice president/chancellor] chancellor/vice president, and to the president.

Section 4. Principles Governing Employment of Academic and Administrative Staffs

a. The academic staff which conducts the educational program shall consist of the teaching, research, scientific, counseling, and extension staffs; deans and directors of colleges, schools, institutes, and similar campus units; editors, librarians, and such other members of the staff as are designated by the president and the [vice presidents/chancellors] chancellors/vice presidents.

e. The academic year shall consist of that period of the year so determined by the appropriate senate and approved by the appropriate [vice president/chancellor] chancellor/vice president, the president, and the Board of Trustees.

Section 5. Services Rendered the University

a. No person employed on a full-time basis on the instructional or administrative staffs of the University shall be assigned any other university work which does not naturally come within the scope of that person's duties and for which additional compensation is to be paid without the prior approval of the [vice president/chancellor] chancellor/vice president.

c. Full-time employees shall not receive compensation for services with the University in excess of a normal schedule except for a reasonable amount of instruction in continuing education and public service programs or for the grading of special examinations (outside regular course work) stipulated by the University, all to be done at a time that does not conflict with other university

duties. Exceptions may be made to this rule in special cases which are approved by the dean of the college of which the employee is a member provided that if such additional payments exceed a nominal amount the advance approval of the [vice president/chancellor] chancellor/vice president shall be secured. These exceptions shall be held to a minimum.

Section 6. Severe Sanctions Other Than Dismissal for Cause for Members of the Faculty

a. Severe sanctions other than dismissal for cause may be imposed on a member of the faculty, as defined in Article II, Section 3a(1) of the ***Statutes***, provided that procedures on a campus adopted by the campus [vice president/chancellor] chancellor/vice president in consultation with that campus senate are followed. In all cases, the [vice president/chancellor] chancellor/vice president or the [vice president/chancellor] chancellor/vice president's designee shall exercise the duties assigned to the President for academic staff who are members of campus units, and in all cases the process to be followed will be that of the campus on which the unit resides.

b. Campus procedures shall include, at a minimum,

(5) The opportunity for the faculty member to file an appeal with the [vice president/chancellor] chancellor/vice president within 20 days following the provost's or equivalent officer's decision to impose sanctions,

(6) An appeal process encompassing both substantive and procedural objections, and

(7) A process wherein the [vice president/chancellor] chancellor/vice president's decision on the merits of an appeal is final.

Section 7. Leaves of Absence for Members of the Faculty

a. On the recommendation of the head or chair of a department with the concurrence of the dean of the college or on recommendation of the dean or director of an independent campus unit and subject to approval by the [vice president/chancellor] chancellor/vice president, the president, and the Board of Trustees a member of the faculty who has the rank of professor, associate professor, or assistant professor and who has served the University for the periods indicated below on full-time appointment as an assistant professor or in higher rank since the faculty member's original appointment or since the termination of that faculty member's last leave on salary is eligible to apply for and may be granted a sabbatical leave of absence with pay for the purpose of study, research, or other pursuit, the object of which is to increase the faculty member's usefulness to the University. The following options are available:

c. Service credit for leave of absence with pay is not cumulative unless otherwise provided for in special cases. Each person who has been on leave of absence shall on the termination of the leave make a report through the usual official channels of communication to the [vice president/chancellor] chancellor/vice president concerning the nature of the studies, research, or other work undertaken during the period of absence.

e. Leaves of absence granted in accordance with the foregoing terms and conditions, with the privileges pertaining thereto, are given to members of the faculty primarily for the purpose of enabling them to acquire additional knowledge and competency in their respective fields. No one to whom a leave of absence with pay has been granted shall be permitted while on such leave to accept remunerative employment or engage in professional practice or work for which pecuniary compensation is received. This prohibition, however, shall not be construed to forbid a faculty member while on leave from giving a limited number of lectures or doing a limited amount of work. But, in such cases, the approval of the [vice president/chancellor] chancellor/vice president to the giving of the lectures or the doing of other work shall be required. Nor shall the prohibition be interpreted to forbid the acceptance by a faculty member, while on leave, of a scholarship or fellowship carrying a stipend for the purpose of study, research, or scientific investigation or the acceptance of a grant of money made for such purposes, provided that the acceptance of the grant

does not impose on the recipient duties and obligations the performance of which would be incompatible with the pursuit of the general purpose for which leaves of absence are granted.

g. Leaves of absence without pay. On the recommendation of the head or chair of a department with the concurrence of the dean of the college or on the recommendation of the dean or director of an independent campus unit, a member of the faculty may be granted a leave of absence without pay by the [vice president/chancellor] chancellor/vice president for a period of one year or less. Such a leave may be renewed in special circumstances ordinarily for not more than one year. As recommended and agreed upon in advance, time spent on a leave of absence without pay under circumstances which allow for the pursuit of academic activities ordinarily counts toward the probationary period of a faculty member on definite tenure, while time spent on a leave of absence without pay under circumstances which do not allow for the pursuit of academic activities does not ordinarily count toward the probationary period of a faculty member on definite tenure. As recommended and agreed upon in advance, time spent on a leave of absence without pay under circumstances which do not provide service to this University does not ordinarily count in establishing eligibility for a sabbatical leave with pay.

Section 9. Privileges of Retired Members of the Academic Staff

a. A retired staff member who is provided with research assistance shall at the end of each academic year report to the [vice president/chancellor] chancellor/vice president, in at least general terms, on the work accomplished during the year. In no case may a research assistant be provided to a retired staff member for a longer period than one year at a time and such assistant may be continued only if the annual report of work shows progress or promise.

b. With the approval of the department head or chair and of the dean of the Graduate College and of the [vice president/chancellor] chancellor/vice president, a retired faculty member may offer conferences with graduate students if such retiree had offered similarly related graduate courses before retirement.

Section 11. Employment of Academic Professional Staff

6. Excepted from the above provisions are the following administrative officers: the President of the University; [vice presidents/chancellors] chancellors/vice presidents, provosts or equivalent officers, and vice chancellors; the officers of the Board of Trustees who are University employees; other university officers; and the deans, directors, heads, and chairs of academic units. Academic professional staff whose title includes "visiting," "acting," "interim," or "adjunct" are also excepted from the above provisions.

Section 12. Dismissal of Academic Staff with Multi-Year Appointments Under Article X, Section 1(a), Paragraphs (6) and (7)

a. Members of the academic staff with multi-year appointments, as defined under Article X, Section 1(a), Paragraphs (6) and (7), of the ***Statutes***, may be dismissed for cause prior to the conclusion of the multi-year appointment in accordance with campus procedures, which shall be adopted by each [vice president/chancellor] chancellor/vice president in consultation with the applicable campus senate. In all cases, the [vice president/chancellor] chancellor/vice president or the [vice president/chancellor] chancellor/vice president's designee shall exercise the duties assigned to the president for academic staff who are members of campus units, and in all cases the process to be followed will be that of the campus on which the unit resides.

ARTICLE X. ACADEMIC FREEDOM AND TENURE

Section 1. Tenure of Academic Staff

a. Except under unusual circumstances evidenced by a special written agreement approved by the President of the University and the appointee, the tenure status for the academic

ranks of professor, associate professor, and assistant professor shall be as provided in this section. The parts of Article X, Sections 1a and 1b, hereof relating to the probationary period or indefinite tenure do not apply to academic ranks other than those mentioned in the preceding sentence; nor to appointments at any rank which involve no salary or obligation to render services; nor to appointments for fifty percent (50%) or less of full-time service at ranks other than professor or associate professor; nor to appointments for less than seventy-five percent (75%) of full-time service during any period when the appointee is a candidate for a degree at this University.

In the case of academic staff positions authorized in Article IX, Sections 3c and 4a other than appointments at the rank of professor, associate professor, assistant professor, dean, director, department head, and department chair, appointments shall be for not longer than the terms specified in this Section. Contracts shall be renewable at the discretion of the hiring unit. Except as provided in Sections 7 and 8, below, notice of nonreappointment is not required. Dismissal prior to the end of the contract term shall be governed by Article IX, Section 12.

Each [vice president/campus chancellor] chancellor/vice president shall, with the advice and consent of the local campus senate, develop implementing procedures for multi-year contract appointments governed by this Section. Such implementing procedures shall include, at a minimum, (i) a binding ceiling, on a campus-wide basis, on the proportion of multi-year contract appointments to the sum of multi year contract appointments and appointments that are tenured or earning probationary credit toward tenure; (ii) assignment of oversight responsibility to an appropriate campus senate committee; and (iii) the procedures for dismissal required under Article IX, Section 12(b), above.

b. Upon the completion of a probationary period as hereafter defined, any reappointment shall be for an indefinite term, subject to the following:

(1) An appointee receiving a first contract for more than fifty percent (50%) of full-time service at this University as assistant professor enters a probationary period not to exceed seven academic years of service except when, by special written agreement between the appointee, the unit administrator and the [vice president/campus chancellor] chancellor/vice president, the appointee is granted a one-year interruption of the probationary period before the year in which a decision on the appointment to indefinite tenure is expected to be made. Ordinarily no more than two such interruptions will be granted. Prior academic service at other academic (or equivalent) institutions may be counted up to a maximum of three years toward the fulfillment of the probationary period. The amount of any such service counted may be negotiated as may other terms of the appointment and shall be stated in the first appointment contract, as provided for all contracts for definite terms in subparagraph 1b(5) below. An initial appointment that begins after the eighth week of the academic year ordinarily does not count toward the probationary period of a faculty member on definite tenure nor does it ordinarily count as service in establishing eligibility for a sabbatical leave with pay, unless recommended and agreed upon in advance.

ARTICLE XI. STUDENT AFFAIRS AND DISCIPLINE

Section 1. Student Affairs

b. Upon recommendation of the [vice president/chancellor] chancellor/vice president and the president, the Board of Trustees may appoint annually a vice chancellor or other officer who shall have general supervision over those services provided on that campus to assist students in their personal and social development. The responsibility and authority of this officer shall be determined by the [vice president/campus chancellor] chancellor/vice president. On the occasion of each appointment of any such officer, the [vice president/chancellor] chancellor/vice president shall seek the advice of the executive committee of the campus senate. The executive committee shall ensure the opportunity for substantial student involvement in the development of its advice.

ARTICLE XII. RESEARCH AND PUBLICATION

Section 1. Campus Research Board

a. The Campus Research Board shall consist of eight to twelve members appointed by the [vice president/chancellor] chancellor/vice president after consultation with the vice chancellor responsible for research, the dean of the graduate college, and with the leadership of that campus's senate. The vice chancellor responsible for research shall chair the committee. The appointment process to and membership on the Campus Research Board may differ in campuses without a graduate college.

b. The functions of the board include: *(1)* making recommendations concerning policies for distribution of research board funds; *(2)* making assignments of research board funds to individual and group research projects; *(3)* advising the [vice president/chancellor] chancellor/vice president and the vice chancellor responsible for research on any other matters submitted to the board.

ARTICLE XIII. GENERAL PROVISIONS

Section 1. Exchange Professors

On the recommendation of the head or the chair of a department and with the approval of the dean, the [vice president/chancellor] chancellor/vice president, the president, and the Board of Trustees, a professor, associate professor, or assistant professor may be permitted for a period of not more than one year to exchange positions with a professor of approximately equal rank in another university provided the arrangement does not involve substantial increase in the cost of instruction. The professor with whom the exchange is made shall during the period of service to this University be subject to the rules governing appointments and conditions of service applicable to regular members of the faculty.

Section 2. Privileges for Scholars from Other Universities

The [vice presidents/chancellors] chancellors/vice presidents of the University may extend the privilege of working without charge in the various laboratories or libraries of the respective campus to members of the faculties of other colleges or universities, provided that they are recognized as authorities in their respective fields and come to the campus with written credentials from the faculties of their institutions or from their governments asking that they be received as guests.

Section 3. Annual Reports

On or before the first day of September in each year, each dean and director and the chief executive officer of each department or equivalent unit on each campus shall make to the [vice president/chancellor] chancellor/vice president an annual report, treating fully the work of the college, school, institute, division, or department. Any of these officers may make reports or advance suggestions at any time and shall report to the [vice president/chancellor] chancellor/vice president and to the president whenever requested to do so. Officers of the university-level administration and [vice presidents/chancellors] chancellors/vice presidents shall make such reports as the president shall require.

Section 4. Reports and Communications

d. All communications from members of the staff to be presented as part of the agenda at a meeting of the Board of Trustees or transmitted to the Board of Trustees or any committee thereof shall first be presented to the [vice president/chancellor] chancellor/vice president where appropriate and to the president for their examination, comment, and recommendation. Whenever appropriate, the staff member shall be informed of all such reactions and may respond to them.

BACKGROUND

Over the course of the past year, the Senate Committee on Campus Operations (SCCO) has engaged Facilities & Services (F&S) in extensive discussions surrounding the length of time that renovations (especially of laboratory space, but also of instructional and office space) take on our campus. Projects that could be completed in several weeks in the private sector routinely take several months, and sometimes even years, on our campus. Delays in laboratory renovations are especially detrimental to the start-up of new faculty on the tenure track, and at least one faculty member has experienced multiple tenure rollbacks as a result. This situation disadvantages our current faculty, jeopardizes our academic mission, and makes the recruitment of world-class faculty more difficult.

F&S has begun the process of streamlining its internal processes for renovations to focus on delivery time; traditionally, its focus has been more on minimizing risks and costs, even if that incurred substantial delays. At the request of the SCCO, F&S has identified five major impediments to speedy renovations that are caused by internal University policy (above the level of F&S), as well as five major impediments caused by State law. At the recommendation of the SEC, the internal and external impediments have been addressed in two separate resolutions.

Resolution CO.13.01 recommends that the Chancellor identify a process to streamline University policies to enable faster renovations, especially in the five areas identified by F&S, and to inform SCCO by the end of the academic year about the changes undertaken. These points are motivated by the following:

1. The Professional Services Consultants Retainer is the most expeditiously executed contract for design services, but is currently limited to projects less than $1,000,000 and fees less than $100,000. Increasing these limits will be beneficial to expediting renovations of academic space.
2. Construction contract documents currently assign the most risk to contractors and architect/engineers, which in many cases increases the time to completion yet provides little value to the University. For projects with low complexity or minimal risk, or for projects that are especially time-sensitive, these documents should be revised to streamline administrative processes. The streamlined process could include simplified change order approval authority, waiver of the Professional Services Consultants Errors & Omissions Policy, and elimination of the requirement for contractors to provide submittals of materials for the project. The decision whether to utilize the streamlined process for a given project would be made by Facilities & Services in consultation with the unit requesting the work.
3. As a quality assurance measure, there are generally four points in the design process where project stakeholders are asked to review plans to ensure all requirements are incorporated. These reviews can add up to three months to the project design phase, which can be excessive in projects of low complexity or minimal risk, or for projects that are especially time-sensitive. The number and length of design reviews for projects with critical schedules as well as for smaller and less complex projects should be reduced. The decision to pursue a compressed design review process would be made by Facilities & Services in consultation with the unit requesting the work.
4. Currently the competitive bid process takes an average of three months from advertisement to award; about one-third of this time is associated with internal and external routing of contracts for signatures. This process should be streamlined.
5. Retaining unified management control of projects from request to completion provides the most efficient and responsive model for successful project delivery while avoiding unnecessary back and forth between different administrative units. A single point of contact should be incorporated into the Capital Programs Division.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Committee on Campus Operations
(Final; Action)

CO.13.01 Resolution on Internal Policy Changes to Expedite Renovations

WHEREAS the recruitment and retention of world-class faculty is critical to the continued strength of the campus and its academic mission, and

WHEREAS our campus must compete with peer institutions to attract faculty, and

WHEREAS extensive and timely renovations of academic space are critical in many cases to the success of the scholarly efforts of new faculty, and

WHEREAS new faculty contracts are often not concluded until March or April preceding the beginning of the faculty appointment, and

WHEREAS new faculty reasonably expect to begin their scholarly efforts soon after the start of the academic year but are often unable to do so for months or even years due to delays in renovations, and

WHEREAS some units have resorted to rollbacks in the tenure clock to compensate for delays in renovations, and

WHEREAS untimely renovations and rollbacks harm the ability of campus units to attract and retain the best faculty, and

WHEREAS Facilities and Services has taken steps to streamline its internal processes to reduce delays in renovations, and

WHEREAS Facilities and Services has determined that its ability to complete renovations on a timely basis is hampered by University policies that can only be changed through the express direction of the Chancellor,

THEREFORE BE IT RESOLVED THAT the Senate recommends that the Chancellor pursue options to streamline University policies in order to enable the rapid completion of renovations, especially taking into account the following five recommendations:

1. Revise the limit and policies on the use of Retainer Contracts with Professional Services Consultants.
2. Implement a streamlined administrative process and construction contract documents for projects with low complexity or minimal risk, and those that are especially time-sensitive.
3. Revise policies to permit a compressed design review process for projects with critical schedules as well as for smaller and less complex projects.
4. Revise the bidding and contract award phases to shorten the time from bid opening to contract award
5. Revise the organizational structure, resources, delegated authority, and responsibilities of the Capital Programs Division to promote continuous accountability throughout the project life-cycle by assignment of a single point of contact from programming through construction completion.

and BE IT FURTHER RESOLVED THAT the Senate recommends that the Chancellor report on the policy changes implemented to the Senate Committee on Campus Operations by the end of this academic year.

Committee on Campus Operations
Ben McCall, Chair
Monica Bielski Boris
Dion Broughton
Sandra Carroll
Rex Gaskins
Tom Johnson
Nancy O'Brien
Luke Olson
Christopher Rao
Naveen Vuppuluri
William Worn
Jack Dempsey, *ex officio*
Maxine Sandretto, *ex officio*

BACKGROUND

Over the course of the past year, the Senate Committee on Campus Operations (SCCO) has engaged Facilities & Services (F&S) in extensive discussions surrounding the length of time that renovations (especially of laboratory space, but also of instructional and office space) take on our campus. Projects that could be completed in several weeks in the private sector routinely take several months, and sometimes even years, on our campus. Delays in laboratory renovations are especially detrimental to the start-up of new faculty on the tenure track, and at least one faculty member has experienced multiple tenure rollbacks as a result. This situation disadvantages our current faculty, jeopardizes our academic mission, and makes the recruitment of world-class faculty more difficult.

F&S has begun the process of streamlining its internal processes for renovations to focus on delivery time; traditionally, its focus has been more on minimizing risks and costs, even if that incurred substantial delays. At the request of the SCCO, F&S has identified five major impediments to speedy renovations that are caused by internal University policy (above the level of F&S), as well as five major impediments caused by State law. At the recommendation of the SEC, the internal and external impediments have been addressed in two separate resolutions.

Resolution CO.13.02 recommends that the President seek legislative relief to enable more timely renovations, especially in the five areas identified by F&S, and that the Office of Governmental Relations report annually to SCCO on the progress of seeking such relief. The five points in the resolution are motivated by the following:

1. The procurement limits relating to value and separation of work have not been changed in decades, and the current values greatly hinder timely renovations. An increase to these limits is overdue and needs to be addressed.
2. *Design-Build* is a project delivery system that provides responsibility within a single contract for the furnishing of design services as required, as well as labor, materials, equipment and other construction services. This methodology is currently being employed by the Capital Development Board on selected state projects and should be extended to cover the University in order to allow the University to define specific project needs and secure the services of a selected Design-Build contractor.
3. *Construction Manager At-Risk* is a project delivery method where a Construction Manager serves as a General Contractor, assuming risk for the project and providing design phase consultation on cost, schedule and implications of design alternatives. This would allow the University to define needs and secure the services of a recognized Construction Manager to deliver the project.
4. *Single Prime Contractor* is a delivery process that would allow the University to bid contracts for a given project to a single General Contractor, who would then be responsible to secure bid and award contracts within his proposed team. This methodology is currently being employed by the Capital Development Board on selected state projects and should be extended to cover the University.
5. Senate Bill 51 changed the Illinois Procurement Code and has created unintended consequences of increased complexity and cost to projects with the additional steps of review. The law should be amended so that proper oversight is ensured, without inhibiting the ability of F&S to support the University through the timely delivery of mission critical projects.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Committee on Campus Operations
(Final; Action)

CO.13.02 Resolution on Legislative Relief to Expedite Renovations

WHEREAS the recruitment and retention of world-class faculty is critical to the continued strength of the campus and its academic mission, and

WHEREAS our campus must compete with peer institutions to attract faculty, and

WHEREAS extensive and timely renovations of academic space are critical in many cases to the success of the scholarly efforts of new faculty, and

WHEREAS new faculty contracts are often not concluded until March or April preceding the beginning of the faculty appointment, and

WHEREAS new faculty reasonably expect to begin their scholarly efforts soon after the start of the academic year but are often unable to do so for months or even years due to delays in renovations, and

WHEREAS some units have resorted to rollbacks in the tenure clock to compensate for delays in renovations, and

WHEREAS untimely renovations and rollbacks harm the ability of campus units to attract and retain the best faculty, and

WHEREAS Facilities and Services has taken steps to streamline its internal processes to reduce delays in renovations, and

WHEREAS Facilities and Services has determined that its ability to complete renovations on a timely basis is hampered by limitations in State procurement law,

THEREFORE BE IT RESOLVED THAT the Senate recommends that the President apprise the Governor and State Legislative Leaders of the detrimental impacts of current procurement law on the competitiveness of the University and seek legislative relief, especially in the following five areas:

1. Revise the procurement limits:
    * increase Job Order Contracting limit from $250,000 to $1,000,000.
    * increase Contractor Services limit for a single project from $74,000 to $250,000.
    * increase Professional Services PO limit from $25,000 to $100,000.
    * increase non-Professional Services PO limit from $20,000 to $100,000.
    * increase bid limit for requiring five separate divisions of work from $250,000 to $1,000,000.
    * allow small divisions of work less than $100,000 to be assigned to another division.
2. Revise the state procurement law to permit the University to implement a Design-Build Delivery process, which would allow the University to define specific project needs and secure the services of a selected Design-Build contractor.
3. Revise the state procurement law to permit the University to implement a Construction Manager At-Risk Delivery process, which would enable the University to define needs and secure the services of a recognized Construction Manager to deliver the project.
4. Revise the state procurement law to permit the University to implement a Single Prime Contractor Delivery process, which would enable the University to bid contracts for a given project to a single General Contractor.
5. Roll back recently adopted procurement rules, specifically Senate Bill 51. In particular, the oversight by

the State Procurement Officer, the Chief Procurement Officer, and the Procurement Policy Board, should be eliminated for any design or construction contract less than $1 million or $2.5 million, respectively.

and BE IT FURTHER RESOLVED THAT the Senate recommends that the President direct the Office of Governmental Relations to report on the progress in seeking this legislative relief to the Senate Committee on Campus Operations on an annual basis,

and BE IT FURTHER RESOLVED THAT the Senate will transmit this resolution to the University Senates Conference.

Committee on Campus Operations
Ben McCall, Chair
Monica Bielski Boris
Dion Broughton
Sandra Carroll
Rex Gaskins
Tom Johnson
Nancy O'Brien
Luke Olson
Christopher Rao
Naveen Vuppuluri
William Worn
Jack Dempsey, *ex officio*
Maxine Sandretto, *ex officio*

RS.13.02
December 3, 2012

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Prefiled Resolution

RS.13.02 Resolution in Proposing the Creation of a Comprehensive Integrity Statement

Whereas, on October 17, 2012, the Illinois Student Senate passed CA.2013.04, Statement Proposing the Creation of a Comprehensive Integrity Statement, and

Whereas, the University of Illinois at Urbana-Champaign (Illinois) does not have an all-encompassing integrity statement that applies to every level of university governance i.s. administrators, faculty, employees, and students, and

Whereas, Illinois has been affected by scandals in recent years, including last year's transgressions at the highest echelons of university governance, and

Whereas, these scandals affect Illinois' standing and distract from the pursuit of academic excellence, and

Whereas, a university-wide integrity statement would establish firm priorities with regards to integrity, and

Whereas, such priorities are not stated anywhere in existing University statutes, and

Whereas, other Big Ten Institutions, such as Purdue and The Ohio State, have established a statement on integrity that encompasses all relatated parties, and

Whereas, an integrity statement would serve as a inspiration to behave ethically, and

Therefore, let it be resolved that a recommendation be made to Chancellor Wise to create a committee inclusive of administrators, faculty, staff, and students of the University, for the purpose of drafting a university-wide integrity statement, and

Let it further be resolved that this resolution be transmitted to the Office of the Chancellor, the Office of the Provost, the Office of the President, the Center for Teaching Excellence, the UIUC Senate's Executive Committee, the News-Gazette, and the Daily Illini.

Sponsored by Student Senators:
Keenan Kassar
Jim Maskeri
Carey Hawkins Ash