

AGENDA

Senate of the Urbana-Champaign Campus
December 9, 2013; 3:10 pm

Illini Union – Illini Room A

I. Call to Order – Vice Provost Barbara Wilson

II. Approval of Minutes – November 18, 2013

III. Senate Executive Committee Report – Chair Roy Campbell

IV. Chancellor’s Remarks – Vice Provost Barbara Wilson

V. Questions/Discussion

VI. Proposals

IT.14.01	Resolution in Support of the 2013 IT Strategic Plan	Information Technology <i>(J. Hart, Chair)</i>	1
SC.14.04	Endorsement and Support of the University Senates Conference (USC) Statement on Pensions	Senate Executive Committee <i>(C. Campbell, Chair)</i>	13

VII. Reports

HE.14.03	IBHE-FAC Report – November 15, 2013	A. Aminmansour	15
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VIII. New Business

IX. Adjournment

Minutes
Urbana-Champaign Senate Meeting
November 18, 2013

A regular meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:11 pm at the Illini Union in Illini Room A with Chancellor Phyllis Wise presiding and Professor Emeritus H. George Friedman, Jr. as Parliamentarian.

Approval of Minutes

11/18/13-01 The minutes from October 21, 2013 were approved as written.

Senate Executive Committee Report

Roy Campbell (ENGR), faculty senator and Chair of the Senate Executive Committee (SEC), requested floor privileges on behalf of Liberal Arts and Sciences (LAS) Associate Dean Karen Carney to speak to all LAS Educational Policy proposals.

11/18/13-02 Floor privileges were granted as requested without objection.

Campbell reported that at the most recent SEC meeting Vice Provost for Undergraduate Education and Innovation Charles Tucker presented an interim report from the MOOC (massive open online course) Strategy Advisory Committee (MSAC). MSAC is comprised of 23 members from around the campus and is co-chaired by Vice Provost Charles Tucker and Associate Dean for Academic Programs, Laurie Kramer. The MSAC report contains items related to Illinois's partnership with Coursera, policy issues, and other potential uses for MOOCs. MSAC recommends continuing the partnership with Coursera, and also to explore other software platforms or partnerships for delivering MOOCs. A request for proposals will be issued soon for faculty that would like to develop a Coursera MOOC. These proposals will be reviewed by a campus level committee. Other recommendations include expanding our research efforts using our MOOC data and increasing staff capacity for developing MOOC and online course materials. In the policy area, MSAC recommends continuing the practice of not offering credit for Coursera MOOCs, but is open to possibly offering credit to MOOC like experiences in the future that meet campus criteria for course credit. Faculty member created course materials are considered intellectual property. The topic of faculty compensation for teaching Coursera courses is still under discussion by the committee. MSAC suggests that there are many opportunities between Coursera MOOCs and traditional online courses and are looking to the campus to innovate. The final MSAC report should be released soon.

Faculty senators Harry Hilton (ENGR) and Joyce Tolliver (LAS) and student senator Calvin Lear (GRAD) served as tellers for the meeting.

Chancellor's Remarks

Chancellor Phyllis Wise noted that the MSAC report had been presented to Provost Ilesanmi Adesida and the Chancellor. Chancellor Wise was impressed with the amount of work that the committee has put into the report and the very careful consideration of what the place MOOCs is in the educational experience of our students. Wise serves on the Educational Advisory group for Coursera and has been involved in a number of decision making processes.

The Board of Trustees meeting on November 14, 2013 at UIS included discussion on the reconfiguration of the College of Medicine. The position of Vice President for Health Affairs was evaluated and was proposed to change the position title to a Vice Chancellor for Health Affairs and would report directly to the Chancellor of the Chicago campus. All of the hospital and all of the health sciences deans would report to the Vice Chancellor for Health Affairs. This change does not have a direct impact on the Urbana-Champaign campus at this time.

The College of ACES (Agricultural, Consumer, and Environmental Sciences) has received a \$25 million federal grant from USAID (U.S. Agency for International Development) to increase Africa's food supply through soybean research. The research will focus on the optimal type of breeding on soybeans that will be grown in these African countries.

Wise will join five or six other presidents and chancellors in Washington to talk individually with a group of senators about the impact of the sequester and what we hope can be done to preserve the research at the research intensive universities.

Questions/Discussion

Nelson (LAS) asked when the MOOC report would be delivered. Gay Miller, Chair of the Senate Committee on Educational Policy (EPC) noted that during an EPC meeting Vice Provost Tucker indicated that the report would be available after the report is presented to the Council of Deans meeting. If the presentation is completed prior to the December Senate meeting, the report could possibly be on the December Senate agenda.

Consent Agenda

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

- 11/18/13-03 EP.14.08* Proposal from the College of Business Department of Accountancy and the Graduate College to Increase the Credit Requirement Needed to Earn the MS in Taxation
- 11/18/13-04 EP.14.09* Proposal from the College of Liberal Arts and Sciences (LAS) and the Graduate College to Add the Existing Graduate Concentration in Medieval Studies to the PhD in East Asian Languages and Cultures
- 11/18/13-05 EP.14.11* Proposal from the College of Liberal Arts and Sciences (LAS) and the Graduate College to Revise the Language Requirement in the Graduate Concentration in Medieval Studies
- 11/18/13-06 EP.14.13* Proposal from the College of Engineering to Revise the Bachelor of Science in Bioengineering
- 11/18/13-07 EP.14.14* Proposal from the College of Liberal Arts and Sciences (LAS) to Revise the Undergraduate Minor in Portuguese
- 11/18/13-08 EP.14.15* Proposal from the College of Liberal Arts and Sciences (LAS) to Establish an Interdisciplinary Undergraduate Minor in Medieval Studies
- 11/18/13-09 EP.14.16* Proposal from the College of Liberal Arts and Sciences (LAS) to Revise the Major in the Sciences and Letters Curriculum: BALAS in Interdisciplinary Studies, Medieval Studies Concentration

Proposals (enclosed)

- 11/18/13-10 CC.14.06* Nominations for Membership on Standing Committees of the Senate
On behalf of the Senate Committee on Committees, Chair Prasanta Kalita moved approval of the nominee presented on CC.14.06. There were no floor nominations and nominations were declared closed.
- 11/18/13-11 By voice, the slate of candidates listed on CC.14.06 was approved.
- 11/18/13-12 SP.14.06* Proposed Revisions to the *Statutes*, Article XIII, Section 8 – to authorize the University Senates Conference to initiate revisions to the *Statutes* (Second Reading)
On behalf of University Statues and Senate Procedures (USSP), committee member Anna-Maria Marshall reviewed the substance of SP.14.06. This was presented for first reading in October. The text of the proposal has not changed since the first reading.

- 11/18/13-13 By voice vote, the proposed revisions to the *Statutes*, Article XIII, Section 8 authorizing the University Senates Conference to initiate revisions to the *Statutes* was approved.
- 11/18/13-14 RS.14.01* Resolution on Governance Procedures for Changes in Academic Organization
- Faculty Senator Kathryn Oberdeck (LAS) presented the resolution. The *University Statutes* and the *Senate Standing Rules* have directives about how to handle the way the Senate and the Senate Committee on Educational Policy are involved in the final process of reviewing and sending on for approval in changes to unit organization. According to Oberdeck, in the last couple of years it seemed that choices for some units were narrowed down before the discussion was opened. According to the *Statutes* and *Senate Standing Rules*, the Senate does not seem to be involved until the end of the process when decisions have already been made. This resolution is to have some provision in the Senate governing documents that would allow Senate involvement earlier in the process of reorganization of units. The resolution asks for the Senate to review these processes and suggests that the Senate be apprised of developing issues so that the Senate can be involved from the beginning.
- 11/18/13-15 Faculty Senator Kathryn Oberdeck moved approval of RS.14.0 and the motion was seconded. Nelson (LAS) and EPC Chair Miller voiced their support of the resolution.
- 11/18/13-16 By voice vote, the Resolution on Governance Procedures for Changes in Academic Organization was approved.

Current Benefits Issues

John Kindt, Chair of the Senate Committee on Faculty and Academic Staff Benefits reminded those present that if an individual employee contacts a representative regarding an issue, University resources cannot be used in support of any political activities and any political activities must not interfere with employment obligations to the University.

Kindt pointed out that opt out provisions for the Medicare Advantage Plans are confusing. If a person chooses to opt out, this decision is irrevocable. If a person does not respond or never receives notice to be aware that a decision is required, it will be assumed that the person is opting out. There is no appeal and this action is irrevocable. The deadline to respond is December 13, 2013. Kindt also suggested obtaining professional advice before selecting to opt out of Medicare.

Kindt noted that there is speculation of a vote on a pension bill by Illinois General Assembly members on December 3, 2013. Kindt added that www.suaa.org, www.surs.org, and <https://nessie.uihr.uillinois.edu> are good resources for benefits information.

Reports

- 11/18/13-17 HE.14.02* FAC/IBHE Report – October 18, 2013
- 11/18/13-18 SUR.14.01* SURSMAC Report – October 8, 2013

New Business

No new business.

Adjournment

The meeting adjourned at 3:35 pm.

Jenny Roether, Senate Clerk

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

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Committee on Information Technology
Prefiled Resolution
(Final; Action)

IT.14.01 Resolution in Support of the 2013 IT Strategic Plan

WHEREAS the University of Illinois at Urbana-Champaign has formed a faculty-led IT governance committee structure to evaluate and recommend IT initiatives in research, teaching & learning, public engagement, security, and administration, and

WHEREAS in the summer of 2013 these IT governance committees completed a strategic plan designed to advance the goals set forth by the campus's Visioning Future Excellence and other strategic planning processes, to provide students, faculty, staff and alumni IT resources that give them a competitive advantage, and

WHEREAS this strategic plan will make Illinois a leader in online education, by enhancing the student learning environment, improve student access to class resource materials and lead to improved learning outcomes, and

WHEREAS this strategic plan identifies mobile computing access as a top priority for improving student utilization of learning resources, and will provide sufficient campus wireless networking to meet this expanding need, and

WHEREAS this strategic plan will further establish Illinois's leadership in IT infrastructure in support of research, identifying data-driven scholarship as a key strategic growth area, and supporting that growing with appropriately massive levels of data processing, storage, curation and communication, and

WHEREAS our campus's reputation as a leader in IT infrastructure makes it a target for continuous and growing cyber-attack, requiring significant expanded IT resources to continue to ensure the security of its student records and sensitive research projects,

THEREFORE BE IT RESOLVED THAT the Senate of the University of Illinois at Urbana-Champaign supports this 2013 IT Strategic Plan.

Committee on Information Technology

John Hart, Chair
James Baltz
James Hahn
Brant Houston
Lori Kendall
David Lange
Gary J. Olsen
Randall Sadler
Brian Siegel
Paradise Yingzhu Sun
Steven Witt
Michael Hites, *Ex officio*
Paul Hixson, *Ex officio*

IT Strategic Plan 2014-2016

July 16, 2013

IT Governance Committees

Teaching & Learning

Kevin Hamilton, Chair
Barry Ackerson
Reginald Alston
Nick Burbules
Paul Diehl
Jeff Erickson
Greg Gulick
Cary McDonald
Glenda Morgan
Luke Olson
Deanna Raineri
Marcella Ridgway
Sol Roberts-Lieb
Norma Scagnoli
Jose Vazquez

Extension & Outreach

Ann Abbott, Chair
Mike Bohlmann
David Brown
Norman Denzin
Aaron Ebata
George Francis
David Gerstenecker
Lynford Goddard
John Horton
Laura Payne
George Reese
Chris Tidrick
Jonathan Tomkin
Kate Williams

Research

John Hart, Chair
Jayadev Athreya
Gustavo Caetano-
Anolles
Roy Campbell
Rayvon Fouche
Charley Kline
Chris Larrison
Eddie McAuley
Gary Olsen
Randall Sadler
Beth Sandore
Chuck Thompson
John Towns
Shaowen Wang

Administrative

Nancy O'Brien, Chair
Gary Bernstein
Craig Flowers
Bettina Francis
Gabe Gibson
William Goodman
Erik Hege
Rod Hoewing
Prasanta Kalita
Michelle Rome
Chris Span
Jeremy Tyson

Security & Privacy

Abbas Aminmansour, Chair
Joe Barnes
Brad Hedrick
Prasanta Kalita
Peter Loeb
Ray Ming
Robert Muncaster
Jan Novakofski
John Rossi
Randall Sadler
Bob Steltman
Ryan Thomas

Executive Summary: IT Strategic Plan and First-Year Priorities

In 2012, the University of Illinois at Urbana-Champaign formed an IT governance committee structure to evaluate and recommend IT initiatives that would support campus activities in research, teaching & learning, public engagement, security, and administration. Its committees are faculty-led but include participation from students, staff and administrators in an on-going effort to align IT resources and capabilities with campus needs.

In summer 2013, these IT governance committees completed an IT Strategic Plan designed to advance and enable campus goals that had surfaced through the Visioning Future Excellence and campus strategic planning processes. The committees focused on creating for the campus a future-looking IT infrastructure that would give its students, faculty, staff and graduates a strong competitive advantage.

The Provost has asked “What IT infrastructure do we need if we want to be leaders in online education.” The Provost Office’s MOOC Strategy Advisory Committee is forming the vision, strategy and policies for not only worldwide MOOC’s but also for traditional online education originating from this campus. These efforts hold promise to help relieve our current problems with overcrowded classrooms. The IT Governance Committee’s strategic planning report supports the implementation of this vision with recommendations for improving the IT infrastructure in ways that will enhance the student learning environment (including redesigning classroom spaces and technologies to accommodate interactive learning), improve student access to class resource materials, and lead to improved learning outcomes.

One of the leading obstacles to the use of online materials for teaching and learning is mobile access to the network. The Chronicle of Higher Education, Educause and Gartner Research among many others identify wireless access as a top IT issue for campuses across the nation. “Students are ready to use their mobile devices more for academics, and they look to institutions and instructors for opportunities and encouragement to do so.” [ECAR Study of Undergraduate Students and IT, 2013]. Each incoming student on our campus now brings an average of 3.7 devices onto the network. In 2006, the campus made a strategic investment in the wired network infrastructure to overcome faculty, staff and student network access issues, and CITES grew from managing less than 1,500 wired jacks in 2004 to 118,000 for the campus today. Over the past three years, the level of mobile network access of students, faculty and staff has doubled from 51,000 connections to over 101,000 connections, whereas the number of campus wireless access points has only grown 30%, from 3,600 to 4,700.

The Provost has also asked “What IT infrastructure do we need to continue to lead in the research world.” The IT Governance Committees have identified data-driven scholarship as a key strategic area for IT infrastructure investment. The IT Strategic Plan supports the development of an innovative IT infrastructure needed for leadership in data-driven scholarship by recommending researchers have access to cloud computing that provides teraflop-level processing, petabyte-level storage, large dataset archiving, publication and

curation, and a special isolated network devoted to shipping large datasets between campus resources and researchers.

Our campus is a recognized leader in IT infrastructure, which unfortunately make it a target for constant cyber attack. A recent 2.2 million e-mail phishing attack was repelled with 98% effectiveness, but the 44,000 e-mails that got through generated 5,000 outgoing spam e-mails that blacklisted the campus for two weeks, limiting our productivity in teaching, research and collaboration. We must secure our data from cyber-attack and at the same time provide FERPA, HIPAA and other sensitive certifications to our classes and research projects, but our existing security staff and security tools are spread far too thin.

Our campus underinvests in its IT infrastructure when compared to higher education averages. According to data from the campus data-warehouse, our campus has invested an average of 3.8% on IT expenditures (staff, equipment, supplies, and services) for the past four years (not counting Blue Waters), whereas Gartner Research shows education averages 4.7% spend on IT (which also includes K-12). The requests necessary for our most immediate needs include an additional one-time charge of \$2.6M to initiate our strategic teaching and research infrastructure projects, and a recurring \$7M increase to continue those projects, along with the needed security improvements, wireless access improvements and other CITES services. This increase would raise the overall campus investment in IT from 3.8% to 3.9%.

**University of Illinois at Urbana-Champaign
IT Governance Executive Committee**

Debasish Dutta, Chair, *Dean of the Graduate College*
Ann Abbott, *Faculty, Spanish, Italian, Portuguese*
Abbas Aminmansour, *Faculty, Architecture*
Mike Andrechak, *AP, Office of the Provost*
Roy Campbell, *Faculty, Computer Science*
Tanya Gallagher, *Faculty, Applied Health Science*
John Hart, *Faculty, Computer Science*
Michael Hites, *AP, AITS*
Paul Hixson, *AP, CITES*
Patricia Kale, *AP, Office of Risk Management*
Calvin Lear, *Student, Illinois Student Senate*
Melanie Loots, *AP, Office of the Vice Chancellor for Research*
Nancy O'Brien, *Faculty, Social Sciences, Health, & Education*
James Quisenberry, *AP, Housing*
Scott Rice, *AP, University Counsel*
Beth Sandore, *Faculty, Information Technology Policy & Planning*
Ilesanmi Adesida, *Provost, ex officio*
Phyllis Wise, *Chancellor, ex officio*

Introduction and Planning Context

In Fall 2012, the Provost requested that the Chief Information Officer develop a comprehensive strategic plan by May of 2013 for Information Technology on the Urbana-Champaign campus that would provide guidance and priorities for better utilizing IT resources at all levels of the campus, including central enterprise IT units, campus-wide entities like Beckman and IGB, and College and Departmental groups. This plan includes IT's impact on all stakeholder groups and ensures that faculty's perspectives were prevalent in its development. To achieve this aim, the IT Governance Executive Committee led a process that included the development of five IT subcommittees, all led by faculty and with significant faculty and membership. Each subcommittee developed a strategic plan in their area that informed the development of the overall IT strategic plan. The five IT subcommittees were:

- Teaching and Learning
- Research
- Administrative
- Security and Privacy
- Extension and Outreach

In addition, there was significant input from the IT community through the involvement of the IT Council.

The structure of Information Technology at the university has experienced significant change over the past few years. After a brief movement toward more university system level oversight, each campus is now expected to identify its own key needs and work to collaborate with other campuses and the university administration when there is a clear benefit. In addition, the individual colleges, units and departments are collaborating more than in the past. This is leading to more efficient implementations of large-scale change, like the implementation of a single email and calendaring system along with unified communications.

Information Technology's role in research, teaching and learning, and engagement is rapidly changing and its importance to the mission of the university is as critical as ever. The types of external research collaborations and need for accessibility to large data sets is increasing. Online and blended classroom experiences are much more prevalent and the introduction of MOOCs (massive open online courses) may have significant impacts on the way by which learning is delivered. The university's role in providing lifelong learning, both to its alumni and others, will likely expand through the leveraging of technology. The use of technology to support the administrative work of the university will continue to evolve with an expectation of more mobile, efficient, and user-friendly tool sets.

These campus, university, and global contexts were considered throughout the development of the IT strategic plan for the Urbana-Champaign campus.

Vision Statements

Information Technologies will play a **mission-critical** role in helping the University of Illinois at Urbana-Champaign become the preeminent public research university with a land-grant mission. The creative development and use of cutting edge IT resources must help transform all dimensions of our academic enterprise, including research, teaching and learning, and public outreach.

Identifying six major themes in the *Visioning for Excellence* process, the Chancellor and Faculty have called for the University to address society's most pressing issues: Economic Development, Education, Energy and the Environment, Social Equality and Cultural Understanding, Health and Wellness, and Information and Technology. Information technology is a critical key to facilitating discovery, transformation, and translation of all these themes into a new reality. Simply put, the effective use of information technology in education, research, and service can help this campus to change the world and make it a better place.

Building on its long and rich history as the birthplace of many frame-breaking IT innovations (including the development of the transistor, the LED, the first internet browser, and currently the home of Blue Waters, one of the world's most powerful petascale computers), the campus will continue to push the envelope of IT-facilitated research. We will build and utilize a 100Gb research network infrastructure that allows researchers low latency, high-bandwidth access to world-wide high performance computing, vast sensor arrays and massive storage, allowing our faculty to become preeminent in the design and exploitation of such innovations as big data, machine learning, data mining, computational science, and digital social networks. Through a continued emphasis on cutting-edge IT enabled research, the intellectual resources of Illinois faculty will continue to influence and shape the world in a wide range of disciplines from Architecture, English, and Finance to Astronomy, Medicine, and Scientific and Engineering Computation.

Illinois will lead in redefining effective teaching and learning in the 21st century. Aspects of this IT Strategic Plan will help the faculty transform the learning environment (both on and off campus) to expand access, lower costs, reduce time to completion, and improve learning outcomes. We will use scholarly and applied research to inform changes not only in physical learning spaces but also the ways that IT tools and methodologies are used to extend the classroom into virtual spaces that have few if any boundaries. In addition, new advances in informatics and analytics will empower both teachers and students to create more effective and rewarding educational experiences.

Finally, since the very founding of the institution in 1867 as a land-grant university, Illinois has been deeply committed to sharing the latest research-based knowledge with the general public through outreach and engagement activities. Nowhere in the University will the transformative effects of innovative IT play a more major role than in public engagement. By its very nature, IT breaks down physical barriers of distance and makes possible the creation of informal learning communities that earlier generations of pioneering Illinois educators who spent whole careers in "extension work" could have only dreamed about. And, because many of these new end-user IT tools are rapidly becoming commonplace throughout society -- and because society's needs are so acute -- we truly are at a unique historical crossroads where the resources of this great university can be brought to bear more directly in addressing the major problems of our time.

In transforming the "public outreach" of this institution, we will need to solve questions of not only how to bring the university to the people, but also how to bring the people into the university. In other words, we seek bi-directional exchange -- and how better to achieve that than with new, frame-breaking IT tools and methodologies. This will have implications on not only how this University conducts what has traditionally been viewed as "outreach" but also how we conduct

field-based research activities and a wide variety of life-long learning activities. This is an exciting time for this University, and one in which Illinois can provide national leadership in shaping the future of public engagement.

Vision Specifics

Looking to the future, the campus aims to make IT a competitive advantage for the benefit of all students, faculty, researchers/collaborators, staff and graduates. To achieve this vision of success, the campus must:

- Transform the learning environment
- Fully enable faculty and researchers to work with collaborators across and outside of the campus
- Help students develop broad digital literacy skills through seamless exposure to innovative IT throughout their Illinois educational experience.
- Be agile in supporting innovation, without compromising security and accessibility
- Provide ubiquitous services and resources that are usable by all stakeholders
- Create lifelong connections with students and other stakeholders

Guiding Principles

In order to achieve the vision and goals of the IT strategic plan, the following guiding principles must be adhered to:

- Aim high for change that will transform Illinois
- Build a strong governing framework with input from all stakeholders
- Ensure that projects are seen to their appropriate conclusion
- Build strong shared services that all parties support and can depend upon
- Clearly communicate, seek input, and be transparent throughout the implementation process
- A robust IT funding model is essential to support campus strategic initiatives
- Include universal design principles as a foundational criterion for all IT projects and resources
- Ensure that IT resources meet current accessibility and security statutes
- Value security and privacy

Summary of Goals

Based on the discussions with the various stakeholder groups, five goals were developed for the IT strategic plan. The goals consider multiple aspects of IT, including core administrative support services, research technology, teaching and learning tools and engagement functionality. In addition, several constituencies are targeted as part of the plan including faculty, researchers, outside collaborators, students and alumni.

- A. Use IT to build a competitive advantage for faculty, students, and graduates**
- B. Enhance the student learning environment to improve outcomes**
- C. Develop infrastructure to create and support online and innovative learning**
- D. Leverage technology to support our public engagement mission**
- E. Streamline the user experience**

Goals, Initiatives, and Metrics

For each of the five IT strategic plan goals, specific initiatives and metrics were developed to provide details of how each goal would be accomplished and what evidence would be gathered to assess the impact of these actions. Each year the IT community, in partnership with the Colleges and Campus, will assess progress against these five goals and set priorities for the following year.

A. Use IT to build a competitive research advantage for all faculty, researchers, students, and graduates

Illinois is known for its strengths in IT; however, it will be critical to continue investing in new and improved IT capabilities across the full spectrum of the campus community for all faculty, students, graduates and outside collaborators to build and maintain excellence and establish IT as a true competitive advantage and area of distinction. To accomplish this goal, the following initiatives have been identified:

- Complete and implement a data stewardship plan that at least meets the criteria set by NSF and provides researchers and services needed to publish archival datasets
- Implement a suite of sensitive data services providing compliance with HIPAA, NSF, and other legal and federal agency requirements and an officer to oversee compliance
- Produce a cyberinfrastructure plan that includes an isolated, secure research network designed for shipping massive datasets between collaborators
- Provide researchers with access to petabyte-level storage and teraflop-level processing
- Facilitate outside research collaborators access to IT resources
- Create a research initiative in data-driven scholarship by coordinating silos of established leadership in individual areas of data analysis
- Develop mechanisms to more strongly support undergraduate research and engagement experiences
- Strengthen IT sustainability practices that will impact research information, research IT infrastructure and data management
- Develop a technology portal for researchers
- Develop methods to encourage faculty and researcher partnerships with IT professionals on innovative projects

Metrics

- Number of outside research collaborators with access to Illinois' IT resources
- Amount of storage available to researchers
- Percentage and number of research initiatives hosted on Illinois IT resources versus those of a collaborator's campus or a third party
- Amount of processing available to researchers
- Sponsored research dollars allocated to big data research
- Level of implementation of a research data service
- Percentage of research data available in archival storage
- Development of a data stewardship plan
- Creation of a cyberinfrastructure plan

B. Enhance the student learning environment to improve outcomes

One of the characteristics of a university that is likely to experience a dramatic change over the next several years is the students' learning environment. The following initiatives will be essential not only to address these trends but to capitalize upon them:

- Redesign classroom space and technology to accommodate more interactive teaching styles and blended learning
- Transform access to class resource materials to meet student needs
- Focus efforts to strengthen digital literacy skills in our students through General Education, research, and engagement experiences
- Provide assessment tools to support learning and evaluate student outcomes
- Provide ability to connect personal devices in the classroom
- Leverage community networking improvements developed through the UC2B project so that local students can fully participate in flipped or blended classes from off-campus apartments and residences
- Promote the Illinois Experience, one that uses the most innovative teaching technologies and techniques, to prospective students

Metrics

- Average time to degree (undergraduate and graduate level)
- Development of new types of teaching spaces
- Percentage of students using personal devices for class work
- Average cost to obtain/access class resource materials
- Enrollment within courses aimed at building digital fluency

C. Develop infrastructure to create and support online and innovative learning

To enable the campus to be a leader within online education and be at the forefront of implementing innovative learning strategies, key infrastructure and support requirements must be satisfied, as outlined by the following initiatives:

- Create collaboration environments to assist faculty and students
- Streamline registering for courses in a variety of modalities and combining different kinds of learning experiences in the context of an overall degree program
- Develop and deploy the IT infrastructure needed to incorporate 21st century instructional technologies into learning spaces
- Create a new physical space on campus for faculty and staff that provides hands-on support for exploring how best to use innovative technology to enhance teaching and learning
- Create and support instructional tools that enable a full range of pedagogical approaches and flexibility in responding to students' needs
- Provide content creation, delivery services and infrastructure for new and evolving instructional systems
- Incorporate principles of universal design in the creation of online instructional content and online to create optimal learning environments to ensure equal access
- Develop a common set of terminology and messaging about the online/blended experiences at Illinois
- Establish a campus level system for cataloging, storing and reusing multimedia elements for teaching and Public Affairs
- Establish a consistent and predictable revenue model that can return resources to units to incentivize and support innovation

- Use student expertise/insights to develop IT services for student and others' use
- Create a framework and process to manage student-developed IT services

Metrics

- Percentage of students taking online, blended, or flipped courses
- Percentage of classrooms with technology
- Percentage of instructional units that are from online, blended, or flipped courses
- Number of instructional units from online courses from non-residential students
- Number of instructional units delivered via MOOCs
- Enrollment within courses aimed at building an understanding of digital technologies integrated with disciplinary and professional development
- Percentage of projects that meaningfully include universal design principles as an item on the project plan
- Number of learning spaces with mobile connectivity sufficient to meet learning needs
- Percentage of faculty teaching an online, blended, or flipped course
- Revenue generated from online courses

D. Leverage technology to support our public engagement mission

Public engagement is a key mission of the university. We must improve the visibility of public engagement activities and opportunities that our campus provides. The following initiatives create engagement opportunities for every student and faculty member through the use of IT:

- Use IT to develop a “second generation” engagement clearinghouse with a recommendation engine that would prioritize/suggest/highlight engagement opportunities for students, faculty, and staff by inviting public partners and citizens to identify important needs or high priority issues and possible funding alternatives
- Grant public partners access to appropriate IT resources
- Use IT to create a revolutionary suite of IT services and engagement spaces providing faculty, students, and public partners with the ability to experiment with new methods of innovative public engagement
- Make existing engagement resources and opportunities highly visible where people congregate, work, or search for information, and do so across multiple communication platforms
- Develop a common IT framework for identifying and tracking engagement efforts by faculty, staff, and students that would be part of annual reviews, promotion and tenure, department and college reporting, and research on engagement activities and outcomes
- Explore how online learning technologies, such as MOOCs, could enhance engagement

Metrics

- Number of platforms and services that people and organizations outside the university can use easily as if they were present on the campus
- Number of students graduating with at least one engagement experience. Find and double the current number in five years
- Number of people using IT resources to engage with the university
- Number of faculty and staff who are aware of what Extension offers
- Number of trainings done to show faculty how to implement engagement and Extension
- Number of visible engagement resources and opportunities across multiple communication platforms (web sites, email, etc.)
- Availability of engagement information for campus and for researchers

E. Streamline the user experience

Technology plays a key role in the workings of any university and can be both a barrier and an enabler. Users of technology have increasingly high levels of expectation, especially related to flexibility, mobility, and integration across all of the tools that they use. The campus must undertake the following initiatives to meet these needs:

- Create a streamlined IT onboarding process for students, faculty, and staff
- Develop more-integrated campus-wide IT support capabilities
- Reduce the number of logins and passwords required
- Integrate student learning experiences in a more coherent manner
- Provide better integration and interoperability between local IT systems and centralized systems
- Support elevating and migrating services developed in colleges and departments into campus level services when appropriate
- Streamline IT administrative systems to make them more intuitive, user-friendly, and effective
- Create mobile access to information and applications that allow faculty, students, and staff to perform work from anywhere
- Identify the range, processes, scope, and resources required to maximize the application of universal design in the planning, procurement and deployment of IT resources and to ensure compliance with federal and state accessibility statutes when ad hoc accommodations are required for inaccessible IT attributes/ functions
- Use IT to reduce the barriers that arise due to disabilities and deliver inclusive, usable, accessible IT services throughout all aspects of the University
- Enable faculty to purchase and use 3rd party tools they need for research, engagement, or instruction, while maintaining compliance and financial obligations
- Strengthen communication related to the IT services and resources available

Metrics

- Number of logins and passwords required
- Development of a single student portal
- Number of redundant “shadow systems” across campus
- Development of mobile applications that enable work to be conducted anywhere
- Proportion of systems that are accessibility compliant
- Annual cost of IT services to end users
- Number of IT resources that have been verified to meet current accessibility and security statutes
- Number of contracts that contain language mandating timely process remediation for accessibility issues

Appendices – Yearly Priorities and IT Governance Committee Plans

Two separate documents connected with this IT Strategic Plan (“IT Governance Source Documents” and “Yearly Priorities Appendices”) outline additional information for campus consideration, including year one operational priorities developed to address the most urgent strategic needs; and the full text of the individual campus IT Governance committee plans that formed the basis for the IT Strategic Plan and outline visionary thinking, strategic and operational IT needs, and calls for campus deliberation in planning future direction.

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

SC.14.04 Endorsement and Support of the University Senates Conference (USC) Statement on Pensions

The attached statement on pensions was approved by the University Senates Conference on November 21, 2013.

RECOMMENDATION

The Senate Executive Committee recommends the Senate of the Urbana-Champaign Campus endorse and support the attached November 21, 2013 University Senates Conference (USC) Statement on Pensions.

Senate Executive Committee

Roy Campbell, Chair
Kim Graber, Vice-Chair
Abbas Aminmansour
Michel Bellini
Damani Bolden
Pat Gill
Shao Guo
John Hart
Harry Hilton
Prasanta Kalita
Calvin Lear
Melissa Madsen
William Maher
Gay Miller
Joyce Tolliver
Matthew Wheeler

University Senates Conference
University of Illinois

STATEMENT ON PENSIONS

Approved November 21, 2013

WHEREAS the University Senates Conference has supported reasonable pension reform in the past (*Resolution on Pensions*, University Senates Conference, April 27, 2012) and continues to do so, and

WHEREAS any such reform must be fair to all and protect the very foundation of the benefits that were promised to employees when they were hired, and

WHEREAS employees of the State made life decisions based on promises made by the State, and these decisions cannot now be reconsidered, nor can employees be expected to rebuild their lives based on new financial assumptions, and

WHEREAS the University of Illinois is the flagship educational institution of the State, producing knowledge that is of direct use to the State of Illinois, both in economic terms and in terms of general quality of life, and

WHEREAS it has been estimated that for every dollar that the State invests in the University, it receives a return on its investment of 17:1 (*The Impact of the University of Illinois on the Economy of Our State*, Institute of Government and Public Affairs, January 2009);

Therefore, be it RESOLVED that the University Senates Conference considers that any pension reform that does not protect the University's ability to recruit, retain and support the best talent will result not only in irreparable harm to the University, but also in damage to the State of Illinois, and reminds our legislative representatives that the future of higher education depends on reasonable reform.

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

HE.14.03 Report on the November 15, 2013 meeting of the FAC to the IBHE.

The [Faculty Advisory Council \(FAC\)](#) of the [Illinois Board of Higher Education \(IBHE\)](#) held a regularly scheduled meeting at the MacMurray (Mac) College on Friday November 15, 2013 with about 30 member institutions present. Special guest of the Council included Dr. Colleen Hester, President of the MacMurray College; Daniel Frederking of the Illinois Partnership for Assessment of Readiness for College and Careers (PARCC); Michael Afolayan, IBHE Assistant Director for Academic Affairs; State Senator Sam McCann and Representative CD Davidsmeyer.

Chair Aminmansour called the meeting to order at 9:00 AM. After introduction of members present, Mac President Coleen Hester welcomed the Council to her campus and spoke about her college and its role and contributions to higher education in Illinois. President Hester addressed challenges that higher education faces in Illinois and nationwide and encouraged faculty to be involved in discussions at all levels to ensure reasoned discussion prevail in decision making.

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately and reported back to the Council later in the day. Topics addressed by caucuses included the following: pension reform including potential implications of possible legislation on the subject, planning for the December FAC meeting/celebrating FAC's 50th anniversary and the ongoing search for the IBHE Executive Director.

Daniel Frederking, [Illinois PARCC](#) Field Test Coordinator for Student Assessment at the Illinois State Board of Education (ISBE), gave a presentation to the Council on the field testing and rolling out of the PARCC. According to the PARCC web site, "The Partnership for Assessment of Readiness for College and Careers (PARCC) is a consortium of 18 states plus the District of Columbia and the U.S. Virgin Islands working together to develop a common set of K-12 assessments in English and math anchored in what it takes to be ready for college and careers. These new K-12 assessments will build a pathway to college and career readiness by the end of high school, mark students' progress toward this goal from 3rd grade up, and provide teachers with timely information to inform instruction and provide student support. The PARCC assessments will be ready for states to administer during the 2014-15 school year." Illinois is a Governing State in the PARCC Consortium. Mr. Frederking went over the format and some

sample questions/problems on the new assessment test. During the question and answer session, some Council members expressed concerns about the new testing format including types of questions, addressing issues relative to carrying out the new assessment tool during the first few years, etc.

In the afternoon session, Illinois Senator Sam McCann and Representative CD Davidsmeyer addressed the Council and discussed their views on issues of interest in higher education including financing of higher education and pensions. Both legislators felt that earned benefits of the state universities employees should not be affected adversely by any new legislation.

During the Business portion of the meeting, the Council approved the minutes of its October 18, 2013 FAC Meeting at Chicago State University. In addition, the Council held an election for a representative of FAC to participate in the interview process of the new IBHE Executive Director. Professor John Bennett was elected for this role.

The meeting adjourned at 3:15 PM. The next IBHE-FAC meeting is scheduled for December 13, 2013 in Springfield. This is a special meeting when the Council meets with the IBHE staff each year in December. However, because this is the 50th anniversary of the formation of the FAC, a special panel discussion will be conducted at this meeting including some former key members of FAC and IBHE.

Respectfully submitted

Abbas Aminmansour