

AGENDA

Senate of the Urbana-Champaign Campus
February 9, 2015; 3:10 pm
Illini Union – Illini Room A

- I. **Call to Order** – Chancellor Phyllis Wise
- II. **Approval of Minutes** –December 8, 2014
- III. **Senate Executive Committee Report** – Chair Roy Campbell
- IV. **Chancellor’s Remarks** – Chancellor Phyllis Wise
- V. **Questions/Discussion**
- VI. **Consent Agenda**

These items will only be distributed via www.senate.illinois.edu/20150209.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.15.27	Proposal from the College of Fine and Applied Arts and the Graduate College to establish a Graduate Minor in Dance	Educational Policy (G. Miller, Chair)
EP.15.28	Proposal from the College of Fine and Applied Arts and the Graduate College to revise the M.F.A. in Dance	Educational Policy (G. Miller, Chair)
EP.15.38	Proposal from the College of Agricultural, Consumer, and Environmental Sciences (ACES) to Revise the Bachelor of Science in Agricultural and Consumer Economics (ACE) with a Concentration in Agri-Accounting	Educational Policy (G. Miller, Chair)

VII. Proposals (enclosed)

EP.15.33	Proposal to Create a College of Medicine at the University of Illinois at Urbana-Champaign in Partnership with Carle Health System	Educational Policy (G. Miller, Chair)	1
SP.15.12	Proposed Revisions to the <i>Bylaws</i> , Part D.18 – Committee on University Statutes and Senate Procedures	University Statutes and Senate Procedures (W. Maher)	47
SP.15.13	General Revisions to the <i>Statutes</i> Motions #4 and #5	University Statutes and Senate Procedures (W. Maher)	49
LB.15.01	Resolution on Intellectual Freedom and the University Library	Library (M. Mallory, Chair)	65
RS.15.05	Resolution Regarding the Senate Committee on Academic Freedom and Tenure Report	B. Levine, et. al.	73
RS.15.06	Recommendations about Shared Governance and Academic Freedom	B. McCall, N. Burbules, R. McCarthy, J. Tolliver	75
RS.15.07	Concerns about Shared Governance and Academic Freedom	B. McCall & K. Sanders	77

VIII. Reports (enclosed)

AF.15.01	Report on the Investigation into the Matter of Steven Salaita	Academic Freedom and Tenure (D. O'Brien, Chair)	79
EP.15.39	Administrative Approvals – January 26, 2015	Educational Policy (G. Miller, Chair)	219
EP.15.40	Administrative Approvals – February 2, 2015	Educational Policy (G. Miller, Chair)	221
HE.15.04	FAC/IBHE Report – December 12, 2014	A. Aminmansour	223
HE.15.05	FAC/IBHE Report – January 16, 2015	A. Aminmansour	225
SC.15.07	BOT Observer Report – January 15, 2015	G. Miller	227
SC.15.08	Hiring Policies and Procedures Review Committee Report	Senate Executive Committee (R. Campbell)	231
UC.15.05	USC Report – December 12, 2014	J. Tolliver	251
UC.15.06	USC Report – January 22, 2015	J. Tolliver	253

IX. New Business

Matters not included in the agenda may not be presented to the Senate without concurrence of a majority of the members present and voting.

X. Adjournment

Minutes
Urbana-Champaign Senate Meeting
December 8, 2014

A regular meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:10 pm in the Illini Room A at the Illini Union with Chancellor Phyllis Wise presiding with Professor Emeritus H. George Friedman, Jr. and Professor Brian Gaines as Parliamentarians.

Approval of Minutes

12/08/14-01 The minutes from November 17, 2014 were approved as written.

Senate Executive Committee Report

Roy Campbell (ENGR), faculty senator and Chair of the Senate Executive Committee (SEC) reported that in addition to the University *Statutes* changes on today's agenda, further changes to the *Statutes* will be presented at upcoming Senate meetings. Chair Campbell also noted that pension discussions continue.

12/08/14-02 Floor privileges were granted as requested without objection.

12/08/14-03 Tellers for the meeting were faculty senators Stephen Cartwright (FAA) and Kim Graber (AHS), and student senator Matthew Hill (LAS).

Chancellor's Remarks

Chancellor Wise reported that the Senate Committee on Academic Freedom and Tenure is working on a report regarding academic freedom issues. Wise and Vice Chancellor for Academic Affairs and Provost Ilesanmi Adesida have continued to meet with departments and engage in discussions surrounding academic freedom and freedom of speech.

Questions/Discussion

Faculty senator Riedel (LAS) communicated her concern with Provost Communication #25 in that specialized faculty do not have the same time allotted as tenure system faculty to work towards promotion. Wise deferred the question to Vice Provost for Faculty Affairs and Academic Policies Elabbas Benmamoun.

Consent Agenda

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

12/08/14-04 EP.15.22* Proposal from the College of Education to revise the requirements for the Bachelor of Science in Elementary Education

12/08/14-05 EP.15.25* Revision of Certificate in Accountancy program, College of Business

Proposals (enclosed)

12/08/14-06 SP.15.06* General Revisions to the *Statutes*: Motions #1 and #2

Senate Committee on University Statutes and Senate Procedures (USSP) member Friedman introduced proposal SP.15.06 noting the proposed changes to the University *Statutes* originated from the Board of Trustees (BOT), were reviewed and reworked by the University Senates Conference (USC), and then disseminated to the three campus senates. Friedman reported that USSP reviewed a draft of the proposed *Statutes* changes over the summer and shared comments with the USC. USSP's comments were considered by the USC prior to distribution of the proposed *Statutes* changes to the three campuses. The USC advised the three campus senates to divide the proposed *Statutes* changes into eight motions and today, USSP presents motions #1 and #2 to the Senate.

Friedman moved adoption of the resolution (SS.15.01)* distributed at the beginning of the meeting. The resolution resolved that the “Senate will consider and vote on the several separate Motions of advice on separate parts of the posed amendment to the *Statutes*, while reserving the right to reconsider or supplement that advice when considering later Motions dealing with later parts of the *Statutes* if interactions are discovered which impact previously approved parts of the amendments to the *Statutes*.”

- 12/08/14-07 Friedman’s motion to adopt the distributed resolution was seconded and approved by voice.
- 12/08/14-08 On behalf of the Senate Committee on University Statutes and Senate Procedures (USSP), committee member Freidman moved approval of Recommendation One of proposal SP.15.06. Part one of Recommendation One was accepted as presented. Discussion regarding the requirement of the president to be a member of the faculty in part two of Recommendation One was further debated.
- 12/08/14-09 Burbules moved to amend the motion to approve Recommendation One by retaining the president as a member of the faculty, but not part of every department and college. The motion to amend Recommendation One was seconded and additional discussion followed.
- 12/08/14-10 The motion to amend Recommendation One was approved by voice. Recommendation One of SP.15.06 will go forward with the amended language: “The president is the chief executive officer of the University and a member of the faculty.”
- 12/08/14-11 By voice vote, the motion to approve the amended Recommendation One of proposal SP.15.06 was approved.
- 12/08/14-12 On behalf of USSP, Freidman moved approval of Recommendation Two of proposal SP.15.06. The recommendation by USSP to change “faculty” to “campus” on line 148 was divided from the recommendation by USSP to change “the” to “an” on line 149. Discussion of both proposed changes followed.
- 12/08/14-13 Burbules made a motion to amend Recommendation Two by replacing USSP’s suggested “campus” in line 148 with “elected representatives of the faculty, students, and academic professional staff”. The motion was seconded.
- Discussion of proposed changes to both line 148 and line 149 continued.
- 12/08/14-14 The motion to amend Recommendation Two by replacing USSP’s suggested “campus” in line 148 with “elected representatives of the faculty, students, and academic professional staff” was approved by voice.
- 12/08/14-15 USSP’s recommendation to replace “the” with “an” on line 149 failed by a show of hands. The amendment will go forward with “the” as originally proposed by the BOT.
- Discussion continued with part two of Recommendation Two. Friedman noted that the USC currently has no bylaws. Until the USC has bylaws and there are procedures for amending those bylaws, USSP recommends in part two of Recommendation Two to postpone discussion of this entire section until USC has established bylaws. Wise clarified that lines 193-223 were under discussion.
- Discussion followed whether to postpone recommendations on the entire section from lines 193-223, or to approve some lines within the section from lines 193-223.

- 12/08/14-16 In response to Senate discussion, Friedman moved to amend part two of Recommendation Two to approve lines 216, 217, 243 and 247, but to defer lines 207-213 and line 246. Friedman's motion to amend Recommendation Two was seconded.
- 12/08/14-17 The motion to amend part two of Recommendation Two to approve lines 216, 217, 243 and 247, but to defer lines 207-213 and line 246 was approved by voice.
- 12/08/14-18 By voice vote, the motion to approve the amended Recommendation Two of proposal SP.15.06 was approved.
- 12/08/14-19 The amended SP.15.06 proposal was approved by voice.
- 12/08/14-20 HD.15.01* Nomination for Honorary Degree
On behalf of the Senate Committee on Honorary Degrees, Chair Tyson moved approval of awarding honorary degrees to those listed on HD.15.01; Cicerone, Lavizzo-Mourey, and Nugent. Tyson gave a brief overview of the proposed awardees qualifications.
- 12/08/14-21 By voice, the motion to award an honorary degree to Cicerone was approved.
- 12/08/14-22 By voice, the motion to award an honorary degree to Lavizzo-Mourey was approved
- 12/08/14-23 By voice, the motion to award an honorary degree to Nugent was approved.

Current Benefits Issues

John Kindt, Chair of Faculty and Academic Staff Benefits, noted that there is a permanent injunction in place against Senate Bill 1. Kindt also directed attention to the SURSMAC (State Universities Retirement System Members Advisory Committee) report. The State University Annuity Association website <http://suaa.org/>, the State University Retirement System website <http://surs.com/>, and Nessie <https://nessie.uihr.uillinois.edu/cf/index.cfm> are all resources for staying informed about current benefits issues.

Reports

- 12/08/14-24 EP.15.30 Report of Administrative Approvals through Dec 1, 2014
- 12/08/14-25 HE.15.03 FAC/ IBHE Report – November 21, 2014
- 12/08/14-26 SC.15.06 BOT Observer Report – November 13, 2014
- 12/08/14-27 SUR.15.01 SURSMAC Report – November 18, 2014

New Business

None

Adjournment

The meeting was adjourned at 4:14 pm.

Jenny Roether, Senate Clerk

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

Proposal to the Senate Educational Policy Committee

PROPOSAL TITLE: Creation of a College of Medicine at the University of Illinois at Urbana-Champaign in Partnership with Carle Health System

SPONSOR: Chancellor Phyllis Wise, Office of the Chancellor, 333-6290, pmwise@illinois.edu

UNIVERSITY CONTACT: Provost Ilesanmi Adesida, Office of the Provost, 333-6677, iadesida@illinois.edu

BRIEF DESCRIPTION:

The Chancellor of the University of Illinois at Urbana-Champaign seeks the formal approval of the Senate to establish an independently-accredited College of Medicine at the University of Illinois at Urbana Champaign in partnership with Carle Health System.

Preliminary endorsement of the creation of this college was passed by the Academic Senate on September 22, 2014¹, with the understanding that a draft business plan outlining a viable financial plan, a general proposed governance plan and a curriculum plan would be shared at a later date. This basic information has now been made available to the public and the entire campus community (see <http://strategicplan.illinois.edu/index.html>). While this present proposal is based on the draft business plan being specific enough to provide evidence of viability and firm intention, the elaboration of a final detailed business plan can only come once the College has been created. Likewise, according to the University of Illinois *Statutes*, details of governance of the College must be determined by the faculty of the College through the creation and adoption of the College Bylaws, just as the curriculum of the academic programs must be developed by the College faculty² and approved by the campus Senate. The College faculty must be recruited by a founding Dean, who in turn can only be recruited once the College has been formally established.

Therefore, in order to permit the above steps to occur, the present proposal seeks formal Senate approval to establish an independently-accredited College of Medicine at the University of Illinois at Urbana Champaign in partnership with Carle Health System. As outlined in the final section of this document, this initial step of establishing the College will be followed by several successive processes of approval, including approval of the curricula, degree requirements, and final unit budget. The inaugural class will be recruited and admitted only after these and other steps have been successfully completed.

It is important to note that this proposal is submitted in order to allow the University of Illinois at Urbana-Champaign campus to create a University of Illinois at Urbana-Champaign College of Medicine. As stated in the business plan under consideration, the proposed new College in no way requires changes to the scope, size or operations of the UIC College of Medicine.

JUSTIFICATION:

¹ *EP.15.02, Proposal to Create a College of Medicine at the University of Illinois at Urbana-Champaign in Partnership with Carle Health System – Preliminary Endorsement.*

² In the same way the faculty of new departments normally develop curricula for new programs in consultation with colleagues from other departments, the dean and faculty will be encouraged to broadly consult across all colleges to identify collaborations that have the potential to provide advantages and impact.

There is no U.S. public research university better positioned than the University of Illinois at Urbana-Champaign to leverage the convergence of engineering with medicine and be a leader in the transformation of health care research, education, practice and delivery. The Urbana campus already has the assets, including one of the nation's top-five engineering schools and the National Center for Supercomputing Applications. All of the top ten medical schools in the country already partner with College of Engineering faculty members at the Urbana campus in joint research projects. Furthermore, while infusing engineering with medicine is a distinctive facet of the proposed College, the College will tremendously benefit by leveraging the expertise and knowledge across the campus (the IHSI letter begins to speak to some of the opportunities – see attachment A) but these are but a few examples. These are by no means exclusive and we are convinced that colleges across the campus will have opportunities to benefit and contribute to the College's success. In a fundamental way, the reputation of the Urbana campus as a whole will benefit by strengthening its position within the Association of American Universities. The Urbana campus currently has the potential to foster innovative cross-disciplinary medical research collaborations, but this potential is hampered by the lack of an independently-accredited College of Medicine on campus. In addition, the need for cross-disciplinary physician training has been emphasized by the Association of American Medical Colleges and the Howard Hughes Medical Institute who have argued for transformative approaches to the education of future physicians that would better reflect and anticipate emerging technologies³. Panelists at the 2012 First IEEE Life Sciences Grand Challenges Conference, held at the National Academy of Sciences, emphasized the need for medical education to adapt to tomorrow's medicine, including increased attention to the quantitative sciences in physician training⁴. These panels also argued for the need to prepare future physicians by leveraging closer collaborations between medical and engineering schools, and physicians being taught to adopt a systems view of the human body.

The numerous letters of support for this proposed new College of Medicine from leading medical educators, practitioners, and leaders of industry in the medical sphere attest to the transformative value of the creation of a distinct engineering-based College of Medicine (see Attachment A). Of particular importance are letters that emphasize the University of Illinois at Urbana-Champaign's unique capability to develop this College from the ground up, and the comparative difficulty of trying to "retrofit" an established college to reflect such a vision (Dr. Franklyn Prendergast, Mayo Clinic and Dean G. Richard Olds, School of Medicine, University of California, Riverside).

As the only health system in Illinois that owns its own health plan, and one of the state's largest providers of clinical care, Carle is a leader in high quality, cost-effective and well-coordinated patient care and is the only fully integrated health system in the state of Illinois. Carle's unique profile allows improvements across entire systems of care, rather than focusing on one area of healthcare delivery – a capability that has led to Carle being consistently recognized as among the best in the state and the nation. In particular, the application of big data techniques and data analytics across such an integrated health system holds the promise of reducing costs and improving healthcare by tracing healthcare trends and identifying effective prevention and treatment strategies⁵. Carle's fully integrated health system will position the proposed College at the leading edge in the quest to identify and drive improvements in cost and effectiveness of healthcare, both locally and nationally. As a physician-led and patient-centered organization, Carle can

³ HHMI, AAMC, Scientific Foundations for Future Physicians - Report of the AAMC-HHMI Committee, <https://www.aamc.org/download/271072/data/scientificfoundationsforfuturephysicians.pdf>, 2009.

⁴ He et al, Grand Challenges in Interfacing Engineering with Life Sciences and Medicine, IEEE Transaction on Biomedical Engineering, Vol. 60.3, 2013.

⁵ Khoury, Muin J. and Ioannidis, John P. A., Big Data Meets Public Health, Science, Vol. 346, issue 6213, pp. 1054-1055, 2014.

leverage the proposed medical education model to provide better health outcomes for patients. Carle's ability to conduct research in partnership with our faculty, as demonstrated by their existing collaborative projects with the University, is significant, and Carle's leadership team is fully committed to working with us to transform medical education and graduate top-tier medical practitioners. Furthermore, Carle is committed to the excellence of the proposed College. As such, while Carle will be a strong partner, Carle is open to excellent engagements both close and afar that will strengthen the College's medical education, clinical training and research mission⁶.

UNIVERSITY'S MISSION:

The U.S. healthcare system is undergoing historic changes driven by an aging population with more chronic conditions, an influx of millions of new people into the healthcare system due to the Affordable Care Act, and a severe physician shortage. The convergence of engineering, technology and medicine is expected to lead to discoveries that will result in greater access to better healthcare at lower cost for more people. Studying how to best examine these new medical realities is consistent with our mission to address societal issues through research, education, and engagement. Carle's mission to serve people through high quality care, medical research and education complements our mission.

In 2012-2013, the university conducted a *Visioning Future Excellence (VFE)* initiative that involved garnering input from faculty, administrators, staff, and students about the directions our campus should take to ensure continued excellence and viability. Participants identified health and wellness, information and technology, and economic development as three of the main themes the university should focus its investments on in order to meet society's greatest challenges (<http://oc.illinois.edu/visioning>).

In another university initiative to identify clusters that would lead to economic development in Urbana-Champaign and in our geographic region, the Business Cluster Development (BCD) consulting group included biomedical and bioengineering as a technology cluster that would enhance economic development (<http://go.illinois.edu/technologyclusterdevelopment>). BCD's report, prepared for the Research Park at the University of Illinois at Urbana-Champaign, also stated that the lack of a full-scale medical program prevents us from realizing the potential economic development impact of this cluster. We agree wholeheartedly with BCD's assessment and believe the proposed College of Medicine would address this shortcoming. The continued excellence and competitiveness of our university among our peers (e.g., Association of American Universities) would be enhanced by the presence of an autonomous medical college that builds on our strength in engineering and computer science and stands to benefit greatly from collaborations and projects with faculty, departments, and colleges across the campus.

BUDGET:

The private consulting firm, Tripp Umbach, submitted a detailed financial model and fund development strategy in the business plan they submitted on October 20, 2014. The financial model and business plan incorporated the input of over sixty individuals (University faculty and administrators, and Carle physicians and leaders), divided into ten working groups and a leadership group. All groups included both University and Carle participants. The plan also leveraged Tripp Umbach's expertise as well as its

⁶ This includes existing research partnerships with Mayo Clinic, OSF Healthcare and an emerging exciting opportunity (MOU signed 01/12/2015) with Massachusetts General Hospital (MGH) centered on student and faculty exchanges and training as well as the development of research collaborations.

access to financial models for current and planned medical schools. The highlights of the financial plan include

- A \$100 million contribution from Carle Health System over the first ten budget years;
- An additional on-going annual contribution from Carle of \$1.5 million to extend beyond 2025.
- A cumulative budget surplus (including Carle and other funding contributions) that never is in deficit throughout the presented ten year budget, even with the inclusion of a 10% contingency on all expenses;
- No request for new GRF funds from the State for the operations of the College and no request for the diversion of funds from other Colleges;
- Start-up expenses estimated at just over \$37.4 million (including the 10% contingency) in the first three years with revenues and funding commitments and revenues estimated at \$45 million during that same period;
- A cumulative budget surplus (including funding contributions) of approximately \$10 million in the tenth year.
- A 10th year annual operating deficit (expenses minus revenues for that year not including funding contributions) of \$0.9 million (although this deficit is the result of including a \$3.2 million contingency in the expenses);
- The creation of a \$25 million endowment from the \$100 million Carle contribution by setting aside funds in years 8 to 10. Draws from that endowment would help address the annual operating deficit beyond year 10. The annual operating budget deficit can be eliminated in later years with draws from this endowment and the increase in tuition revenue resulting from the full ramp-up of students to fifty per class in all years⁷.

STAFFING:

The business plan for the new College of Medicine calls for the following:

- The recruitment of a founding dean, who must be a nationally recognized leader in engineering and science-driven medicine, projected for 2015;
- A core faculty consisting of 23 new faculty members with 20 in the sciences or engineering and 3 physicians;
- An additional estimated 40-50 physicians to be employed by Carle Health System, who will also hold partial appointments with the College (the equivalent of about 10 new FTE clinical faculty members).
- Approximately 75 FTE faculty and staff are expected to support the operations of the College by the tenth year.
- The new College is to draw from approximately 400 physicians representing 70+ specialties currently employed by Carle.
- The new College is to take advantage of the fact that Carle has a physician workforce plan to recruit additional physicians resulting in a net increase of 130 physicians over the next 3 to 5 years.

SUGGESTED TIME LINE and SUBSEQUENT STEPS:

⁷ By the tenth year, with the slow ramp up from 25 to 50 students per class, 220 students are projected to be in the program. At full capacity, there will be 250 students (5 times 50 students per year).

We will adhere to the consultation and approvals processes mandated by the State, the University, and the campus. These include:

The Urbana campus Senate approves this proposal to establish the College through a recorded vote. ***The proposed College will not begin recruiting an inaugural class of students without first successfully completing all remaining steps listed below:***

- The President submits the proposal for the unit together with the advice of the Urbana senate, the Urbana chancellor, and the University Senates Conference⁸ for approval by the Board of Trustees and eventual submission for approval to the Illinois Board of Higher Education (IBHE) and the regional accreditor, the Higher Learning Commission (HLC);
- Once the new College of Medicine is created, a founding dean is recruited;
- Initial College faculty members are identified and their appointments recommended for approval at all the appropriate levels;
- New College faculty members are appointed and develop and propose unit Bylaws consistent with the *University Statutes*;
- New College faculty members create and propose curricula and degree requirements, subject to review and approval processes of the campus (including the Senate), and other appropriate approvals, including the IBHE and the HLC;
- The founding dean, in consultation with the College Executive Committee, proposes a unit budget, to be approved by the Office of the Provost in consultation with the Campus Budget Oversight Committee;

The following additional steps must also be carried out before the admission of the charter class of students:

- Completion of Definitive Agreements between the University and the Carle Health System upon approval of the establishment of the College⁹;
- Approval by the Board of Trustees of the Definitive Agreements, and,
- Approval by the Liaison Committee on Medical Education (LCME¹⁰) of the College of Medicine's submission for preliminary accreditation.

⁸ As per a Resolution approved by the Board of Trustees on November 13, 2014, the President is expected to seek advice from both the campus Senate and the USC before forwarding his advice to the Board in March, 2015.

⁹ The Definitive Agreements will be completed in consultation with appropriate Senate committees.

¹⁰ The LCME is the national accrediting organization for schools and colleges of medicine.

Signatures:



Phyllis M. Wise
Chancellor

1/22/15
Date



Ilesanmi Adesida
Vice Chancellor for Academic Affairs & Provost

1/22/15
Date

ATTACHMENT A. LETTERS OF SUPPORT FOR THE CREATION OF A NEW COLLEGE OF MEDICINE

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

Interdisciplinary Health Sciences Initiative
901 West University Avenue, MC-261
Urbana, IL 61801



January 12, 2015

Professor Gay Miller
College of Veterinary Medicine
2001 South Lincoln Avenue
2635 Vet Med Basic Sciences Bldg., M/C 002
Urbana, IL 61802

Dear Professor Miller:

On behalf of the Interdisciplinary Health Sciences Initiative (IHSI) Advisory Committee, we wish to express our enthusiasm for the proposed Engineering-focused College of Medicine.

The IHSI advisory committee includes representatives from units across the campus and is broadly focused on health sciences research, education and service. The committee is appointed by the Vice Chancellor for Research (VCR) to serve the VCR and IHSI Director, Neal Cohen, as well as the Chancellor and Provost, by providing insight to key issues and opportunities in the health sciences. Appointed in January 2012, our committee has gained deep knowledge of the campus health science landscape. After interviews with numerous campus leaders in health-related programs, we feel we have a unique perspective regarding the opportunities for health research and education, as well as the infrastructure and expertise gaps that limit our national visibility as a leader in health sciences research.

Our committee feels it is critical to express our strong support for the College of Medicine during the deliberations of the Faculty Senate. We wish to share the perspectives of our members regarding the critical need for the proposed College of Medicine and some of the challenges we've contemplated over the last two years.

We believe that a fully integrated College of Medicine that incorporates an active educational, research, and clinical care program will bring broad benefits to many Colleges and Departments. Some of these include:

- Access to a fully integrated clinical partner will facilitate recruitment of faculty and the ability to offer part-time clinical appointments for clinical education units across the campus including nutrition, psychology, speech and hearing, kinesiology, and social work. It also opens opportunities for existing staff to have teaching, research, or clinical appointments in clinical departments, thereby enhancing hiring of top biomedical and health research faculty across the campus.
- Increased access for student internships and capstone projects related to medical education, healthcare, and clinical research projects. While it is obvious that this would be the case for the College of Engineering, the new medical school also opens doors for projects related to medical education and ethics, healthcare economics and management, law, public health, information science, design and human factors, and numerous other fields of study.
- Expanded ability to partner with research active clinical faculty to pursue collaborative projects related to healthcare for units across the campus. Examples could include nutritional supplements for patients in intensive care, studies related to the role of families in managing chronic health conditions, language barriers and quality of care, studying the economics of healthcare reform on hospitals, patients and the community, strategies for effective

communication of health information, projects related to the arts as therapy, studies on effective delivery of distance care for diverse social, cultural and economic backgrounds. While all these projects are possible now, they tend to be difficult to pursue locally because of the lack of research active clinical providers to bridge the clinical care environment and the research environment of the campus.

- A research-active College of Medicine enhances access to funding opportunities at National Institutes of Health (NIH), Agency for Healthcare Research and Quality (AHRQ), Department of Defense (DOD) and other agencies where an independent College of Medicine is an application requirement. Many of these programs provide research infrastructure, core facilities, research services and educational programs that can be utilized by researchers and students across the campus.

A strong research-active College of Medicine can have a dramatic impact on the Champaign-Urbana community.

- It will expand access to sub-specialty care by improving the intellectual environment for specialist providers thereby enhancing recruitment success.
- By facilitating joint hires, partial appointments, and salaried physicians, even a small medical school can have a dramatic impact on the number and quality of healthcare providers in a community.
- An engineering-focused medical school, especially one oriented toward the advanced diagnostics and imaging expertise of the campus, can lead to the development of Carle and Champaign-Urbana as a healthcare destination and a subsequent increased presence of major health technology companies. Already, the campus and Carle are exploring interactions with Siemens and Burroughs-Wellcome to bring service and research sites to the community.
- Expansion of corporate relationships through the new College of Medicine will enable the evolution of an economic development ecosystem focused on healthcare. This will facilitate development of small companies here in the Champaign-Urbana area. Biomedical technology is already the second largest category of invention disclosures on campus, which provides a strong foundation for future growth
- The intellectual and economic environment will attract more University and College of Medicine graduates to either remain in or return to our area, furthering our growth and contributing to the vibrancy of our local community.

There is a strong relationship between Carle and the University on which to build a partnership in the new College of Medicine.

- Many Carle clinicians already mentor students in medical education, dietetics, public health, speech, psychology, cancer, and neuroscience research.
- Carle donates space in their Forum Building rent-free to the UIC regional COM.
- Carle provides an annual gift of \$1M to the UIC regional COM, which represents 1/6th of their education budget.
- Carle provides significant in-kind support for research and education.
 - Many of their physicians supervise medical students or teach on a voluntary basis or for a very small stipend.
 - Many University researchers are provided with clinical samples and research participant recruiting for little or no charge.
- Over 30 joint research studies are currently active between Carle and the University

Despite that large level of engagement between Carle and Illinois, a large number of challenges exist that can only be addressed through an independent medical school.

- Physician participation in medical education is currently voluntary; most are not compensated for their educational activities and only three are salaried at the University to teach and pursue research.
- The UIC regional COM at Urbana is organized and funded for the sole purpose of medical education. Clinical and research missions are not integrated into the existing COM model.
- Funds are needed to support recruitment of research-active clinicians. Clinical research space needs to be developed including dedicated hospital beds for research purposes.
- For tenure and promotion, new evaluation mechanisms are needed to ensure that clinical achievements are recognized for physician faculty, and research and education contributions are recognized in Carle's evaluation process.

The existing medical school model divides the traditional medical school missions among more than three independently managed entities – medical education at UIC, research at Illinois, and clinical care at Carle and other local providers. To fully realize the benefits of a local College of Medicine, incentives, expectations, and investments must align and benefit the partners. The proposed model allows for alignment of benefits and expectations that will grow its value to Carle, our University, and our community.

We trust that our letter provides more insight to the Educational Policy Committee regarding the value of the proposed medical school to the campus and community. Please feel free to reach out to any of us for additional information.

Sincerely,



John W. Erdman Jr., Professor Emeritus, Food Science and Human Nutrition Chair, Interdisciplinary Health Sciences Initiative (IHSI) Advisory Committee

Advisory Committee members:

Milan Bagchi, Department Head, Molecular and Integrative Physiology
 Rashid Bashir, Department Head, Bioengineering
 Rohit Bhargava, Professor, Bioengineering
 Stephen Boppart, Professor, Electrical and Computer Engineering, Bioengineering
 Barbara Fiese, Director, Family Resiliency Center
 Martha Gillette, Professor, Molecular & Integrative Physiology
 Chris Larrison, Associate Professor, Social Work
 Edward McAuley, Professor, Kinesiology and Community Health
 Brent Roberts, Professor, Psychology
 Susan Schantz, Professor, Comparative Biosciences
 Stephen Sligar, Director, Molecular and Cellular Biology
 Richard Tapping, Professor, Medical Microbiology
 Bryan White, Professor, Animal Sciences
Ex Officio: Jennifer Eardley, Associate Vice Chancellor for Research
Ex Officio: Lori Williamson, Associate Vice Chancellor for Institutional Advancement

c: Wise, P.
 Adesida, I.
 Schiffer, P.
 Cohen, N.

John C. Landgraf
Executive Vice President
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September 26, 2014

Phyllis M. Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 East John Street
Champaign, IL 61820

Dear Chancellor Wise,

I recently learned about the University of Illinois at Urbana-Champaign's considerations for building a College of Medicine on campus. In today's world of evolving healthcare, I believe there has never been a more opportune time for prestigious universities, such as UIUC, to ensure that aspiring medical professionals are taught to adapt and deliver better health outcomes around the world.

The University of Illinois is ideally positioned, with its top-ranked College of Engineering, to become a leader in innovation and problem solving at the intersection of these two fields. Abbott has a long history of collaboration with the University of Illinois in the sciences, engineering and nutrition, including establishing the Center for Nutrition, Learning and Memory within the Beckman Institute. Combining the university's expertise in health sciences and engineering for the College of Medicine would continue to accelerate the research, science and innovation that are already making strides within the health and science industries.

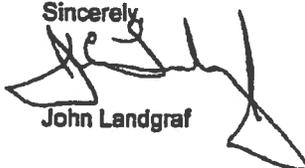
Establishing the first College of Medicine designed from the ground up would be a tremendous opportunity to have in this evolving healthcare industry. As leader in the industry for 125 years, Abbott has both played an integral role and been directly affected by such technology and transformations in the past. We are therefore passionate to speak to the importance of growing this intersected education to drive a healthier society overall.

The healthcare industry today must be transformed to deliver better health outcomes to patients, all at lower costs. Technology-based innovation must be central throughout the healthcare industry to advocate for the discovery of new systems and approaches. The focus on establishing a new, specialized medical care profession would allow for new and rapid advances in technology. Strategic visions such as these for the College of Medicine will bring us closer to reaching the common goals of changing the delivery of healthcare and largely improving health outcomes.

As the head of Abbott Nutrition, I wholeheartedly support the development of this innovative College of Medicine at University of Illinois at Urbana-Champaign. It is an opportunity to combine the University's world-class programs in engineering, computation and genomics together with a strong clinical partner. Doing so, I believe, will position Urbana-Champaign as not only a leader in bioengineering and biomedical enterprises in the region, but as a hub for the future of quantitative medicine.

I look forward to seeing how this project unveils, and please reach out for any further discussion.

Sincerely,



John Landgraf

 **KOCH INSTITUTE**
for Integrative Cancer Research at MIT
Massachusetts Institute of Technology · web.mit.edu/sharplab
77 Massachusetts Avenue · Room E17-529 · Cambridge, MA 02139

Phillip A. Sharp
Institute Professor
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● 617-253-6421
● 617-253-3867

September 2, 2014

Phyllis M. Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building, 601 East John Street
Champaign, IL 61820

pmwise@illinois.edu

Dear Chancellor Wise,

During my wonderful visit to the campus this summer associated with my honorary degree, I met with a group of faculty and yourself to discuss the advantages and challenges of the University establishing new type of a medical school focused on research and education at the interface of engineering and medicine. As discussed, this medical school would be established in conjunction with the Carle Health Systems and would provide local settings for clinical training as well as contact with physicians, patients, clinical material and medical records for advancing research and technology. There are many aspects to this endeavor that I will not address in this short letter. However, I do want to comment on the importance of the convergence of life sciences and engineering in the future of medicine and medical research. I have written on this subject and led committees addressing aspects of convergence over the past years. These publications and reports are available in a collection at this web site <http://www.convergenceevolution.net/>. Again, I will not summarize all of the activities at MIT in this area. It is suffice to say that the Institute aspires to a leadership position in convergence as it is critical for the future of medicine and life sciences in general.

Briefly, biomedical sciences at the molecular and gene level have undergone revolutionary changes over the past decades. The primary example of this is the completion of the human genome sequence in 2003, fifty years after the discovery of the structure of DNA. In parallel with this have been revolutionary advances in engineering and technology including information technology, media, nanotechnology, computation and micro-fabrication just to mention a few. Integration of these two most powerful thrusts of science and technology will change medicine, engineering, and science. The economic promise of this marriage is enormous as it is essentially the only means to advance the quality of healthcare at a sustainable cost. Providing the outstanding faculty in engineering at the University with colleagues knowledgeable in medical and clinical research and a commitment to education will create a powerful environment that attracts the best young faculty and retains the best of your senior faculty. Such a program will also attract outstanding students seeding Illinois with entrepreneurs who will lead advances in healthcare. The Health Science and Technology (HST) joint program between MIT and Harvard Medical School currently attracts such students. I do not know of other programs with a similar focus and none with the full integration of medical science and engineering projected in your plans.

I am excited about the benefits of further integrating engineering research and education in medicine at the University and look forward to learning about progress in this endeavor at future meetings of your Strategic Advisory Board.

Sincerely,



Phillip A. Sharp

John C. Lechleiter, Ph.D.
Chairman, President, and Chief Executive Officer
317.276.6997 | jcl@lilly.com



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Lilly Corporate Center
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U.S.A.
www.lilly.com

September 30, 2014

Phyllis M. Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building, 601 East John Street
Champaign, IL 61820

Dear Chancellor Wise,

Your proposal to establish a new college of medicine at the University of Illinois at Urbana-Champaign is an exciting and most welcome one. As you know, Lilly collaborates with many university medical schools, and we value the insight and innovation that these engagements yield. The novel approach that you are taking – to create a research-intensive college that would leverage the convergence of engineering and technology with the life sciences and health care – is a unique offering and would clearly fulfill an important role in advancing each of these disciplines. Most importantly, such an effort would enable progress toward our common goal of improving the health and the lives of people around the world.

It is no secret that technology-based innovation will play an ever-increasing role in our quest to improve human health in a timely and cost-effective manner. We have witnessed that in our own industry during my nearly four-decade tenure,, as new medicines discovered and developed via innovative means have enabled dramatic improvements in the treatment of a wide range of life-threatening and chronic diseases.

As global research and development approaches continue to evolve, we will need new medical schools in which university faculty are increasingly adept at helping student learn to translate their noteworthy discoveries into tools and treatments that help patients. Equally important will be the college's role in cultivating physicians who are focused on using new and rapid advances in technology to transform the delivery of health care and to improve health outcomes.

At Lilly, we realize that meaningful progress in health care innovation is best achieved through collaborative efforts among government, industry, and academe. A new college of medicine such as the one you are proposing would be a powerful addition to this equation.

I look forward to continuing our discussion about this most promising opportunity.

With best regards,

Mischo, Phyllis A

From: Franklyn Prendergast <prendergast.franklyn@gmail.com>
Sent: Wednesday, September 03, 2014 1:20 AM
To: Wise, Phyllis M
Cc: kappers.jill@mayo.edu
Subject: Proposal for a Medical Campus at UIUC

Chancellor Wise,

I've been on an extended trip to the Middle East for the last few weeks. That and the recent and untimely failure of the touch pad on my computer are the main reason for this last minute letter.

As you're aware I've actually had several discussions on this subject over the past few months. My presentation to the University's Board of Trustees last January was in many ways a prelude although I must assure them that the coincidence of my thinking and thoughts then thinking was just that, coincidence devoid of collusion.

You see I agree wholeheartedly with the premise of creating a new curriculum, one based on principles best summarized by the academic discipline and general ethos of engineering. One can approach a discussion on the merits of such a new paradigm from a historical perspective on how engineering has influenced and is influencing the practice of medicine and perforce therefore needs to be incorporated more fully into medical training at all levels. Medicine needs such a medical school and the likely benefits to the region and the state, and for business development in and around the twins cities of Champaign and Urbana, are substantial. The excitement of the faculty is already almost palpable and the prospects to elevate an already outstanding College of Engineering is unchallengeable.

I would argue that the issue is more important than such an argument would imply: the fundamental principles of engineering are essential for the future development of medicine, as practice, in terms of how to think incisively, of how to practice problem framing and problem solving, of how best to generate and integrate multidimensional, multivariate data for analysis, diagnosis and therapeutic decisions, all personalized to individual patients. What is particularly exciting in such clinical functions, is that one basic mantra of engineers is to find practical (applicable) solutions. To be sure, the latter has long been the objective of the physician but armed with a more refined way of approaching problems engendered by training with engineering principles physicians will become all the more effective.

There is little point in my continuing in this vein. You and your several colleagues have laid out excellently the arguments in favor of the basic proposal. I've read a couple of the missives already sent to you and to President Easter and anything I would add to their narratives would be largely redundant. It's obvious that I support the premise fully and I am unapologetic about my enthusiasm.

I am sure that the more salient issues for the decision makers will be not if but how to proceed particularly about whether there is a need for a brand new entity of whether the current situation can "simply" be re-engineered. The specter of redundancy rather than change is a potent argument especially given the very real and long term fiscal constraints facing the State of Illinois. While justified in principle, however, there is an irrefutable reality that established culture tends to "eat strategy for lunch" and I would argue that medical traditions tend to be particularly entrenched and difficult to change all the more so with regard to medical education. Furthermore, in my view there needs to be *de novo curriculum design to insure meaningful correspondence between the pre-clinical and clinical years and new faculty imbued with the right training and attitudes*. Trying to retro fit

into an established tradition is simply not tenable in my view if a program is to be realized in less than a couple generations!

Enough said save for a couple of caveats. The potential Achilles heel is clearly the clinical training program. Carle Clinics willingness to commit the requisite substantial resources is *conditio sine qua non*. Realization of the entire program is utterly dependent on the collaboration with Carle and I'm sure they are cognizant of the enormity, and complexity of the task. They too will require a cultural change but one that in my view is not nearly so onerous in principle as the problem alluded to above because they have opportunity to start relatively *de novo as far as medical school training is concerned*. Carle also has had a long collaborative tradition with faculty of the UIUC College of Engineering.

Second, collaboration with the UIC Medical school must continue and I would hope, expand. Everyone benefits in principle and in fact providing that the program is viewed sensibly as one for the state, not just a locale.

Third, I hope that the unique value of such a school and therefore its value to many actual and potential stakeholders promotes strong, positive new relationships, stymies those who would simply want to compete and trumps any tendency toward proprietary behavior. Proximity among all players is important for maximum benefit to be realized but mere proximity does not in any way preclude longer distance collaborations either within the University of Illinois system or with any academic institution outside of Illinois.

Lastly, I hope that no one raises the specter that this sort of training will threaten teaching the "art of medicine" For me this an annoying and specious argument. The art of medicine implies practicing always within the intersection of knowledge, intuition, compassion and sentience. These are skills baked into any type of training by individual attitudes and caring faculty and unaffected by the expectation of a rigorously scientific approach to clinical practice.

No question, this is a challenge both to convince and persuade and then to implement. Nonetheless, it's exciting no matter what and the value proposition is obvious and substantial. Forgive my prolixity but that's what happens when I get excited.

Warmest regards.

Franklyn Prendergast,

ps. Sent from Holland1



July 22, 2014

Dear Chancellor Wise,

A few months ago I first learned of the bold, visionary and timely plans of the University of Illinois at Urbana-Champaign to establish a new medical school that is centered on the interface of engineering and medicine. This aligns beautifully with the concept of a revolution in medicine based on the convergence of engineering, the physical and life sciences. Indeed the concept has been accelerating over the last decade as fundamental advances in the understanding and treatment of disease have resulted from interfacing these fields. The logic is well founded. In nature there are no boundaries between the principles of engineering, the physical sciences and biology so one would expect the most effective solutions to medical problems to come at their intersection.

There are multiple compelling reasons to establish a medical school that embraces, inculcates and is driven by engineering. This provides a path to the most efficient and practical solutions to some of our most vexing challenges while also taking advantage of growing opportunities. Chronic illness has increased with increasing life spans globally; the world has become more interconnected in health and disease; and the economy has become a long range challenge. Consequently, the healthcare system looks to technological innovation to meet its needs of providing greater access to effective healthcare for more people at lower cost. In my view, these competing goals (i.e., doing more for less) can only be achieved through technological innovation.

Moreover, both the move to precision medicine and the overarching goals of the Affordable Care Act incent strategies that make early and accurate diagnoses, which will also enable immediate and appropriate treatment at the point-of-care. Preventative medicine, home based care and definitive services at the first point of contact with a health care provider are the goals. This too requires more value driven engineering of new diagnostic and therapeutic approaches where a value index has been defined as (Utility / Complexity x Cost). The concept of value driven engineering of medical advances addresses these needs and a new medical school that is engineering driven has the opportunity to lead the nation in changing the medical landscape for the better.

I look forward to discussing this transformative project with you further.

Very best regards,

Roderic I. Pettigrew, Ph.D., M.D.

Director

National Institute of Biomedical Imaging and Bioengineering National Institutes of Health

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September 2, 2014

Chancellor Phyllis Wise
University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 E John Street
Champaign, IL 61820

Dear Phyllis,

Your proposal to establish a College of Medicine that is built “from the ground up” on the strength of your engineering excellence is truly exciting. Solving the challenge of healthcare delivery in the coming years will depend in large part on our ability to infuse the principles of engineering, technology, and big data into all aspects of our medical curriculum. We at Northwestern look forward to collaborating with your faculty as you build out your College of Medicine. I look forward to a closer partnership as your vision of a transformative medical school comes to fruition.

Sincerely,

A handwritten signature in black ink, appearing to read 'Morton Schapiro', written over a white rectangular area.

Morton Schapiro
President and Professor

MOS:ghd



RECEIVED

AUG 19 2014

CHANCELLOR'S OFFICE
SCHOOL OF MEDICINE

August 14, 2014

Phyllis M. Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 East John Street
Champaign, IL 61820

900 University Avenue
School of Medicine
Education Building
Riverside, CA 92521
Tel (951) 827-4568
Fax (951) 827-7688
medschool.ucr.edu

Dear Chancellor Wise,

I appreciate the opportunity to comment on your plan to establish an engineering-driven College of Medicine at the University of Illinois at Urbana-Champaign. I was very excited about this concept when we first spoke earlier this year and I enthusiastically support this concept as you move closer to its creation. I have read the outstanding letters of support from Drs. Pettigrew and Chien, who eloquently make the case for developing further the interface between Engineering and Medicine. I would like to add to this the perspective of why this needs to occur as part of the creation of a new medical school.

As the founding Dean of the University of California's newest medical school, my colleagues and I have had the rare opportunity to craft not just a new school, but a complete pipeline around our own unique mission. Our charge, distinctive among U.S. medical schools, is to train a diverse group of learners and physicians who will go into short supply specialties and ultimately practice in Inland Southern California. We also have the specific mission to improve the health of the communities we serve, a commitment that requires more focus on prevention, wellness and public health. These are objectives that established medical schools have not adopted very successfully. Having worked at five different medical schools during my career, I have found it extremely difficult to dramatically change the educational processes and cultures of existing faculty and programs.

Change can occasionally be accomplished to some extent by the creation of Institutes, Centers or Programs and through special "tracks," but in all cases the issues of who gets into medical school, the basic medical curriculum, even the educational environment remains the same. As a result, I firmly believe that the best opportunity to make a dramatic and fundamental change is with a new school where the entire process can be created around an innovative mission, philosophy and curriculum. The University of Illinois at Urbana-Champaign has this opportunity.

This is also an advantageous time to do so. After almost 40 years of no net increase in either medical schools or graduating medical students, our country is now dramatically expanding both. Sadly, the majority of these new medical schools have been built along traditional lines and organizational structures. Fortunately, a few have been created

Phyllis M. Wise
August 14, 2014
Page 2

specifically around new paradigms, new educational objectives and even new teaching platforms. I believe their success will ultimately drive change on a national level. In 1954, Case Western Reserve University introduced a new, and at the time, a radical re-think of who got into medical school, and how medical students were taught. With these novel ideas, they rolled out a completely different integrated, organ-system based educational platform. It took almost a half century, but today most medical schools in the United States have adopted these concepts. We need to have several schools embrace something fundamentally different, and through their successes, witness the modification of other institutions in the future. That is why I am so enthusiastic about this new educational concept for a medical school in Illinois.

I should also comment that having a strong clinical partner in Carle Health, which shares this vision, is very impressive and important. The medical students need to be educated clinically in an environment that supports the mission and is equally committed to this fundamental change. It is also important because this new school will also need to create new and unique graduate medical education programs around this unifying theme. The interface between engineering and clinical practice must continue after graduation from medical school. This can only be done with a dedicated and committed clinical partner.

In summary, I applaud Chancellor Wise's vision and plan to build a new medical school around the interface of engineering and medicine. The university already has a world class engineering school and now a commitment to build a new and innovative medical school in the same location to bridge these two fields. Not only is this an exciting idea in and of itself, but if it is successful it will change the way other more traditional institutions view this interface and greatly influence the future of medical education.

Sincerely,



G. Richard Olds, M.D., M.A.C.P.
Vice Chancellor, Health Affairs
Dean, School of Medicine
University of California, Riverside



SHU CHIEN, M.D., PH.D.
UNIVERSITY PROFESSOR BIOENGINEERING AND MEDICINE
Y.C. FUNG PROFESSOR OF BIOENGINEERING
DIRECTOR, INSTITUTE OF ENGINEERING IN MEDICINE
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July 23, 2014

Phyllis M. Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 East John Street
Champaign, IL 61820

Dear Chancellor Wise:

I learned from Dr. Roderic Pettigrew that you are planning to establish an engineering-driven College of Medicine at University of Illinois at Urbana-Champaign. I am greatly impressed by your visionary plan to create such a novel approach to the establishment of a medical school.

Just as the revolution of medicine by the advent of molecular biology in the last century, engineering will be the new driving force for the progress of medical research and education in this century and beyond.

Life science research and medical practice have been mainly qualitative and generally have not paid sufficient attention to the quantitative nature and time-dependent changes in biomedical processes and clinical disorders. The differences in the educational programs and cultures between medicine and engineering have led to their dichotomy with little interactions. In recent years, however, it has been increasingly recognized that the full understanding of biological processes and the effective management of clinical conditions require quantitative approaches and time-variant considerations, which are the hallmarks of engineering, in addition to feedback control and systems approach. Furthermore, engineering enables the development of novel technologies that are important in medical research and clinical practice, such as high-throughput sequencing, the -omics technologies, biomedical imaging, various medical devices such as prosthesis, stenting, heart rhythm control, brain stimulation, remote sensing, and more. Moreover, we need to store and analyze the large amount of data (big data) generated by these technologies, followed by modeling and network reconstruction, in order to elucidate the pathophysiological mechanisms and therapeutical efficacy. These processes require the application of systems engineering. By developing novel approaches for early detection of disease, matching the therapy with patient profile, and improving the cost-effectiveness of clinical treatment, engineering can contribute to the practice of personalized medicine and the reduction of health costs.

Thus, engineering is an essential element in medical research and education, and medicine in the 21st century requires its integration with engineering. At UCSD and several other institutions (e.g., University of Minnesota and University of Pennsylvania) where we have schools of engineering and medicine, we attempt to achieve this goal by establishing an Institute of Engineering in Medicine (IEM). The strong collaboration between the faculty and students of Schools of Medicine and Engineering, as well as the administrative leadership, has contributed to its success. However, much greater success can be achieved by having an engineering-driven medical school from its inception: This will unite engineering and medicine as one in terms of the system, the personnel, the culture, and ways of research, education, and clinical practice. UIUC is particularly well suited for this novel initiative because your outstanding College of Engineering with its highly collaborative faculty is prepared to leverage its strengths to establish a College of Medicine.

In summary, your engineering-driven College of Medicine will undoubtedly set a new paradigm for our Nation and the World to benefit the health and wellbeing of people.

Best regards,

Sincerely yours,



Shu Chien, M.D., Ph.D.
University Professor of Bioengineering and Medicine
Director, Institute of Engineering in Medicine
Members, National Academies of Science, Engineering, and Medicine
National Medal of Science Laureate, 2011



THE UNIVERSITY OF
CHICAGO
OFFICE OF THE PRESIDENT

ROBERT J. ZIMMER
President

October 2, 2014

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OCT 10 2014

CHANCELLOR'S OFFICE

Ms. Phyllis Wise
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 East John Street
Champaign, IL 61820

Dear Chancellor Wise,

I am writing this letter in support of the proposal for the University of Illinois at Urbana-Champaign to establish a College of Medicine. The interface between medicine, technology, big data, and engineering is a particularly productive field of research, and a school focused on training physicians who can function at this interface would be beneficial to the state and beyond.

At the University of Chicago, we have found that collaborations between the medical school, the biological sciences division, the Computation Institute, the Institute for Molecular Engineering, and Argonne and Fermi national laboratories have resulted in innovative outcomes that have improved health care. I anticipate that similar collaborations at the University of Illinois at Urbana-Champaign would likewise benefit medical research and patient care.

I look forward to seeing your plans for a new College of Medicine develop as this project moves ahead.

Yours sincerely,

Robert J. Zimmer



September 22, 2014

Phyllis M. Wise, Ph.D.
Chancellor, University of Illinois at Urbana-Champaign
Swanlund Administrative Building, 601 East John Street
Champaign, IL 61820

Dear Chancellor Wise,

It was during the spring that I first became aware of the idea of a uniquely positioned medical school on the Urbana campus. The concept to bridge the fields of engineering (a global strength of the Urbana Champaign campus), big data (another tremendous asset of the Urbana Champaign campus) and medicine in a new medical school in partnership with Carle and its health system was novel and energizing in many ways.

The undertaking of a new medical school for the Urbana campus is not inconsequential. It has potential effects throughout the University of Illinois campuses, most important, UIUC and its College of Medicine. In addition, mobilizing finances and people to operationalize a new medical school is a substantive set of tasks that could be very disruptive to the ongoing operations of a university as successful as UIUC.

So, is the idea compelling enough to pursue? Yes. The integration of different disciplines into medical curriculum at this moment in time is propitious as we move into a transition period in healthcare and healthcare education. A post-Flexnerian era is upon us that will require a constancy of medical knowledge combined with curricula that incorporate population health management, effective uses of technology, and contributions from an array of traditionally non-medical scientific areas. Successful medical education environments that have made iterative changes over the last decade cannot craft this content anew. It will take a new environment to do so. The validated excellence of the Urbana Champaign campus' resources lend credibility to this disruptive idea, transposing medical education to include a breadth of sciences so critical for success in the healthcare world of tomorrow.

Nonetheless, it is important to keep a new medical school such as the one proposed grounded in the realities of healthcare today. The partnership with Carle is thus critical and beneficial. As a system, Carle has facilities, resources and people that represent key features of contemporary health systems. Moreover, Carle has a clinical reach to the state of Illinois through its Health Alliance. The resource base and the "clinical test" environment are therefore present to support the launch of a new type of medical school.



THE UNIVERSITY OF
CHICAGO
MEDICINE &
BIOLOGICAL
SCIENCES

AT THE FOREFRONT OF MEDICINE

The ability to successfully address chronic illness on a daily basis, re-formatting workflows for better, more efficient care, using distance technology for patient interactions, and developing more precise, predictive analytics are real-world problems that lie at the core value proposition of a new medical school at UIUC. While technology and innovation are essential however, they are only part of the solution as we move healthcare in the US to its next level of development. The focus of a novel medical school on the Urbana Champaign campus paradoxically allows the University of Illinois a unique opportunity to celebrate and accelerate its commitment to community and diversity at UIC. These organizational traits and the social responsibility that accompanies them are integral to the identity of the Chicago healthcare campus and the healthcare services provided by the regional campuses in Rockford and Peoria. And in areas where that social responsibility interlinks with the biological foundation of the medical sciences on the UIC campus, the UIC campus has a unique, national positioning that is in no way diminished by the establishment of a new medical school in Urbana.

The challenges of a new professional school ranging from accreditation to resources to tuition to faculty are self-evident and the rewards projected, not guaranteed. Yet, the possibilities for this new medical school are substantial. It can make a positive impact almost immediately through its new focus and its "products", be they students or research findings. The potential to change part of the national medical education environment and bring a new view directed to the overall healthcare landscape in the US is a positive and unique opportunity. And, what better example can you ask of a land grant university in extending its mission as defined in the first Morrill Act in a novel way than by teaching "the mechanic arts" in relation to medicine?

I look forward to seeing the progress of this effort.

Sincerely,

Bryan Neil Becker, MD, MMM, FACP, FNKF
Associate Dean, Clinical Affairs and Vice-President, Clinical Integration
University of Chicago Medicine
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Chicago, IL 60637



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August 19, 2014

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CHANCELLOR'S OFFICE

The University of Texas at Arlington
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The University of Texas at Brownsville
The University of Texas at Dallas
The University of Texas at El Paso
The University of Texas – Pan American
The University of Texas
of the Permian Basin
The University of Texas at San Antonio
The University of Texas at Tyler

Chancellor Phyllis M. Wise
University of Illinois at Urbana Champaign
Swanlund Administration Building
601 East John Street
Champaign, IL 61820

Dear Chancellor Wise,

I thoroughly enjoyed the opportunity to discuss your vision for a new medical school at the University of Illinois at Urbana Champaign. For over 100 years the template outlined by Abraham Flexner in his 1910 report served to define the curriculum of American medical schools. Flexner was much impressed by the universities in Europe. He pushed for completion of an undergraduate degree prior to matriculating into medical school. He proposed a curriculum in which the first two years were dedicated to the basic sciences and the third and fourth years were for clinical studies. Many second and third rate medical schools closed as a consequence of his report and many of the schools which adopted his recommendations succeeded dramatically. However, it has become clear over the past decade that the Flexnerian model does not adequately prepare students for 21st century medicine and healthcare.

Several authors have written about creative innovation or creative disruption required by the application of new technology and new educational methodologies in medical education. Your new medical school will contribute significantly to such creativity. It is clear that many of the most important developments in medicine have incurred at the interface of disciplines, of which engineering is one of the most important. The genome project could not have happened without DNA sequencing machines and high performance computing. When one considers prosthetic hips and knees or heart valves, the interaction between physicians and engineers has been essential. Healthcare, itself, has become increasingly focused upon continuous quality improvement, the reduction and or elimination of medical errors, and greater degrees of efficiency, all of which can be instructed by systems engineering. Indeed, I have appointed an industrial engineer as the Chancellor's Health Fellow in Systems Engineering for the UT System, and we have eleven projects underway applying these techniques to improving healthcare.

I'm currently involved in the creation two new medical schools, one in South Texas and another on The University of Texas at Austin campus. In both cases, a major emphasis will be placed upon interprofessional education and interdisciplinary science.

The University of Texas at Austin has an outstanding School of Engineering, its faculty and leadership is deeply involved in plans for the medical school curriculum at that campus. The curriculum is designed for the students who will complete their preclinical work and clerkships within the first twenty four months of medical school. The third year will then be an opportunity for pursuing dual degrees and interdisciplinary research programs or special educational experiences, with the understanding that some students will progress directly to the fourth year and graduate years in three years.

www.utssystem.edu

Chancellor Phyllis M. Wise
Page 2
August 19, 2014

Your emphasis upon a medical school with a relatively small student body committed to the applications of engineering to medicine is very exciting. It will allow a carefully selected group of students to find the intersections and applications which will improve the delivery of healthcare. With the use of modern technology, including online education, distance learning, flip classrooms and hands on laboratory experiences, these students will be uniquely prepared to impact science and healthcare delivery. I believe that the students should plan to have clinical experiences beyond medical school. Only with some experience in the care and management of patients will they obtain the full benefit of the opportunities created by the marriage of engineering and medicine. But I would also hope that during their residency positions in conjunction with Carle Hospital, there will be opportunities for students to think creatively about the applications of engineering and technology to both the care of patients and the systems in which that care has been delivered.

Congratulations on this great conception. With very best wishes to you and your colleagues for successful creation of this important enterprise.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth I. Shine". The signature is fluid and cursive, with a large, stylized initial "K" and "S".

Kenneth I. Shine, MD
Special Advisor to the Chancellor,
The University of Texas System
Immediate Past Executive Vice Chancellor of Health Affairs,
The University of Texas System
Past President, Institute of Medicine, National Academy of Sciences
Dean and Provost for Health Sciences Emeritus, UCLA

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

College of Engineering
Office of the Dean
306 Engineering Hall, MC-266
1308 West Green Street
Urbana, IL 61801
217-333-2150



August 7, 2014

Chancellor Phyllis Wise
Office of the Chancellor
Swanlund Administration Building
MC-304

RE: Creation of a College of Medicine at UIUC

Dear Chancellor Wise,

With this letter I wish to express my enthusiastic support of the proposal to establish a fully autonomous and accredited college of medicine on our campus.

The establishment of a College of Medicine, reinvented through the proven transformational influence of quantitative scientific discovery and engineering innovation, is essential to the sustained excellence and leadership of our top five ranked College of Engineering. For us, the issue is not whether this College of Medicine will happen on our campus. Rather, how soon. The future can't wait. And, in our College, faithful to our land-grant mission, we measure our success by how we define and enable the future.

In our bold plans and aspirations for advancing humanity – through the contributions of our faculty and our students – to the next plateau of wellness and prosperity, revolutionizing wellness and healthcare is the next major frontier. We have already embarked on this mission through the establishment and aggressive investment in the future of a young Bioengineering Department and through the targeted growth of our faculty – throughout all disciplinary departments in the College – with the engineering expertise and talent needed to claim leadership at the national and global level in this mission.

We have done it before. We know the recipe. An ambitious and bold vision leads to discoveries and breakthroughs that light up the promise of success. This is why John Bardeen was recruited to our Campus in the wake of his groundbreaking discovery of a new way of turning electronic devices on and off. His presence provided the spark for further groundbreaking discoveries in semiconductor electronics, photonics, and their integration into computing and communication systems. Most importantly, it led to the conception and establishment of the curricula to educate, train and inspire the workforce that used these scientific and engineering breakthroughs to transform our lives through new markets, new products, new conveniences, new and higher expectations about the future.

We know that scientific discoveries and technological breakthroughs alone are not enough to change the world. Rather, these discoveries and breakthroughs need to be considered, processed and understood both by those who will turn them into products and services and those who will use them and benefit from them. And this is why our Campus needs this College of Medicine, because the future of medicine and humanity's improved and more accessible wellness needs to be part of the education and inspiration of all our students.

Chancellor Phyllis Wise
August 7, 2014
Page 2 of 2

The College of Engineering stands behind your vision and our Campus' aspiration to lead in the transformation of health care research, education and practice. The time is right. We cannot wait. Let's make it happen.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Cangellaris', written over a horizontal line.

Andreas Cangellaris
Dean and M. E. Van Valkenburg Professor
in Electrical and Computer Engineering

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN



August 26th, 2014

Robert A. Easter, Ph.D.

President, University of Illinois

364 Henry Administration Building

506 South Wright Street

Urbana, Illinois 61801

Phone: (217) 333-3070

FAX: (217) 333-3072

414 Administrative Office Building

1737 West Polk Street

Chicago, Illinois 60612

Phone: (312) 413-9097

FAX: (312) 412-8301

Dear President Easter,

We, the undersigned, unequivocally support the bold and far reaching plans of Chancellor Wise and Provost Adesida for a new Engineering-based College of Medicine on the UIUC campus. We believe that this new college is a compelling opportunity for our campus to continue its proud tradition of breakthroughs in the service of progress, fulfilling its mission as the pre-eminent Land Grant University. Since medicine, our healthcare systems, and global health are some of the next most important progress frontiers for mankind, our unique strength as the vanguard of disruptive innovation through interdisciplinary research and education compels us to take the lead again in defining and pioneering the future for engineering-based medicine. In doing so, our Campus would likely have a profound impact on the University of Illinois, our community, our state, our nation and the world. In the following, we highlight specific reasons that fuel our enthusiasm and galvanize our support for this ambitious undertaking at the present time.

- The last century's breakthroughs in electronics, imaging, materials, and computing, have put the convergence of medicine, biology, and engineering on the fast track to conquering the world's pressing medical and healthcare challenges. Through our internationally-renowned, interdisciplinary research culture and our top-ranked College of Engineering, we enjoy the enviable position of being able to pioneer the technologies and create and teach the knowledge and processes to understand, manage, prevent and cure disease, and to significantly improve our quality of life. With the advances in genomics and low cost sequencing, stem cell engineering, advanced imaging, pervasive and low-cost point-of-care sensors, supercomputing, and other advances – there is no better time to tackle the challenges in health care and medicine through scholarly advances in engineering and technology.
- The democratization of healthcare delivery, both within the U.S. and around the world, and the containment of its rising costs are conflicting challenges. We have faced such a conflict before. Just over sixty years ago, the size of vacuum tube electronics was standing as an insurmountable hurdle to the dream of computing power at our fingertips. Illinois led the world in overcoming this conflict through major contributions to semiconductor electronics and photonics research, computer engineering breakthroughs, and the pioneering of the curricula that educated and inspired the workforce behind today's miracle of information technology. Our world-renowned interdisciplinary culture, built upon the bedrock of the Beckman Institute, the Institute for

Genomic Biology, the Micro and Nanotechnology Laboratory, the Coordinated Science Laboratory, the Materials Research Laboratory, and the National Center for Supercomputing Applications positions us for success in this bold endeavor.

- The promise of this frontier of engineering-based healthcare depends on the development of a new paradigm in the education and training of the health care providers of tomorrow. Tomorrow's Physicians must be empowered with the scientific knowledge, engineering expertise and quantitative skills they will need for putting to good use the means and engineering sciences available to them to diagnose, treat, prevent and cure disease. A new medical curriculum is the next educational frontier—the nexus of engineering, medicine, and biology, one we can, and should, be the first to develop and deliver. Our claim to fame as the birthplace of the first microelectronics curriculum and the first computer science and engineering curriculum, demands nothing less of us. To bypass this opportunity is tantamount to saying we will step to the sidelines and let others exploit our engineering expertise and innovations to their advantage. For us, this is not an option. We do not follow trends, we set them.
- Leading with a new medical curriculum will help us to further attract to Illinois the diverse student talent that wants to make a difference in the well-being of others. It will help us and the Carle Foundation Hospital – our committed and capable partner in this new endeavor – to attract the bold and daring physicians and medical researchers, engineering scholars and entrepreneurs who want to ride the wave of change in technology-enabled medicine. Their presence here will expedite the growth of the translational research enterprise, thus nucleating an ecosystem that will complement the vibrancy and strength of Chicago's excellent healthcare and business sector. Moreover, these efforts will drive novel solutions to healthcare, addressing one of the critical problems of the day and help our state towards becoming the "Medical Prairie" of the 21st century.

We have done it before and we can do it again. We are proud to be part of a land grant institution that – faithful to its mission – educates and innovates in the service of progress that touches and influences everyone. We know how to leverage the incredible breadth of our educational fabric to contribute to the new ideas, new opportunities and new technologies that our faculty and our students bring to life.

The time is now to tackle the challenges in health care and medicine with biologically informed engineering and technology, and we are one of the handful of academic institutions in the world that possess the culture, drive, and momentum to lead this new frontier. Our support of the proposed new College of Medicine on the Urbana campus is bolstered by our Campus' can-do attitude and relies upon the power of our autonomy as a campus to pursue those endeavors that will maintain our preeminence in the twin pursuits of labor and learning. Our preeminence hinges on our ability to lead this next frontier of innovation. Engineering-based medicine is our mandate.

With respects,

Names of Signatories Below

cc: Chancellor Phyllis Wise, Provost Ilesanmi Adesida

Names of Signatories

Tamer Basar
Swanlund Endowed Chair and
CAS Professor of Electrical and Computer Engineering

Rashid Bashir
Abel Bliss Professor of Engineering
Head, Department of Bioengineering

Rohit Bhargava
Professor of Bioengineering
Bliss Faculty Scholar

Stephen A. Boppart
Abel Bliss Professor, Department of Electrical and Computer Engineering and Bioengineering
Beckman Institute for Advanced Science and Engineering

David Cahill
Donald Biggar Willett Professor of Engineering
Head, Department of Materials Science and Engineering

Roy Campbell
Sohaib and Sara Abbasi Professor of Computer Science

Andreas C. Cangellaris
Dean, College of Engineering
M.E. Van Valkenburg Professor

Neal J. Cohen
Professor, Department of Psychology, Neuroscience Program, and Beckman Institute
Director, Interdisciplinary Health Sciences Initiative (IHSI) and Center for Nutrition, Learning, and Memory (CNLM)

Brian Cunningham
Professor of Electrical and Computer Engineering and Bioengineering
Interim Director of the Micro and Nanotechnology Laboratory

Evan DeLucia
G. William Arends Professor of Biology
Director, Institute for Sustainability, Energy, and Environment

Lizanne DeStefano
Director, Illinois Science, Technology, Engineering and Mathematics Initiative (I-STEM)
Fox Family Professor of Education and Professor of Educational Psychology

J.G. Eden
Gilmore Family Endowed Professor of Electrical and Computer Engineering

John G. Georgiadis, Ph.D.
Richard W. Kritzer Professor
Mechanical Science and Engineering and Bioengineering

Nigel Goldenfeld
Swanlund Endowed Chair
Center for Advanced Study Professor in Physics

Martha Gillette
Center for Advanced Study Professor
Cell & Developmental Biology Alumni Professor
Professor Cell & Developmental Biology, Molecular & Integrative Physiology, Bioengineering,
Neuroscience Program

Taekjip Ha
Gutgsell Professor of Physics
Investigator, Howard Hughes Medical Institute

K. Jimmy Hsia
W. Grafton and Lillian B. Wilkins Professor, Department of Mechanical Science and Engineering and
Bioengineering

Wen-Mei W. Hwu
Sanders-AMD Chair
Professor of Electrical and Computer Engineering

Michael Insana
Donald Biggar Willett Professor of Engineering
Professor of Bioengineering

Ravishankar K. Iyer
George and Ann Fisher Distinguished Professor of Engineering
Professor of Electrical and Computer Engineering

John A. Katzenellenbogen
Research Professor of Chemistry
Swanlund Professor of Chemistry, Emeritus

Paul Kenis
Lycan Professor
Head, Chemical and Biomolecular Engineering

Art Kramer
Director of the Beckman Institute
Swanlund Endowed Chair, Professor of Psychology

Zhi-Pei Liang
Franklin W. Woeltje Professor of Electrical and Computer Engineering

Co-chair, Integrative Imaging Theme, Beckman Institute

Gay Y. Miller
Professor of Epidemiology and Preventive Medicine
Adjunct Professor of Agricultural and Consumer Economics

Michael S. Moore
Charles R. Walgreen, Jr. Chair
Professor of Law and Philosophy, and Center for Advanced Studies

Rakesh Nagi
Donald Biggar Willett Professor of Engineering
Head, Industrial and Enterprise Systems Engineering

Klara Nahrstedt
Acting Director of Coordinated Science Lab
Ralph and Catherine Fisher Professor of Computer Science

William D. O'Brien, Jr.
Director, Bioacoustics Research Laboratory
Professor Emeritus

Gene Robinson
Director, Institute for Genomic Biology
Swanlund Chair of Entomology

John Rogers
Swanlund Endowed Chair
Professor of Materials Science and Engineering

Rob Rutenbar
Abel Bliss Professor of Engineering
Head, Department of Computer Science

Taher Saif
Gutgsell Professor of Mechanical Science and Engineering

William H. Sanders
Donald Biggar Willett Professor of Engineering
Head, Electrical and Computer Engineering

Peter Sauer
W.W. Grainger Chair
Professor of Electrical and Computer Engineering

Jun S. Song
Founder Professor of Bioengineering and Physics

Dale J. Van Harlingen
Donald Biggar Willett Professor of Physics and Engineering
Head, Department of Physics

Tandy Warnow
Founder Professor of Bioengineering and Computer Science

Bryan A. White
Professor and Director, Mayo Clinic/University of Illinois Strategic Alliance for Technology-Based
Healthcare

Scott White
Donald Biggar Willett Professor of Engineering
Professor of Aerospace Engineering

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

University Library
Office of Dean of Libraries
and University Librarian
230 Main Library, MC-522
1408 West Gregory Drive
Urbana, IL 61801



December 16, 2014

Chancellor Phyllis Wise
Swanlund Administration Building
MC-304

Dear Dr. Wise:

I was briefed last week regarding the plans for the proposed College of Medicine and its academic programs. Based on that briefing, including details of the budget and related discussions, I am pleased to inform you that I am confident that the library materials and services planned for the College of Medicine will create a meaningful basis for the College's library needs and will ensure successful accreditation.

Building on our current outstanding University Library collections and services, the proposed resources will allow us to create first-class research library services for the College. Those services will also provide the foundation necessary for the University to assess the ongoing needs of what will surely be a unique and leading medical college.

If additional services or materials are required as the program develops, I will be happy to work with the proposed College's leadership and campus administration to plan around those requirements.

Sincerely,

A handwritten signature in black ink, appearing to read 'John P. Wilkin', written over a circular stamp or mark.

John P. Wilkin
Juanita J. and Robert E. Simpson
Dean of Libraries and University Librarian

c: Normand Paquin
Thomas Teper

January 22, 2015

Chancellor Phyllis M. Wise, PhD
University of Illinois at Urbana-Champaign
Swanlund Administration Building, MC 304
601 East John Street
Champaign, Ill. 61821

Chancellor Wise:

A college of medicine built from the beginning with the focus on the convergence of engineering and medicine aligns with the mission and strategic goals of Carle Health System. We have long known that there are opportunities to expand and transform medical education to provide even better care to patients in Illinois and beyond.

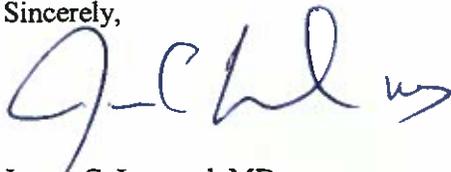
We believe the proposed medical college is the right approach, at the right time, and that we must move forward together. The college represents a unique opportunity to combine our respective strengths to revolutionize advances in healthcare delivery through the infusion of engineering and technology, while transforming physician education. Through this model, physicians will work even closer with scientists to address real world problems. Together we'll train physicians to approach medicine differently. We'll build a place from the ground up that challenges the norm, fosters innovation and supports business development taking advances to market which will help more patients. We believe it will ultimately support improved health for people throughout the nation.

That is why I am pleased to share that the Carle Board of Trustees has approved the strategic plan developed in collaboration between Carle and the University of Illinois at Urbana-Champaign. The approval covers the business plan and budget with a financial commitment of more than \$100 million and a mutually agreeable governance structure that will allow us to work together to deliver a transformative education for physicians and foster innovation to advance healthcare.

Thus, we are in full support of the proposal you are taking forward for consideration by the University of Illinois at Urbana-Champaign Senate Education Policy Committee entitled, "Creation of a College of Medicine at the University of Illinois at Urbana-Champaign in Partnership with Carle Health System."

Thank you for your partnership. We look forward to collaborating even more to improve medical education and advance healthcare to benefit patients in Illinois and beyond well into the future.

Sincerely,



James C. Leonard, MD
President and CEO, The Carle Foundation

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Dean
College of Media
119 Gregory Hall, MC-462
810 South Wright Street
Urbana, IL 61801



January 22, 2015

Gay Miller
Chair, Senate Committee on Educational Policy
Office of the Senate
228 English Building
MC-461

Dear Dr. Miller,

With this letter, we, the academic deans, offer our strong support for the proposal to establish a College of Medicine in partnership with Carle Health System here at the University of Illinois at Urbana-Champaign. We are sure that the new college will strengthen all health-related research and education initiatives and activities across the entire campus community.

The proposed college will build on the interdisciplinary traditions of this university and offer all of our faculty, students and staff new opportunities to extend and enrich their scholarship while delivering on our land-grant and public service responsibilities. We are confident that, once established, this college will enhance our collective ability to recruit and retain the best and brightest faculty and students to our colleges and programs. In addition, the translational research enabled by the new college will enhance the economic development of the community, Chicago and the State of Illinois.

We encourage our colleagues in the Academic Senate to approve the proposal for this new College of Medicine at the University of Illinois at Urbana-Champaign.

Sincerely,

Academic Deans
University of Illinois at Urbana-Champaign

Robert Hauser, College of Agricultural, Consumer and Environmental Sciences

Tanya Gallagher, College of Applied Health Sciences

Gay Miller
January 22, 2015
Page 2



Larry DeBrock, College of Business



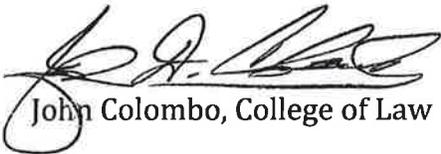
Mary Kalantzis, College of Education



Andreas Cangelaris, College of Engineering



Edward Feser, College of Fine and Applied Arts



John Colombo, College of Law



Barbara Wilson, College of Liberal Arts and Sciences



Jan Slater, College of Media



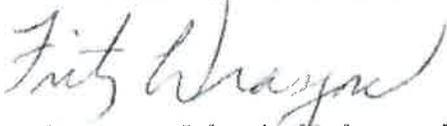
Peter Constable, College of Veterinary Medicine



Sarah Lubienski, Graduate College



Allen Renear, Graduate School of Library and Information Science



Fritz Drasgow, School of Labor and Employment Relations

Gay Miller
January 22, 2015
Page 3



Wynne Korr, School of Social Work



John Wilkin, Dean of Libraries and University Librarian

c: I. Adesida
R. Easter
P. Wise

January 22, 2015

To: Roy Campbell, Chair
Senate Executive Committee

From: Michael J. Sandretto, Chair
Senate Committee on the Budget

Re: Business Plan to Establish a New College of Medicine in Urbana-Champaign

Dear Professor Campbell:

In your letter of October 28, 2014, you asked the Senate Committee on the Budget to review the business plan for the proposed College of Medicine on the Urbana Campus. In November 2014, we thoroughly reviewed the Business Plan for the proposed College of Medicine (CoM) and a more detailed set of financial projections. At the time, while we found the finances of the CoM to be generally sound, we identified a number of concerns. In particular, we felt there was a need for a detailed analysis of the risks involved in the venture, which would identify potential risks, discuss how they can be mitigated and/or managed, and show that the basic financial plan remains essentially sound even under adverse conditions.

In response to these concerns, the CoM project team and Urbana Campus administration produced a detailed Risk Scenario Analysis, which integrated and addressed our concerns. As a result, we believe both the Budget Committee members and members of the Urbana Campus administration have better understanding of the revenues and costs associated with a medical school, with the risks involved, and the economics and economic environment of both private and public medical schools.

At this point, the Senate Budget Committee believes that the financial plan for the proposed CoM, consisting of the Business Plan as modified by the Risk Scenario Analysis, is sufficiently sound to move forward (under appropriate continued supervision as described below) and that the three particular elements of your charge letter have been satisfied. Namely, the financial plan for the proposed CoM is: (1) thorough in identifying projected expense items and potential sources of revenue for the proposed new College of Medicine, (2) consistent with commitments made to (i) not request any new General Revenue Funds be directed to the operation of the new College of Medicine, and (ii) not require the diversion of resources from other colleges, and (3) provides for reasonable and sufficient revenues and investments to address the expenses that can be anticipated for the College.

We believe that the proposed CoM represents an excellent opportunity for the campus to create an innovative program of teaching and research that will make a positive and significant contribution to the overall mission of the Campus and the University. Understanding that a final budget will be developed by the founding dean of the college and the initial college faculty and that this budget will be subject to

appropriate reviews throughout the process, the Senate Budget Committee endorses the preliminary financial plans for the proposed CoM.

Because the Business Plan makes projections for ten years, there can be no assurance that the College of Medicine will never require a diversion of resources from other colleges or will never request any new General Revenue Funds. However, we believe the risks are small and any shortfalls at the College of Medicine will not be large. In addition, the allocation of tuition revenue from the College of Medicine to Urbana Campus administration and University Administration (UA) will help cover some fixed costs, which will provide a benefit to other colleges at the Urbana Campus.

The Budget Committee expresses its appreciation for the CoM project team's responsiveness to our concerns. The process was constructive, and we believe that the soundness and thoroughness of the financial plan for the CoM improved significantly as a result.

In general, the Risk Scenario Analysis shows that the basic financial soundness of the CoM, as summarized by the 10-year cumulative surplus/deficit of the College, remains sound even if net tuition is lower than expected, employee benefit costs are shifted to the Campus, fundraising is not as successful as planned, or research grant activity is lower than expected. Even under adverse conditions, including multiple negative shocks, CoM's basic finances remain sound. This is due largely to the fact that Carle's contribution to the venture, equal to about a third of projected expenses over the 10 year planning horizon, is contractually locked in and provides a very low risk buffer against shocks to other revenue and expense items.

A more detailed breakdown of our current analysis of the original Business Plan, as amended by Risk Scenario Analysis, follows.

1. The Risk Scenario Analysis adequately addresses our initial concern that the original Business Plan allocated no tuition revenue to either Urbana Campus administration or University Administration (UA). The new analysis does allocate what we believe are appropriate percentages of revenue to those units.
2. The Risk Scenario Analysis makes appropriate adjustments with regard to the use of student activity fees and health insurance fees, which were previously assumed to be fully retained by the College of Medicine.
3. Although we continue to believe that tuition for both resident and non-resident students is high compared with tuition rates at our expected peers, this concern is partially offset by the Risk Scenario Analysis, which shows that CoM's finances remain basically sound even if 30% of tuition goes uncollected (for fellowships and waivers). However, little is known about the size of the discounts offered by our competitors. Importantly, we also note there is a five percent (5%) expense cushion in the Risk Scenario Analysis further address this concern. There is enough demand for medical school that quantity alone is not a major concern. This mitigates the risk to CoM's finances, but raises countervailing risk that the quality of the students may not be as high as desired. We believe that the level of tuition and attracting high-quality students at those prices remain significant concerns, and we urge the project team and founding dean to be particularly cognizant of these issues as planning continues.
4. The new Risk Scenario Analysis explicitly considers the possibility that the State of Illinois might transfer some benefit costs to the University and shows that the financial plan remains basically sound in this case. This adequately addresses our previous concern.
5. The Risk Scenario Analysis addresses the prior concern about fundraising, and indicates that a nominal shortfall can be addressed. We also note that Carle has agreed to expend considerable resources on fundraising on the proposed College of Medicine, since it will be a joint College of Medicine with the University of Illinois and Carle.

6. We previously noted that facility costs are minimal because the Business Plan proposes to use existing resources. Although facilities cost will increase if the CoM moves into its own space, this may be addressed through fundraising and we do not consider it to be a significant concern except to note that it will represent additional fundraising beyond what is specified in the current financial plans.
7. The Business Plan does not include costs for liability insurance. The US Food and Drug Administration (FDA) provides some liability protection for clinical trials, but there is still risk that will need to be managed going forward. This risk is easy to manage, and we mention it here merely as a point of information.
8. Carle agreed in a memorandum of understanding to cover half of all operating losses, which significantly reduces risk to the University of Illinois and the Urbana Campus. It is essential that the actual contract (termed 'Definitive Agreements') that commits Carle to cover half of operating losses clearly state how revenues and expenses will be allocated between the proposed College of Medicine, Urbana Campus administration, and University Administration (UA).

The Business plan also projected high but speculative benefits to the community. It is difficult to quantify these benefits with any degree of certainty. However, we do believe a College of Medicine at the Urbana Campus, in conjunction with Carle, would develop into a world-class medical school. That would provide significant economic and social benefit to the community. It also would add prestige to the Urbana Campus and address the issue that we are the only one of our peer institutions without a College of Medicine and that this lack is negatively affecting our ability to continue to excel in related disciplines such as bioengineering. In addition, we believe that at the same time it directly contributes to our academic mission. A new College of Medicine would provide significant benefits to the Campus as a whole, including new funding opportunities for many current Urbana Campus departments and faculty members.

In summary, the Senate Budget Committee believes the establishment of a new College of Medicine is an excellent opportunity and we endorse the Business Plan, as modified by the Risk Scenario Analysis.

SENATE COMMITTEE ON THE BUDGET

Michael J. Sandretto, Chair

Yousif Ali

Deming Chen

Sally Jackson

Angela Lyons

Nolan Miller

Shuxin Zhang

Vicky Gress, *ex officio*

From: [Miller, Gay Y](#)
To: [Roether, Jenny](#)
Subject: FW: USSP statement on January 12 EdPOL COM proposal
Date: Friday, January 23, 2015 10:42:20 AM

To include with other COM letters in the appendix of EP.15.33.

Gay Miller

Gay Y. Miller, DVM, PhD
Professor, Epidemiology and Preventive Medicine
Adjunct Professor, Agricultural and Consumer Economics
2001 S Lincoln Ave
Veterinary Medicine Basic Science Building
Urbana, IL 61802
Phone: 217-244-3090
FAX: 217-244-7421
Email: GYMiller@illinois.edu
URL: <http://vetmed.illinois.edu/~gymiller/>

-----Original Message-----

From: Maher, William J
Sent: Wednesday, January 21, 2015 10:09 PM
To: Miller, Gay Y
Cc: Paquin, Normand; Miller, Frances A
Subject: USSP statement on January 12 EdPOL COM proposal

Gay:

On January 12, Norman Paquin passed on to me the then current version (December 22) of the proposal for the establishment of a UIUC College of Medicine. At that time, he noted that your committee would be holding a meeting and presumably a vote on the proposal on January 26, and he asked for USSP to convene a special meeting so USSP could weigh in on the governance aspects of the proposal.

I noted that because of an action USSP considered at its December 10 meeting and formally affirmed at its January 7 meeting, we did not need to have a special meeting. At those meetings, USSP considered a resolution I had drafted in the event that USSP be later called upon to opine on the matter of UIUC COM and governance.

However, since USSP did have a regularly scheduled meeting today, I again called the text of the resolution to the attention of the USSP and the consensus was that the previously approved resolution was its formal position on the governance aspects of the COM. The text of the resolution is:

"Whereas the nature of governance documents and the history and culture of USSP and the Senate suggest that we can only make a statement of approval of governance provisions after there are rather specific drafts available for our examination and discussion; and

Whereas insofar as the Statutes (Article II, Section 3, b) indicate that unit bylaws are to be established by the unit's faculty, such documents are possible to draft once there is actual progress on establishment of a college, especially one involving a complex cooperative agreement with an external partner; and

Whereas USSP has had very fruitful and collaborative discussions with the COM planners about governance issues; and

Whereas those consultations have resulted in a commitment by the planners to return to USSP with further

Office of the Provost and Vice Chancellor
for Academic Affairs

Swanlund Administration Building
601 East John Street
Champaign, IL 61820



December 22, 2014

Gay Miller, Chair
Senate Committee on Educational Policy
Office of the Senate
228 English Building, MC-461

Dear Professor Miller:

Enclosed is a copy of a proposal from the Chancellor to establish a College of Medicine in Partnership with Carle Health System.

Sincerely,

A handwritten signature in black ink that reads 'Kristi A. Kuntz'.

Kristi A. Kuntz
Associate Provost

Enclosures

c: I. Adesida
R. Alston
N. Paquin
P. Wise

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

University Statutes and Senate Procedures
(Final; Action)

SP.15.12 Proposed Revisions to the *Bylaws*, Part D.18 – Committee on University Statutes and Senate Procedures

BACKGROUND

The parliamentarians are selected to advise the presiding officer of the Senate. The current language allows only members of the faculty electorate to be appointed and serve in this capacity. In recent years there has been a dwindling number of faculty available for this assignment. Allowing other members of the Senate electorate to serve as parliamentarians will increase the number of individuals available to serve which in turn will help the Senate operate smoothly.

RECOMMENDATION

The Senate Committee on University Statutes and Senate Procedures recommends approval of the following revisions to the *Bylaws*, Part D.18. Text to be added is underscored and text to be deleted is indicated by ~~strikeout~~ (e.g., ~~sample text for deletion~~).

PROPOSED REVISIONS TO THE *BYLAWS*, PART D.18

- 1 18. Committee on University Statutes and Senate Procedures
2
3 (a) Duties
4
5 The Committee shall:
6
7 1. Review the form of proposed amendments to the University Statutes, to the General
8 Rules Concerning University Organization and Procedure, and to the Senate
9 Constitution and Bylaws, and assure that substantive review of such proposals is made
10 by the other appropriate Senate committees;
11
12 2. Regularly review Senate procedures and make appropriate recommendations to the
13 Senate;
14
15 3. Review interpretations of the Statutes made by the Chancellor or the President of the
16 University and advise the Senate on any need for revisions to the Statutes that may be
17 necessary as a result of these interpretations;
18
19 4. Provide legislative history and commentary on specific sections of the Statutes in
20 response to requests from the Senate Executive Committee or from the Senate's
21 constituency;

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5. Appoint at least two parliamentarians, who shall be members of the ~~faculty~~ Senate electorate, to advise the presiding officer at Senate meetings on matters of parliamentary procedure; and
6. Supervise and conduct all nominations and elections of senators, including: determination of faculty voting units and of student election units; allocation of senatorial seats among faculty voting units and among student election units; ruling on questions of eligibility; generally ensuring that nominations and elections are conducted in accordance with rules and procedures that it shall devise; and certifying election results.

(b) Membership

The Committee shall consist of:

1. Five faculty members,
2. One academic professional member,
3. Two students,
4. One designee of the Chancellor (ex officio), and
5. The Clerk of the Senate or the Clerk’s designee (ex officio).

UNIVERSITY STATUTES AND SENATE PROCEDURES
William Maher, Chair
H. George Friedman
Wendy Harris
Scott Jacobs
Calvin Lear
Anna-Maria Marshall
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Sandy Jones, *Ex officio (designee)*
Jenny Roether, *Ex officio*
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UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

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

SP.15.13 General Revisions to the *Statutes* Motions #4 and #5

BACKGROUND

In August 2012, the Governance, Personnel, and Ethics Committee of the Board of Trustees requested an overall review of the *University Statutes*. The Board authorized an ad hoc committee to conduct this review. That committee consisted of faculty from all three campuses, as well as various University administrators. The Statutes and Governance subcommittee of the University Senates Conference (USC) also participated in the review process. The Board's committee on Governance, Personnel, and Ethics reviewed the proposed changes, and this October, asked USC to seek the approval of the changes from the campus senates. At the October 20, 2014 Senate meeting, item UC.15.03 communicated a redline/strikeout version of the *Statutes* for consideration. To correct for a clerical error, the Senate Committee on University Statutes and Senate Procedures (USSP) was later provided with an October 24, 2014 updated version of the proposed revisions.

As mandated by the *Bylaws* of the Urbana-Champaign Senate, USSP has conducted its own review of these recommended revisions, prior to their being submitted to the Senate to vote on its advice to the Board, as provided by Article XIII, Section 8 b of the *Statutes*. The suggested changes are extensive, affecting every Article of the *Statutes*. Some of them are simply editorial adjustments, clarifying ambiguous language, for example, but some proposals would make more substantive changes.

In the course of its review, USSP found the vast majority of the changes to be appropriate and advisable, but it had specific concerns about some of the proposed changes, and these are identified with this motion. In a similar vein, at the December 8, 2014 Senate meeting, USSP presented its recommendations on the first two batches of proposed revisions.

For the Senate to consider these amendments in an orderly way, USSP will offer several resolutions covering different sections of the revisions. Because of the extent of the changes being proposed, USSP has not yet completed its review of all of the proposed changes. However, to ensure progress, it wishes to bring those sections which it has readied for action to the Senate for discussion and action, and USSP has now completed work on the fourth and fifth batches of the changes. The committee intends to report to the Senate in several additional motions, asking for votes batch by batch over the next few Senate meetings. At the end of the process, the USSP or the Senate may return to any earlier batches if issues in the later ones would affect the content of earlier ones.

Attached is the text of the *Statutes* related to this portion of the review with redline/strikeout markings to illustrate the revisions emerging from the Board of Trustees review and below are USSP's recommendations for action to be taken by the Senate.

RECOMMENDATION ONE

The Senate Committee on University Statutes and Senate Procedures recommends approval, subject to any later amendments that may be necessary, of the revisions to the *University Statutes* as contained in Motion 4 (lines 336-403, i.e., Article II, Section 4 [Faculty Advisory Committee]) with the exceptions identified below. For these exceptions, we note the Board's proposed change, followed by USSP's recommendation. USSP has consulted with FAC on these revisions, and FAC concurs with the USSP recommendations. Text to be added is underscored and text to be deleted is indicated by ~~strikeout~~ (e.g., ~~sample text for deletion~~).

1. Lines 346 and 350: Delete "these" and replace with "its." The Faculty Advisory Committee (FAC) expressed concern that the proposed use of "these" seems to restrict the committee's functions,

investigations, and deliberations to only those that originate outside of FAC, which would be inconsistent with FAC practice.

2. Line 378: USSP recommends deleting “rules of procedure” and replacing it with “articles of procedure.”
3. Line 380: On the advice of FAC, USSP recommends the insertion of the following new sentence: “The committee shall define, in its articles of procedure, the size of its membership and a method for filling vacancies that occur between regular elections.”
4. Lines 383-386: USSP recommends minor revisions in wording and the insertion of an additional sentence to read: “The committee shall report on the broad nature of its activities and recommendations to the senate and the faculty as it deems appropriate, but at least once a year. These reports shall maintain the confidentiality of individual personnel cases. Confidential reports of findings from individual cases may be conveyed to unit executive officers, to deans, to the provost, to the chancellor/vice president, and/or to the president, as appropriate to the nature of the case.” USSP agrees with FAC’s practice that while it treats the details of the cases it handles as confidential, as a practical matter, when it is making recommendations to resolve disputes and grievances, the resolution often cannot proceed without substantive reporting to the parties involved.

RECOMMENDATION TWO

The Senate Committee on University Statutes and Senate Procedures recommends approval, subject to any later amendments that may be necessary, of the revisions to the *University Statutes* as contained in Motion 5 (lines 406-804, i.e., Article II, Section 5 through Article IV, Section 4) with the exceptions identified below. For these exceptions, we note the Board’s proposed change, followed by USSP’s recommendation. Text to be added is underscored and text to be deleted is indicated by ~~strikeout~~ (e.g., ~~sample text for deletion~~).

1. Line 505 [re the college Executive Committee]: USSP expresses a continued objection to this revision which would make it possible for the college faculty to amend the college bylaws so as to undercut the scope of the authority and responsibility of the college executive committee to “advise the dean on the formulation and execution of college policies.” This would seem to be the essence of the duty and authority of the college executive committee.
2. Line 675: USSP suggests the insertion of an additional sentence at the end of Section 1(c): “A reorganization of a department from a chair to a head or a head to a chair may be accomplished only by Section 4 of this Article.” This is to make clear the purpose of Section 4; see below.
3. Lines 791-804 [re Article IV, Section 4]: The rationale provided states that the section was recommended for deletion because it conflicts with Article VIII, Section 4. USSP notes that there is no such conflict because lines 793-804 refer only to changes of department organization from chair to head or from head to chair. That type of a change is not covered in Article VIII. USSP therefore recommends retaining the text in lines 793-804 as it presently exists in the *Statutes*. The addition to Section 1(c) recommended above should clarify this point.

UNIVERSITY STATUTES AND SENATE PROCEDURES

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299 a unit may grant specified faculty privileges to selected faculty of other units. The bylaws may
300 also grant specified faculty privileges to members of the academic staff of the unit or of other
301 units who are not included in subsection 1 above (i.e., neither tenured nor receiving probationary
302 credit toward tenure), and who have the rank or title of professor, associate professor, assistant
303 professor, instructor, or lecturer. The bylaws may also grant specified faculty privileges to
304 members of the academic staff of the unit or of other units who have the rank or title of
305 professor, associate professor, assistant professor, instructor, or lecturer modified by the terms
306 “research,” “adjunct,” “clinical,” “visiting” and/or “emeritus” (e.g., “research professor,”
307 “adjunct assistant professor,” “clinical associate professor,” “visiting professor”). Only
308 academic staff with titles listed above may be extended faculty privileges. Voting on these
309 provisions of the bylaws is limited to those named in subsection (1) above.
310

311 **b.** As the responsible body in the teaching, research, and scholarly activities of the
312 University, the faculty, ~~both tenure-track and non-tenure-track, have has~~ inherent interests and
313 rights in academic policy and governance; ~~however, these interests and rights are not identical,~~
314 ~~and the status of tenure-track faculty grants them a distinct governance role.~~— Each college or
315 other academic unit shall be governed in its internal administration by its tenure-track faculty, as
316 defined in Section 3a (1) above, with additional unit governance privileges for non-tenure-track
317 faculty as may be explicitly provided under Section 3a (3) above.— Governance of each academic
318 unit shall be based on unit bylaws established and amended by the tenure-track faculty of that
319 unit, which may include specific unit governance privileges designated in the bylaws for non-
320 tenure-track faculty.— The bylaws shall provide for the administrative organization and procedure
321 of the unit, including the composition and tenure of executive or advisory committees, ~~—E~~except
322 that they may not conflict with these *Statutes*, or other specific actions of the Board of Trustees,
323 or with the bylaws of a unit which encompasses it, ~~the details of the bylaws are left to the faculty~~
324 ~~of the unit.~~
325

326 Rationale: This section was revised to reflect the current functions of the Faculty Advisory
327 Committees (FACs) on the campuses where they are active. It was also reorganized in
328 order to explain all aspects of the FAC’s function first, and then to describe its operation.
329 Finally, details about the precise composition of the committee on each campus were
330 deleted, to allow the campuses to set their own policies, except for two general provisions:
331 that the FAC not include those holding administrative posts (the definition of such having
332 been refined to specify those who are likely to be in a supervisory position over potential
333 grievants); and that no more than two members of the FAC may belong to the same
334 college.
335

336 **Section 4. Faculty Advisory Committee**

337
338 At each campus the faculty shall elect a Faculty Advisory Committee, which shall
339 provide a means for the orderly voicing of grievances or related concerns about the governance
340 and procedures of academic or administrative campus units. A member of the academic staff or
341 a retired member shall be entitled to a conference with the committee or with any member of it
342 on any matter properly within the purview of the committee. Academic employees who are
343 members of the Professional Advisory Committee electorate shall use the procedures outlined in
344 Section 5 of Article II. In addition, the committee may make confidential reports on personnel
345 matters at the request of the provost, the chancellor/vice-president, or the president. In

346 performing these functions, the committee shall make such investigations and hold such
347 consultations as it may deem to be in the best interest of the campus.

348
349 The committee may also make recommendations for changes to campus policies based on
350 these investigations and deliberations. Faculty advice and recommendations on University
351 governance are traditionally provided to the administration through standing and ad hoc
352 committees and representation in the senate. In addition, at each campus the faculty shall elect a
353 Faculty Advisory Committee. The committee shall consist of nine faculty members on the
354 Chicago and Urbana-Champaign campuses, three of whom shall be elected each year. The
355 committee shall consist of seven faculty members on the Springfield campus, two of whom shall
356 be elected each year and the seventh every third year. The three-year terms will commence on
357 the first day of the academic year following the election.

358
359

360 Each campus senate shall determine eligibility for membership on the Faculty Advisory
361 Committee for its campus from among the members of the Faculty Advisory Committee
362 electorate, ~~except that those who hold administrative appointments at the level of department~~
363 ~~chair/head or above shall not be eligible for membership. excluding those who hold~~
364 ~~administrative appointments. Any eligible person may be nominated as a committee member by~~
365 ~~a petition signed by three members of the electorate and filed with the clerk or secretary of the~~
366 ~~senate. The deadline for filing shall be set by each campus senate. The clerk or secretary of the~~
367 ~~senate shall conduct the election as soon as possible thereafter. The eligible nominees for the~~
368 ~~number of seats to be filled receiving the highest number of votes shall be declared elected. If~~
369 ~~vacancies arise between regular elections, the eligible nominee with the next highest number of~~
370 ~~votes at the most recent election shall be declared a member of the committee. In the absence of~~
371 ~~any such nominee willing and able to serve, the vacancy shall be filled at the next regular~~
372 ~~election.~~

373
374 No more than two members of the committee may hold paid appointments in the same
375 college or in the same unit organized independently of a college.

376
377 The committee shall elect its own chair at its first meeting of each academic year. ~~The~~
378 ~~committee shall adopt its rules of procedure, copies whereof shall be sent to all members of the~~
379 ~~academic staff (as defined in Article IX, Sections 4a and 3c) and to the chancellor/vice president~~
380 ~~and the president. The committee shall make such reports to the chancellor/vice president, the~~
381 ~~president, the senate, and the faculty as it deems appropriate at least once a year.~~

382
383 ~~The committee shall report on its activities and recommendations to the senate and the~~
384 ~~faculty as it deems appropriate, but at least once a year. These reports shall maintain the~~
385 ~~confidentiality of individual personnel cases, but may describe the broad nature of cases~~
386 ~~presented to it. The committees shall provide for the orderly voicing of suggestions for the good~~
387 ~~of the University, afford added recourse for the consideration of grievances, and furnish a~~
388 ~~channel for direct and concerted communication between the academic staff (as defined in~~
389 ~~Article IX, Sections 4a and 3c) and the administrative officers of the University, its colleges,~~
390 ~~schools, institutes, divisions, and other administrative units on matters of interest or concern to~~
391 ~~the academic staff (as defined in Article IX, Sections 4a and 3c) or any member of it. Academic~~
392 ~~staff members who are members of the Professional Advisory Committee electorate shall use the~~
393 ~~procedures outlined in Section 5 of Article II.~~

394
395 ~~———— In performing its functions, the committee upon the request of the chancellor/vice~~
396 ~~president, the president, or any member of the academic staff (as defined in Article IX, Sections~~
397 ~~4a and 3c), or upon its own initiative shall make such investigations and hold such consultations~~
398 ~~as it may deem to be in the best interest of the University. A member of the academic staff (as~~
399 ~~defined in Article IX, Sections 4a and 3c), or upon its own initiative shall make such~~
400 ~~investigations and hold such consultations as it may deem to be in the best interest of the~~
401 ~~University. A member of the academic staff (as defined in Article IX, Sections 4a and 3c) or a~~
402 ~~retired member shall be entitled to a conference with the committee or with any member of it on~~
403 ~~any matter properly within the purview of the committee.~~

406 **Section 5. Professional Advisory Committee**

407

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

414

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

420

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

425

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

433

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

440

441

442 **ARTICLE III. CAMPUSES, COLLEGES, AND SIMILAR**
443 **CAMPUS UNITS**

444

445 **Section 1. The Campus**

446

447 a. The campus is the largest educational and administrative group. It is composed of
448 colleges, schools, institutes, and other educational units in conjunction with administrative and
449 service organizations.

450

451 | **b.** The legislative body for the campus shall be the campus senate, as provided in
452 | Article II, Section 1.

453 |
454 | **c.** The transfer of any line of work or any part thereof from one campus to another
455 | shall be made on the recommendation of the senates and chancellors/vice presidents of the
456 | campuses involved, the University Senates Conference, and the president upon approval by the
457 | Board of Trustees.

458 |
459 | **d.** The chancellor/vice president, under the direction of the president, shall be the
460 | chief executive officer of the campus, as provided in Article I, Section 5.

461 |
462 | **e.** At each campus, ~~There shall be a provost and vice chancellor for academic affairs~~
463 | ~~or equivalent officer at each campus who shall be~~ who will serve as the chief academic officer
464 | under the chancellor/vice president ~~for each campus~~ and who will serve as chief executive officer
465 | in the absence of the chancellor/vice president.

466 |
467 | **f.** There may be additional vice chancellors with campus-wide responsibilities and
468 | other administrative officers with responsibilities and duties as delegated by the chancellor/vice
469 | president.

470 |
471 | **g.** Vice chancellors shall be appointed annually by the Board of Trustees on the
472 | recommendation of the chancellor/vice president and with the concurrence of the president. ~~–~~ The
473 | chancellor/vice president shall on the occasion of each appointment seek the advice of the
474 | executive committee of the campus senate. ~~–~~ The executive committee may seek the counsel of
475 | other campus bodies in preparing its advice.

476 |
477 | **Section 2. The College**

478 |
479 | **a.** The college is an educational and administrative group comprised of departments
480 | and other units with common educational interests.

481 |
482 | **b.** The faculty of a college shall be constituted as specified in Article II,
483 | Section 3a (1). ~~–~~ The college shall be governed in its internal administration by its faculty under
484 | bylaws established by the faculty, as specified in Article II, Section 3b.

485 |
486 | **c.** Subject to the jurisdiction of the senates as provided in Article II, Section 1, the
487 | college shall have jurisdiction in all educational matters falling within the scope of its programs,
488 | including the determination of its curricula, except that proposals which involve budgetary
489 | changes ~~shall become effective only when~~ are subject to the approval of the chancellor/vice
490 | president ~~has approved them.~~ ~~–~~ The college has the fullest measure of autonomy consistent with
491 | the maintenance of general university educational policy and correct academic and
492 | administrative relations with other divisions of the University. ~~–~~ In questions of doubt concerning
493 | the proper limits of this autonomy between the college and the senate, the college shall be
494 | entitled to appeal to the chancellor/vice president for a ruling.

495 |
496 | **d.** The transfer of any line of work or any part thereof to or from a college or to or
497 | from some other educational or administrative group within a campus shall be made on the

498 recommendation of the appropriate senate and the chancellor/vice president and on approval of
499 the president.

500
501 e. The faculty of a college shall elect its secretary and committees.

502
503 f. An executive committee of two or more members elected annually by and from the
504 faculty of the college by secret written ballot shall be the primary advisory committee to the dean
505 of the college. ~~Unless otherwise provided by the faculty of the college, it shall~~ advise the dean
506 on the formulation and execution of college policies and unless otherwise provided by the faculty
507 of the college on appointments, reappointments, nonreappointments, and promotions ~~and~~. It shall
508 also transact such business as may be delegated to it by the faculty. ~~The faculty may determine~~
509 the size of its executive committee and may choose to elect its members for two- or three-year
510 staggered terms. ~~Not more than one-half of the membership of the executive committee shall be~~
511 from one department or comparable teaching unit of the college. ~~The dean is ex officio a~~
512 member and chair of the committee. ~~While the executive committee is in session to prepare its~~
513 advice on appointment of the dean or to review the dean's performance, the dean shall not be a
514 member and the committee shall be chaired by a committee member elected by the committee
515 for that purpose.

516

517 **Section 3. The Dean**

518

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

522

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

528

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

531

532 d. The dean shall (1) call and ordinarily preside at meetings of the college faculty to
533 consider questions of college and departmental governance and educational policy at such times
534 as the dean or the executive committee may deem necessary but not less frequently than once in
535 each academic year; (2) formulate and present policies to the faculty for its consideration, but
536 this shall not be interpreted to abridge the right of any member of the faculty to present any
537 matter to the faculty; (3) make reports on the work of the college; (4) oversee the registration and
538 progress of the students in the college; (5) be responsible for the educational use of the buildings
539 and rooms assigned to the college and for the general equipment of the college as distinct from
540 that of the separate departments; (6) serve as the medium of communication for all official
541 business of the college with other campus authorities, the students, and the public; (7) represent
542 the college in conferences, except that additional representatives may be designated by the dean
543 for specific conferences; (8) prepare the budget of the college in consultation with the executive
544 committee of the college; and (9) recommend the appointment, reappointment,

545 | nonreappointment, and promotion of members of the academic staff.—Regarding appointments,
546 | reappointments, nonreappointments, and promotions, the dean shall consult with the appropriate
547 | departmental chair(s) and executive committee(s), or department head(s) who shall provide the
548 | dean with the advice of the advisory committee or other appropriate committee as specified in
549 | the department bylaws.—Recommendations to positions on the academic staff shall ordinarily
550 | originate with the department, or in the case of a group not organized as a department with the
551 | person(s) in charge of the work concerned and shall be presented to the dean for transmission
552 | with the dean’s recommendation to the chancellor/vice president.—In case a recommendation
553 | from a college is not approved by the chancellor/vice president, the dean may present the
554 | recommendation to the president, and, if not approved by the president, the dean with the consent
555 | of the Board of Trustees may present the recommendation in person before the Board of Trustees
556 | in session.
557 |

558 | **Section 4. The School and Similar Campus Units**

559 |
560 | **a.** In addition to colleges and departments, there may be other units of a campus, such
561 | as a school, institute, center, hospital, and laboratory, of an intermediate character designed to
562 | meet particular needs.

563 |
564 | **b.** Such a unit organized independently of a college shall be governed in the same
565 | manner as a college.

566 |
567 | **c.** The school organized within a college is an educational and administrative unit
568 | composed primarily of academic subunits.—The subunits are related and have common interests
569 | and objectives but emphasize academically distinct disciplines or functions.—The faculty of each
570 | subunit shall have the power to determine such matters as do not so affect relations with other
571 | subunits of the school or with units outside the school that those relations properly come under
572 | the supervision of larger administrative units.

573 |
574 | **d.** Governance of schools and similar campus units within a college:

575 |
576 | **(1)** The internal structure, administration, and governance of a school within a
577 | college shall be determined by its faculty under bylaws established by the faculty.—Bylaws of
578 | the school shall be consistent with those of the college.

579 |
580 | **(2)** The school has the fullest measure of autonomy consistent with the
581 | maintenance of general college and university educational policy and with appropriate academic
582 | and administrative relations with other divisions of the University.—In questions of doubt
583 | concerning the proper limits of this autonomy, the school may appeal directly to the dean and the
584 | executive committee of the college and shall be entitled to appeal subsequently to the
585 | chancellor/vice president.

586 |
587 | **(3)** An executive committee selected according to the bylaws of the school shall
588 | be the primary advisory body to the director of the school.—The director is *ex officio* a member
589 | and chair of the committee.—The executive committee shall advise the director on the
590 | formulation and execution of school policies and unless otherwise provided by the faculty of the
591 | school on appointments, reappointments, nonreappointments, and promotions.—It shall advise

592 | the director on the preparation of the budget.—The committee shall provide for the orderly
593 | voicing of suggestions for the good of the school, recommend procedures and committees that
594 | will encourage faculty participation in formulating policy, and perform such other tasks as may
595 | be assigned to it by the faculty of the school.—Any faculty member shall be entitled to a
596 | conference with the executive committee or with any member of it on any matter properly within
597 | the purview of the committee.—If the committee is in session to prepare its advice on
598 | appointment of the director or to review the director’s performance, the director shall not be a
599 | member, and the committee shall be chaired by a committee member elected by the committee
600 | for that purpose.

601 |
602 | (4) Departments within a school shall be governed as specified in Article IV
603 | except that communications and recommendations to the college, campus or the University shall
604 | be transmitted through the school for approval, comment, or information as appropriate.—Other
605 | subunits shall be governed by regulations set forth in the school bylaws.

606 |
607 | (5) Executive officers of departments or subunits of a school shall be evaluated
608 | at least once every five years in a manner to be determined by the faculty of the school and
609 | college.

610 |
611 | (6) An intermediate unit within a college, such as an institute, center, hospital, or
612 | laboratory in which academic staff appointments are made in accordance with Article X,
613 | Section 1, shall be governed as a department as specified in Article IV.—Other intermediate units
614 | within a college shall be governed as stated in the bylaws of the college.

615 | 616 | **Section 5. The Dean or Director of a School or Similar Campus Unit**

617 |
618 | a. In a school or similar campus unit independent of a college, the ~~chief~~ executive
619 | officer shall be a dean or director appointed annually by the Board of Trustees on the
620 | recommendation of the chancellor/vice president ~~and with the concurrence of~~ the president.—On
621 | the occasion of each recommendation, the chancellor/vice president shall seek the prior advice of
622 | the executive committee of the faculty concerned.—Within the school or similar campus unit, the
623 | duties of a director or a dean shall be the same as those of the dean of a college.—The
624 | performance of the dean or director shall be evaluated at least once every five years in a manner
625 | to be determined by the faculty of the unit.

626 |
627 | b. In a school or similar campus unit included within a college, the ~~chief~~ executive
628 | officer shall be a director appointed annually by the Board of Trustees on the recommendation of
629 | the dean of the college, the chancellor/vice president, ~~with the concurrence of~~ ~~and~~ the president.
630 | On the occasion of each recommendation, the dean shall seek the prior advice of the executive
631 | committee of the unit.—The director shall (1) call and ordinarily preside at meetings of the
632 | school faculty to consider questions of school and subunit governance and educational policy at
633 | such times as the director or the executive committee may deem necessary but not less frequently
634 | than once in each academic year; (2) formulate and present policies to the faculty for its
635 | consideration, but this shall not be interpreted to abridge the right of any member of the faculty
636 | to present any matter to the faculty; (3) make reports on the work of the school; (4) have general
637 | supervision of the work of students in the school; (5) be responsible for the educational use of
638 | the buildings and rooms assigned to the school and for the general equipment of the school as

639 distinct from that of the separate subunits; (6) serve as the medium of communication for all
640 official business of the school with the college, the students, and the public; (7) represent the
641 school in conferences except that additional representatives may be designated by the director for
642 specific conferences; (8) prepare the budget of the school in consultation with the executive
643 committee of the school; and (9) recommend the appointment, reappointment,
644 nonreappointment, and promotion of members of the academic staff.— Regarding
645 recommendations of appointments, reappointments, nonreappointments, and promotions of the
646 members of the faculty, the director shall consult with the department’s or subunit’s executive
647 officer who shall provide the director with the advice of the appropriate committee(s).— Such
648 recommendations shall ordinarily originate with the subunit or in the case of a group not
649 organized as a subunit with the person(s) in charge of the work concerned and shall be presented
650 to the director for transmission with the director’s recommendation to the dean of the college.
651 The performance of the director shall be evaluated at least once every five years in a manner to
652 be determined by the faculty of the school and college.
653
654

655 **ARTICLE IV. DEPARTMENTS**

656

657 **Section 1. The Department**

658

659 **a.** The department is the primary unit of education and administration within the
660 University.— It is established for the purpose of carrying on programs of instruction, research,
661 and public service in a particular field of knowledge.— The staff of a department includes persons
662 of all ranks who upon the recommendation of its head or chair are appointed or assigned to it.
663 The faculty of a department shall be as specified in Article II, Section 3a of these *Statutes*.— All
664 appointments which carry academic rank, title, or tenure indicative in any way of departmental
665 association shall be made only ~~after~~with the concurrence of the department(s) concerned.
666

667 **b.** The department has the fullest measure of autonomy consistent with the
668 maintenance of general college and university educational policy and correct academic and
669 administrative relations with other divisions of the University.— Should a dispute arise between
670 the department and another unit of the campus concerning the proper limits of this autonomy, the
671 department may appeal for a ruling directly to the dean and the executive committee of the
672 college and, when the chancellor/vice president considers it proper, to the chancellor/vice
673 president, who shall make a decision after appropriate consultation.
674

675 **c.** A department may be organized either with a chair or with a head.
676

677 **Rationale: Here and in other similar sections to follow the language has been modified to**
678 **highlight the chancellor/vice president’s responsibility for campus affairs, subject to the**
679 **authority of the president. Here, and in Article IV Section 3a, issues of the confidentiality of**
680 **the process are protected.**
681

682 **Section 2. Department Organized with a Chair**

683

684 **a.** The chair shall be appointed annually by the Board of Trustees on recommendation
685 of the chancellor/vice president ~~and with the concurrence of~~ the president after consultation with
686 the dean of the college and with the executive committee of the department concerned.— The
687 performance of the chair shall be evaluated at least once every five years.— As one component of
688 this evaluation, views shall be solicited from the entire department faculty in such a way as to
689 preserve confidentiality.

690
691 **b.** In each department organized with a chair, the executive committee shall
692 recommend individuals for academic appointment in the department. With the consent of the
693 executive committee or as specified in the department bylaws, persons who are not members of
694 the department faculty may be invited by the chair to attend meetings of the department faculty
695 but such persons shall have no vote.

696
697 **c.** The faculty of the department shall have power to determine such matters as do not
698 so affect relations with other departments or colleges that they properly come under the
699 supervision of larger administrative units.

700
701 **d.** In each department organized with a chair, there shall be an executive committee
702 elected annually by and from the faculty of the department by secret written ballot.— At least
703 one-half of the members of the departmental executive committee shall be elected from those
704 faculty members who have at least a 50-percent salaried appointment in the University.— The
705 faculty may choose to elect members of the executive committee for staggered two- or three-year
706 terms.— The chair of the department is *ex officio* a member and chair of the executive committee.
707 The chair and the executive committee are responsible for the preparation of the budget and for
708 such matters as may be delegated to them by the faculty of the department.— In a department
709 which has a faculty of not more than five members, the executive committee shall consist of the
710 entire faculty.— In all other cases, the size of the executive committee shall be determined by the
711 faculty of the department.— If the executive committee is in session to evaluate the chair's
712 performance, the chair shall not be a member and the committee shall be chaired by a committee
713 member elected by the committee for that purpose.

714
715 **e.** In each department organized with a chair, that officer shall be responsible for the
716 formulation and execution of departmental policies and the execution of University and college
717 policies insofar as they affect the department.— The chair shall have power to act independently
718 in such matters as are delegated to the chair by the executive committee.— The chair shall (1)
719 report on the teaching and research of the department; (2) have general oversight of the work of
720 students in the department; (3) collaborate with the executive committee in the preparation of the
721 budget and be responsible for the expenditure of departmental funds for the purposes approved
722 by the executive committee; and (4) call and preside at meetings of the executive committee and
723 at meetings of the department faculty of which there shall be not fewer than one in each
724 academic year for consideration of questions of departmental governance and educational policy.
725 The chair together with the executive committee is responsible for the organization of the work
726 of the department and for the quality and efficient progress of that work.— Any faculty member
727 shall be entitled to a conference with the executive committee or with any member of it on any
728 matter properly within the purview of the committee.

729
730 **f.** In the administration of the office, the chair shall recognize the individual
731 responsibility of other members of the department for the discharge of the duties committed to

732 them by their appointments and shall allow proper scope to the ability and initiative of all
733 members of the department.
734
735

736 **Section 3. Department Organized with a Head**

737

738 a. The head of a department shall be appointed without specified term by the Board of
739 Trustees on recommendation by the chancellor/vice president ~~and with the concurrence of~~ the
740 president after confidential consultation with the dean of the college and ~~all each~~ members of the
741 department faculty. ~~–~~ The head may be relieved of title and duties as head of the department by
742 the chancellor/vice president on the recommendation of the dean of the college. ~~–~~ The
743 performance of the head shall be evaluated at least once every five years. ~~–~~ As one component of
744 this evaluation, views shall be solicited from the entire department faculty in such a way as to
745 preserve confidentiality.

746

747 b. In each department organized with a head, the head in consultation with the
748 advisory committee shall recommend individuals for academic appointment in the department.
749 In consultation with the advisory committee or as specified in the department bylaws, the head
750 may invite other persons who are not members of the department faculty to attend meetings of
751 the department faculty, but such persons shall have no vote.

752

753 c. The head of the department shall have the power to determine such matters as do
754 not affect other departments or properly come under the supervision of larger administrative
755 units.

756

757 d. In each department organized with a head, the head shall have general direction of
758 the work of the department. ~~–~~ The head shall (1) consult with the departmental advisory
759 committee in regard to departmental policy; (2) consult with each member of the department
760 regarding the nature and scope of the work in the charge of that member; (3) call and preside at
761 meetings of the departmental faculty for explanation and discussion of departmental policies,
762 educational procedure, and research, of which there shall be at least one in each academic year
763 for consideration of departmental governance and educational policy; (4) be responsible for the
764 organization of the work of the department, for the quality and efficient progress of that work,
765 for the formulation and execution of departmental policies, and for the execution of University
766 and college policies insofar as they affect the department; (5) report on the teaching and research
767 of the department; (6) have general supervision of the work of students in the department;
768 (7) prepare the departmental budget in consultation with the departmental advisory committee;
769 and (8) be responsible for the distribution and expenditure of departmental funds and for the care
770 of departmental property.

771

772 e. In the administration of the office, the head shall recognize the individual
773 responsibility of other members of the department for the discharge of the duties committed to
774 them by their appointments and shall allow proper scope to the ability and initiative of all
775 members of the department.

776

777 f. In each department organized with a head, there shall be an advisory committee
778 elected annually by and from the faculty of the department by secret written ballot. ~~–~~ The
779 department faculty may choose to elect members of the advisory committee for staggered two- or
780 three-year terms. ~~–~~ In a department which has a faculty of not more than five members, the
781 advisory committee shall consist of the entire faculty. ~~–~~ In all other cases, the size of the advisory
782 committee shall be determined by the faculty of the department. ~~–~~ The functions of the committee
783 shall be to provide for the orderly voicing of suggestions for the good of the department, to

784 recommend procedures and committees that will encourage faculty participation in formulating
785 policy, and to perform such other tasks as may be assigned to it.—Any faculty member shall be
786 entitled to a conference with the committee or with any member of it on any matter properly
787 within the purview of the committee.—If the advisory committee is in session to evaluate the
788 head’s performance, the head shall not be a member and the committee shall be chaired by a
789 committee member elected by the committee for that purpose.

790
791 **Rationale: Section 4 was deleted because it conflicts with Article VIII, Section 4.**
792

793 **~~Section 4. Change of Departmental Organization~~**

794
795 ~~On the written request of at least one-fourth of the faculty of the department, as defined~~
796 ~~in Article II, Section 3a(1), and in no case fewer than two faculty members that the form of the~~
797 ~~organization of the department be changed, the dean shall call a meeting to poll the departmental~~
798 ~~faculty by secret written ballot. The names of those making the request shall be kept confidential~~
799 ~~by the dean. The dean shall transmit the results of the vote to the departmental faculty and to the~~
800 ~~chancellor/vice president together with the dean’s recommendation. If a change of organization~~
801 ~~is voted, the chancellor/vice president shall thereupon transmit this recommendation to the~~
802 ~~president for recommendation to the Board of Trustees. Faculty of the department may~~
803 ~~communicate with the Board of Trustees in accordance with Article XIII, Section 4 of these~~
804 ~~Statutes.~~
805

806 **ARTICLE V. GRADUATE COLLEGES**

807
808 **Section 1. The Campus Graduate College**

809
810 **a.** On a campus with a Graduate College, the Graduate College shall have jurisdiction
811 over all programs leading to graduate degrees as determined by senate action and approved by
812 the Board of Trustees.—It is the responsibility of the Graduate College to develop and safeguard
813 standards of graduate work and to promote and assist in the advancement of research in all fields.

814
815 **b.** Except as otherwise provided in this section, the Graduate College shall be
816 governed by the same regulations as govern other colleges.

817
818 **c.** The faculty of the Graduate College consists of the president, the chancellor/vice
819 president, the provost or equivalent officer, the dean, and all those who on the recommendation
820 of the departments or of other teaching or research divisions have been approved by the
821 executive committee and the dean of the Graduate College to assume appropriate academic
822 responsibilities in programs leading to graduate degrees.—Other administrative staff members are
823 members of the faculty of the Graduate College only if they also hold faculty appointments and
824 have been recommended and approved as provided above.

825
826 **d.** An executive committee shall be the primary advisory committee to the dean of the
827 Graduate College.—It shall advise the dean on the formulation and execution of policies and on
828 other activities of the Graduate College.—The executive committee consists of fourteen members

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Senate Committee on the Library
(Final; Action)

LB.15.01 Resolution on Intellectual Freedom and the University Library

WHEREAS the campus library is an academic unit serving the entire campus; and

WHEREAS libraries are the primary means through which students, faculty, professionals, staff and the public gain access to the storehouse of organized knowledge, and

WHEREAS the library performs a unique and indispensable function in the educational, civic and democratic processes; and

WHEREAS libraries in academic institutions guarantee that the widest array of ideas that promote academic discourse are available; and

WHEREAS in the interests of research and learning, it is essential that collections contain materials representing a variety of perspectives on subjects that may be considered controversial; and

WHEREAS anything less than open and unfiltered access to information would be a fundamental violation of intellectual freedom in academic libraries; and

WHEREAS all aspects of information work, including acquisitions, collections, user services, cataloging, digitization, publishing, preservation, exhibitions and public engagement necessitate intellectual freedom; and

WHEREAS it is recommended that the “Intellectual Freedom Principles for Academic Libraries: An Interpretation of the Library Bill of Rights” be endorsed by appropriate institutional governing bodies, such as a senate or similar instrument of faculty governance; and

WHEREAS most academic institutions follow the 1940 American Association of University Professors (AAUP) “Statement of Principles on Academic Freedom and Tenure” and their libraries follow the “Freedom to Read Statement,” and related professional ethics that are consonant with the 1940 AAUP statement; and

WHEREAS these statements are effective safeguards of academic freedom and embrace the free expression rights and responsibilities laid out in the First Amendment; and

WHEREAS the American Library Association opposes any legislation or codification of documents that undermine academic and intellectual freedom, chill free speech, and/or otherwise interfere with the academic community's well-established norms and values of scholarship and educational excellence; and

THEREFORE be it resolved that the Senate of the Urbana-Champaign Campus endorse this resolution in support of intellectual freedom, the Library and the Library faculty and staff.

SENATE COMMITTEE ON THE LIBRARY

Mary Mallory, Chair

Rabin Bhattarai

Ann Burkus-Chasson

Stephen Cartwright

Elizabeth Holman

Xiaoqi Jiang

Stephen Moose

George Ordal

John Randolph

Rolando Romero

Caroline Szylowicz

Stacy Wykle

Jiayi Zuo

John Wilkin, *ex officio*

Senate Committee on the Library

Background

The American Library Association's (ALA) *Intellectual Freedom Principles for Academic Libraries: An Interpretation of the Library Bill of Rights*, as amended 2014, is an operational guide for individual libraries and institutions. In order to help ensure support for these principles, the ALA recommends that academic senates formally endorse them. By way of this resolution the Senate Committee on the Library requests that the Senate recognize and endorse these principles; that the Senate support compliance; and that the Senate recognizes the importance and significance of intellectual freedom and free speech in the University Library and for its faculty and staff at all times. For your convenience a copy of the principles is attached as an Appendix to this background statement. In addition a copy of the *Library Bill of Rights*, 1996, on which the principles are based and the *Freedom to Read Statement*, 2004, also appear as part of the Appendix.

Academic freedom and freedom of speech are essential values of the university, but for libraries and archives they are more. They actually define who we are and what we do. Libraries and archives cannot be fenced in by a standard of civility or the need to avoid making students, users or the public uncomfortable. The very reason we collect books, manuscripts, videos, or photographs is to educate our users that the past is not dead. The past made the present, but it is fundamentally different from the present, and even may be shocking and disturbing. Indeed, there can be no learning for the future unless people face the shock found in our libraries and archives.

Statement by William Maher, University Archivist and Professor, University of Illinois at Urbana-Champaign (2014)

APPENDIX

Intellectual Freedom Principles for Academic Libraries: An Interpretation of the Library Bill of Rights

A strong intellectual freedom perspective is critical to the development of academic library collections, services, and instruction that dispassionately meets the education and research needs of a college or university community. The purpose of this statement is to outline how and where intellectual freedom principles fit into an academic library setting, thereby raising consciousness of the intellectual freedom context within which academic librarians work. The following principles should be reflected in all relevant library policy documents.

1. The general principles set forth in the *Library Bill of Rights* form an indispensable framework for building collections, services, and policies that serve the entire academic community.
2. The privacy of library users is and must be inviolable. Policies should be in place that maintain confidentiality of library borrowing records and of other information relating to personal use of library information and services.
3. The development of library collections in support of an institution's instruction and research programs should transcend the personal values of the selector. In the interests of research and learning, it is essential that collections contain materials representing a variety of perspectives on subjects that may be considered controversial.
4. Preservation and replacement efforts should ensure that balance in library materials is maintained and that controversial materials are not removed from the collections through theft, loss, mutilation, or normal wear and tear. There should be alertness to efforts by special interest groups to bias a collection through systematic theft or mutilation.
5. Licensing agreements should be consistent with the *Library Bill of Rights*, and should maximize access.
6. Open and unfiltered access to the Internet should be conveniently available to the academic community in a college or university library. Content filtering devices and content-based restrictions are a contradiction of the academic library mission to further research and learning through exposure to the broadest possible range of ideas and information. Such restrictions are a fundamental violation of intellectual freedom in academic libraries.
7. Freedom of information and of creative expression should be reflected in library exhibits and in all relevant library policy documents.
8. Library meeting rooms, research carrels, exhibit spaces, and other facilities should be available to the academic community regardless of research being pursued or subject being discussed. Any restrictions made necessary because of limited availability of space should be based on need, as reflected in library policy, rather than on content of research or discussion.
9. Whenever possible, library services should be available without charge in order to encourage inquiry. Where charges are necessary, a free or low-cost alternative (e.g., downloading to disc rather than printing) should be available when possible.
10. A service philosophy should be promoted that affords equal access to information for all in the academic community with no discrimination on the basis of race, age, values, gender, sexual orientation, gender identity, cultural or ethnic background, physical, sensory, cognitive or learning disability, economic status, religious beliefs, or views.
11. A procedure ensuring due process should be in place to deal with requests by those within and outside the academic community for removal or addition of library resources, exhibits, or services.
12. It is recommended that this statement of principle be endorsed by appropriate institutional governing bodies, including the faculty senate or similar instrument of faculty governance.

Approved by ACRL Board of Directors: June 29, 1999 and adopted July 12, 2000, by the ALA Council; amended on July 1, 2014.

<http://www.ala.org/Template.cfm?Section=interpretations&Template=/ContentManagement/ContentDisplay.cfm&ContentID=8551>

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; inclusion of "age" reaffirmed January 23, 1996.

<http://www.ala.org/advocacy/intfreedom/librarybill/>

The Freedom to Read Statement

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label "controversial" views, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to counter threats to safety or national security, as well as to avoid the subversion of politics and the corruption of morals. We, as individuals devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary individual, by exercising critical judgment, will select the good and reject the bad. We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy or unwelcome scrutiny by government officials.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. *It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox, unpopular, or considered dangerous by the majority.*

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. *Publishers, librarians, and booksellers do not need to endorse every idea or presentation they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what should be published or circulated.*

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. *It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.*

No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.

4. *There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.*

To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.

5. *It is not in the public interest to force a reader to accept the prejudgment of a label characterizing any expression or its author as subversive or dangerous.*

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for others. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.

6. *It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large; and by the government whenever it seeks to reduce or deny public access to public information.*

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive. Further, democratic societies are more safe, free, and creative when the free flow of public information is not restricted by governmental prerogative or self-censorship.

7. *It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a "bad" book is a good one, the answer to a "bad" idea is a good one.*

The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader's purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all publishers and librarians the utmost of their faculties, and deserves of all Americans the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953, by the ALA Council and the AAP Freedom to Read Committee; amended January 28, 1972; January 16, 1991; July 12, 2000; June 30, 2004.

A Joint Statement by:

[American Library Association](#)
[Association of American Publishers](#)

Subsequently endorsed

[The Association of American University Presses, Inc.](#)
[Freedom to Read Foundation](#)
[National Association of College Stores](#)
[National Coalition Against Censorship](#)
[National Council of Teachers of English](#)
and others.

<http://www.ala.org/advocacy/intfreedom/statementspols/freedomreadstatement>

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Prefiled Resolution

RS.15.05 Resolution Regarding the Senate Committee on Academic Freedom and Tenure Report

Whereas the Senate Committee on Academic Freedom and Tenure of the University of Illinois at Urbana-Champaign has completed its investigation and deliberation concerning the withdrawal and rejection by the University administration and Trustees of an offer of a tenured faculty appointment on this campus to Dr. Steven Salaita and has presented its findings of fact and policy recommendations in its December 23, 2014 "Report on the Investigation into the Matter of Steven Salaita"; and

Whereas that report finds, inter alia, that "The process by which Dr. Salaita's proposed appointment was withdrawn and eventually rejected did not follow existing policies and procedures in several substantial respects, raising questions about the institution's commitment to shared governance;" and

Whereas the report finds further that "the reasons given" for the withdrawal of the original offer to Dr. Salaita are "not consistent with the University's guarantee of freedom of political speech," adding that "civility does not constitute a legitimate criterion for rejecting his appointment"; and

Whereas the report finds further that "The Chancellor's, the President's, and the Trustees' disregard for the principles of shared governance and the very specific policies and procedures of the university and the campus is a serious matter. It violates the foundational arrangements designed to assure excellence as well as the trust necessary for a complex web of interdependent relationships to function well and with integrity;" and

Whereas the report further recommends "that statements made by the Chancellor, President, and Trustees asserting civility as a standard of conduct be withdrawn"; and

Whereas the report further recommends that all questions recently raised about Dr. Salaita's "professional fitness" be "remanded to the College of Liberal Arts and Sciences for reconsideration by a committee of qualified academic experts" and that Salaita "be provided the opportunity to respond to any proposed findings of professional unfitness before the body concludes its proceedings;"

Therefore, the Senate of the Urbana-Champaign Campus calls upon the Chancellor, President, and Board of Trustees to implement these recommendations promptly.

Submitted by Faculty Senators:

Bruce Levine (History)
Kay Emmert (English)
Shawn Gilmore (English)
Isabel Molina (Media and Cinema Studies)
Jennifer Monson (Dance)
Dana Rabin (History)
Kristina Riedel (Linguistics)
D. Fairchild Ruggles (Landscape Architecture)
Gabriel Solis (Music)
Mark Steinberg (History)
Anna Stenport (Germanic Languages and Literature)
Terry Weech (LISC)
Terri Weissman (Art and Design)

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Prefiled Resolution

RS.15.06 **Recommendations about Shared Governance and Academic Freedom**

The recent controversy over the decision to reject the recommendation to appoint Steven Salaita to a tenured position in American Indian Studies has revealed that campus policies could provide clearer guidance on how such unusual cases should be handled, particularly around divisions of authority and responsibility within campus administration. In the absence of clear policies, decisions were made in a way that was inconsistent with our usual practices of shared governance. The Senate of the University of Illinois at Urbana-Champaign expresses its serious concerns about these errors. It is imperative that we learn from these mistakes and put clearer policies in place to ensure that they will not happen again. The Senate is equally concerned about the potential for threats to academic freedom created by public statements made by the administration during this time.

Much of the recent controversy revolves around conflicting notions of the appropriate role of civility in decisions regarding hiring and dismissal of academic employees. The Senate believes that civility and respect are laudable and generally acceptable norms for public discourse; and we recognize that university employees “should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution” (AAUP *1940 Statement of Principles on Academic Freedom and Tenure*; <http://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>). When members of the university community fail to fulfill these obligations, it is entirely appropriate for administrators to attempt to distance the institution from any offending statements and to reemphasize the values of tolerance, inclusion, and respect. This principle is reflected in the University of Illinois *Statutes* (Article X, Section 2c).

However, university employees must remain free from the threat of either institutional censorship or discipline for the exercise of free speech that raises no questions about lack of professional fitness. When there is an allegation of professional unfitness on the part of a University of Illinois faculty member, due process must be followed, as outlined in Articles IX and X of the University of Illinois *Statutes*. In the absence of such allegations, lack of civility should not be considered legitimate grounds for dismissal of a faculty member.

In order to assure that our governing documents are clear, consistent, and expressive of our University’s commitment to shared governance, due process, and academic freedom, the Senate recommends the following:

ISSUE #1: Provost Communications #2, #3, and #9 give apparently conflicting advice about the roles of the Chancellor and President, once a hiring and/or promotion case has been reviewed by the Provost. Some have read #2 and #3 as excluding the Chancellor and President from the process because they have “delegated responsibility” to others. Communication #9 states that “The Provost makes the final decision,” but also says that the Provost writes a “Final letter to deans and directors notifying them of those faculty members to be recommended to the Chancellor and President for promotion,” which appears to preserve an evaluative role for the Chancellor and the President in the process.

RECOMMENDATION 1: The Provost’s office should revise Communications #2, #3, and #9 where necessary to resolve this apparent conflict, and to ensure that all Communications conform clearly with relevant sections of the University Statutes, including Article III, Section 3d and Article IX Section 4a. These proposed procedures should be subject to review by relevant campus governance bodies.

ISSUE #2: If these issues between different readings of the Provost’s Communications and the Statutes are resolved in such a way as to preserve an independent stage of review at the Chancellor’s level, it would still remain to be clarified what procedures ought to be followed in such a review. Nowhere in the Statutes or other governing documents are there guidelines about what processes of consultation, including consultation with faculty, the Chancellor should follow.

RECOMMENDATION 2: If it is judged that an independent stage of review at the Chancellor’s level should be preserved, the provost’s office should develop explicit procedures for consultation with unit administrators, and with relevant faculty committees, to be followed during such reviews by the Chancellor. These proposed procedures should be subject to review by relevant campus governance bodies.

At all levels (department, college, and campus) review processes should follow the principles of shared governance and consultation elaborated in Provost Communication #27, as well as the AAUP’s guideline that responsible administrators “should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail” (“AAUP Statement on Government of Colleges and Universities,” <http://www.aaup.org/report/statement-government-colleges-and-universities>).

ISSUE #3: Principles of due process, as well as considerations of prudence and good practice, dictate that we should re-examine our academic hiring policies to ensure that they reflect our basic commitments as an institution: commitments to openness, fairness, academic freedom, shared governance, and excellence in hiring.

Specific questions have been raised about university policies on academic freedom and extramural speech.

RECOMMENDATION 3: The Statutes and General Rules should be reviewed by a university-wide committee to ensure that our policies on academic freedom and extramural speech, and the language in which they are expressed, are clear, consistent, and informed by relevant AAUP policy statements on the subject.

Respectfully submitted,

Ben McCall
Joyce Tolliver
Nick Burbules
Randy McCarthy

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Prefiled Resolution

RS.15.07 Concerns about Shared Governance and Academic Freedom

The Academic Senate of the University of Illinois at Urbana-Champaign expresses very serious concerns about significant violations of the principles and best practices of shared governance in the decision to reject the recommendation to appoint Dr. Salaita to a tenured position in American Indian Studies. The Senate is equally concerned about the potential for threats to academic freedom created by some of the public statements from Chancellor Wise, President Easter, and the Board of Trustees, as set out in the “Report on the Investigation into the Matter of Steven Salaita” prepared by the Committee on Academic Freedom and Tenure (CAFT). Finally, the Senate is concerned about damage done to our campus by external responses to this decision, including statements of condemnation from various professional societies, boycotts by numerous scholars, and possible censure by the American Association of University Professors.

In expressing these concerns, the Senate takes no position on the merits of any legal claims made by Dr. Salaita in his recently filed lawsuit against various administrators of and donors to the university. The concerns expressed herein regarding shared governance and academic freedom as they relate to administrators and current faculty are entirely independent of any questions regarding the legal authority for, or permissibility of, the actions taken by the Chancellor, President, or Board of Trustees in Dr. Salaita’s case.

The initial recommendation to appoint Dr. Salaita was thoroughly reviewed and approved by his proposed home unit, the college-level promotion and tenure committee, and a campus committee that included the chair of the campus committee on promotion and tenure, the dean of the graduate college, the vice chancellor for research, the Provost, and the Chancellor.

Then, in July 2014, the Chancellor became informed about a series of controversial comments on Twitter by Dr. Salaita (reproduced in part in the CAFT report), many posted after these original recommendations were made. At a subsequent meeting with the Board of Trustees, the Chancellor came to believe that the President and the Board would not approve the proposed hire that she had previously approved. In her Aug. 1, 2014 letter to Dr. Salaita she informed him of her decision not to forward the recommendation to the Board of Trustees. According to the CAFT report and the Chancellor’s public statements, this decision was taken without consulting any authorized faculty review committees, the relevant academic officials in American Indian Studies, the Office of the Dean of the College of Liberal Arts and Sciences (LAS), or the Provost. This lack of consultation was inconsistent with both Illinois’ tradition of shared governance and the longstanding guidelines of the American Association of University Professors.

As the AAUP “Statement on Government of Colleges and Universities” clarifies, the primary responsibility for appointments, the granting of tenure, and dismissal lies with the university’s faculty, and administrators should act in opposition to faculty recommendations in these and other areas of its purview only “in rare instances and for compelling reasons which should be stated in detail” (<http://www.aaup.org/report/statement-government-colleges-and-universities>). The Senate reaffirms its commitment to these central principles of shared governance as they relate to faculty hiring practices at the University of Illinois.

Without discussing the reasons for her decision with the LAS dean or the director of AIS, the Chancellor issued a public statement on Aug. 22, 2014, asserting that her rejection of the recommendation to hire Dr. Salaita was based upon concerns, raised by his controversial Twitter comments, that students holding opposing views might not feel free to express those views or might not be treated respectfully in his classroom (Mass email to campus, Aug. 22, 2014, reproduced in <http://illinois.edu/blog/view/1109/115906>).

In justifying that view, Chancellor Wise made the following statement:

What we cannot and will not tolerate at the University of Illinois are personal and disrespectful words or actions that demean and abuse either viewpoints themselves or those who express them. We have a particular duty to our students to ensure that they live in a community of scholarship that challenges their assumptions about the world but that also respects their rights as individuals.

The Board of Trustees, joined by President Easter and other university officials, echoed the Chancellor's rationale in a subsequent massmail sent on the same date. Like the Chancellor, they invoked norms of civility in explaining their reasons for not accepting the hiring recommendation:

The University of Illinois must shape men and women who will contribute as citizens in a diverse and multicultural democracy. To succeed in this mission, we must constantly reinforce our expectation of a university community that values civility as much as scholarship. Disrespectful and demeaning speech that promotes malice is not an acceptable form of civil argument...There can be no place for that in our democracy, and therefore, there will be no place for it in our university.

(<https://www.uillinois.edu/cms/One.aspx?portalId=1324&pageId=136970>)

The Chancellor has asserted that she never intended her statement on civility to be interpreted as policy. However, because such sweeping claims do not distinguish between prospective hires and current employees, or between extramural and professional contexts, they are at odds with the AAUP's statement that when University professors "speak or write as citizens, they should be free from institutional censorship or discipline" (1940 Statement of Principles on Academic Freedom and Tenure; <http://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>).

The Academic Senate therefore rejects as unacceptably broad the claim that the University of Illinois "cannot and will not tolerate ... disrespectful words or actions that demean or abuse either viewpoints themselves or those who express them" and the notion that the university should value "civility as much as scholarship." The Senate believes that these statements should be corrected or clarified to reassure faculty that a lack of civility itself is not a basis for a decision to discipline or dismiss a faculty member.

Respectfully Submitted,

Ben McCall
Kirk Sanders

Before the Committee on Academic Freedom and Tenure (CAFT)
of the University of Illinois at Urbana-Champaign

Report on the Investigation into the Matter of Steven Salaita

Before:

David O'Brien (Chair)
College of Fine and Applied Arts

Andrew Alleyne
College of Engineering

Melody Allison
University Library

Matt Finkin
College of Law

C.K. Gunsalus
College of Engineering

***Chris Higgins**
College of Education

***Mark Steinberg**
**College of Liberal Arts and
Sciences**

***Did not participate in the investigation or approval of the report**

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I. Executive Summary

Dr. Steven Salaita's proposed appointment was initiated, reviewed, approved, and processed in accordance with all applicable university procedures from the initiation of the search through his acceptance of an offer of appointment. It was complete except for final Board of Trustees approval. At that point, less than a month before his projected start date, concerns about his professional suitability for appointment arose and he was notified that his appointment would not be forwarded for that approval. Eventually, it was forwarded for Board approval and was rejected. His status at the time was complex: he was more than an applicant and less than an employee. Under these circumstances, we believe the academic freedom and liberty of political speech afforded to members of the faculty by the University *Statutes* should reasonably apply.

The process by which Dr. Salaita's proposed appointment was withdrawn and eventually rejected did not follow existing policies and procedures in several substantial respects, raising questions about the institution's commitment to shared governance. The reasons given — the civility of tweets made by Dr. Salaita in the summer of 2014 — is not consistent with the University's guarantee of freedom of political speech. Statements made by the Chancellor, President, and Trustees asserting that the incivility of a candidate's utterances may constitute sufficient grounds for rejecting his appointment should be renounced. We conclude, however, that the Chancellor has raised legitimate questions about Dr. Salaita's professional fitness that must be addressed.

In light of the irregular circumstances leading up to the Board of Trustees' disapproval of an appointment for Dr. Salaita, the Committee recommends that

Dr. Salaita's candidacy be remanded to the College of Liberal Arts and Sciences for reconsideration by a committee of qualified academic experts.

II. Introduction

According to the Bylaws of the Senate of the University of Illinois at Urbana-Champaign, the Committee on Academic Freedom and Tenure (CAFT):

may investigate instances of possible infringement of academic freedom and hear cases involving allegations of such infringement, and may make such recommendations to the Chancellor and reports to the Senate as are appropriate. The Committee may investigate allegations of violations of the role of faculty in governance as specified in the University *Statutes* and unit bylaws and report to the Chancellor and the Senate if appropriate changes are not made.

Allegations of such infringement and such violations have been made widely across campus and indeed extramurally in relation to the handling of an offer of appointment to Dr. Steven Salaita.

Article X, Section 2d, of the *Statutes* of the University provides that:

A staff member who believes that he or she does not enjoy the academic freedom which it is the policy of the University to maintain and encourage shall be entitled to a hearing on written request before the Committee on Academic Freedom and Tenure of the appropriate campus senate. Such hearing shall be conducted in accordance with established rules of procedure. The committee shall make findings of facts and recommendations to the president and, at its discretion, may make an appropriate report to the senate. The several committees may from time to time establish their own rules of procedure.

Two faculty members, Professors Robert Warrior and Vicente Diaz, have filed a formal grievance (Document 1) with the Committee, alleging that the administration's actions in the matter of Steven Salaita violated their academic freedom.

A subcommittee consisting of Andrew Alleyne, Matt Finkin, C. K. Gunsalus, and David O'Brien (Chair) investigated both the allegations and the grievance. Its findings were discussed by the entire CAFT, which has approved this report.

III. Findings of Fact

The key events in the matter of Dr. Steven Salaita are listed in the chronology (Appendix A) and summarized here. Following an open-rank search approved on July 10, 2013, by Ruth Watkins, the Dean of the College of Liberal Arts and Sciences (LAS), a duly constituted search committee recommended candidates. These were reviewed and approved at each required level as documented in the chronology (Appendix A).

Following those steps, Brian Ross, Interim Dean of LAS, wrote to Steven Salaita, then an Associate Professor at Virginia Tech University, on October 3, 2013, offering him an appointment as an Associate Professor with tenure in the Department of American Indian Studies (Document 2). That letter noted that the recommendation for appointment was subject to approval by the Board of Trustees of the University.

By the same date, the then Acting Director of American Indian Studies wrote to Dr. Salaita detailing his nine-month salary, informing him of equipment and computer resources, office space, subvention for moving expenses, course load, and the availability of funds for research (Document 3). On October 7, 2013, Dr. Salaita accepted the appointment in writing (Document 2). Though he was originally invited to take up his appointment in January of 2014, he delayed his start date to August 16, 2014 (Document 2). We understand that he resigned his position at Virginia Tech University at the end of the spring semester of 2014. Inquiries by CAFT with the Office of the Provost at Virginia Tech University revealed that this institution does not normally permit faculty who have accepted permanent positions at other universities to take leaves of absence.¹ The Department of American Indian Studies arranged Dr. Salaita's teaching schedule for

¹ Communication by email from Jack W. Finney, Vice Provost for Faculty Affairs at Virginia Tech University, to David O'Brien on November 6, 2014.

the fall and posted his courses online (Document 4). In the summer the University arranged to pay for his moving expenses and saw to his computing needs (Document 5).

On approximately July 20, 2014, Phyllis Wise, the Chancellor of the University of Illinois at Urbana-Champaign, became aware of controversial tweets Dr. Salaita was posting online.² On July 21, the Chancellor began receiving emails protesting the appointment of Dr. Salaita because of his tweets.³ Many of these emails have been made public as the result of a Freedom of Information Act request, and the fact that some came from donors has been widely reported. The Chancellor has stated that donors in no way influenced her actions with regard to Dr. Salaita. This investigation found no evidence that they did.

On July 21, 2014, in response to a question from the press, Robin Kaler, the campus's spokesperson and Associate Chancellor for Public Affairs, stated that, "Professor Salaita will begin his employment with the university on Aug. 16, 2014. He will be an associate professor and will teach American Indian Studies courses. [...] Faculty have a wide range of scholarly and political views, and we recognize the freedom of speech rights of all of our employees" (Document 6).

On July 24, the Chancellor and the Board of Trustees discussed Dr. Salaita's tweets in executive session. The Chancellor has told the investigating committee that she believed that, based on the offer letter (Document 2) sent to Dr. Salaita, it was the Board's decision to approve or disapprove his appointment. It was her understanding that, at the meeting, she and the Trustees had arrived jointly at the conclusions that the

² All parties who provided evidence for this report were asked to read this section and agree to its contents. Counsel for the Trustees has read this section and has asked that a group of tweets by Dr. Salaita be placed in the report. They are included in Appendix C.

³ Counsel for the Trustees has asked that a group of these emails be placed in the report. They are included as Document 10.

Board would not support Dr. Salaita's appointment and that therefore she should not forward the appointment to them.

As part of our investigation, we invited the Trustees to comment on the Board's role in this matter and in particular on the meeting of July 24. Only one Trustee, James Montgomery, responded, and he referred us to the public comments he had already made.⁴ In published comments Trustee Chris Kennedy has stated that at this meeting the Board had not arrived at a position regarding Salaita's appointment: "We [the Board] weren't saying if you recommend him we were not going to approve. We were never close to that."⁵

On August 1, the Chancellor and Christophe Pierre, Vice President for Academic Affairs, wrote to Dr. Salaita informing him that his appointment would "not be recommended for submission to the Board of Trustees in September, and we believe that an affirmative Board vote confirming your appointment is unlikely" (Document 7).

On August 22, the Chancellor published an essay entitled "The Principles on Which We Stand" on the "Chancellor's Blog" on the University website (Document 8). The essay discussed "the university's decision not to recommend further action by the Board of Trustees concerning [Dr. Salaita's] potential appointment to the faculty of the University of Illinois at Urbana-Champaign." The communication asserted, *inter alia*, that

What we cannot and will not tolerate at the University of Illinois are personal and disrespectful words or actions that demean and abuse either viewpoints themselves or those who express them. We have a particular duty to our students to ensure that they live in a community of scholarship

⁴ Public comments made by the Chancellor, the President, and Trustees Montgomery and Fitzgerald are available here: http://www.trustees.uillinois.edu/trustees/audio/20140911/20140911_14-roll-call-vote.mp3 (accessed 12/10/2014).

⁵ Quoted from Julie Wurth, "Kennedy: We Did the Right Thing," *News-Gazette*, September 19, 2014.

that challenges their assumptions about the world but that also respects their rights as individuals.

As chancellor, it is my responsibility to ensure that all perspectives are welcome and that our discourse, regardless of subject matter or viewpoint, allows new concepts and differing points of view to be discussed in and outside the classroom in a scholarly, civil and productive manner.

On the same date, the Board of Trustees, President Robert Easter, and numerous university officials issued a mass mail (Document 9) supporting “the university’s decision” not to forward Dr. Salaita’s appointment to the Board and stating that the university “must constantly reinforce our expectation of a university community that values civility as much as scholarship.” It continued,

Disrespectful and demeaning speech that promotes malice is not an acceptable form of civil argument if we wish to ensure that students, faculty and staff are comfortable in a place of scholarship and education. If we educate a generation of students to believe otherwise, we will have jeopardized the very system that so many have made such great sacrifices to defend. There can be no place for that in our democracy, and therefore, there will be no place for it in our university.

Around September 4, the Chancellor reversed course and forwarded Dr. Salaita’s appointment to the Board of Trustees with the recommendation that they not approve it. On September 11, the Board of Trustees voted 8-1 to reject the appointment of Dr. Salaita.

The investigative subcommittee interviewed the Chancellor on November 14. She confirmed that she had not consulted with the Provost, the Dean of LAS, or other faculty representatives about her decisions not to forward Dr. Salaita’s offer of appointment to the Board of Trustees and to notify him in advance of this decision. She indicated that her initial understanding of the process was that it was her prerogative not to forward Dr. Salaita’s appointment to the Board of Trustees, and she only later discovered this understanding to be incorrect. She expressed much regret that she had

not consulted more widely with the faculty and administration, and attributed her neglect of shared governance to the rapidity with which decisions had to be made.

In explaining the decisions first not to forward the appointment and then to forward it with a negative recommendation, the Chancellor characterized Dr. Salaita's tweets as "harassing, intimidating, [...] hate speech," and as "inflammatory". The decision was motivated in part, she said, by a desire to protect students. She noted that courses at the university can address particularly sensitive issues and felt "that the faculty teaching those courses have to be open to all students." She emphasized that her and the Board's actions were not based on the political content of the tweets — that is, Dr. Salaita's positions regarding Israel, Zionism, the war in Gaza, or any other topic. Her intention was not to restrict the discussion of controversial topics; rather, it was to create an atmosphere at the university that was "welcoming" and "safe" for students and where controversial topics could be discussed in a safe and respectful learning environment.

With regard to her essay "The Principles on Which We Stand," the Chancellor expressed surprise that it had generated controversy and rejected the notion that it could constitute a "policy".

When asked by the committee to distinguish between professional and extramural speech, the Chancellor stated that in this matter she saw no clear distinction. She elaborated, "The manner in which you speak reflects on how welcoming you would be as a faculty member." In her view, if Dr. Salaita communicated to students in the same manner as in his tweets, "he would be intimidating." She expressed her conviction that in a small community such as Champaign-Urbana, there was little distinction between

“faculty members, community members, and bloggers,” noting that in her own life she sees no distinction among these roles.

IV. The Determination of the University's Obligations

At the threshold, CAFT must determine what the university's obligations to Dr. Salaita are. Dr. Salaita was neither an applicant nor an employee. Were the Trustees to have approved his appointment, the *Statutes'* affordance of academic freedom and political free speech would plainly apply to him; he would also be due observance of the procedures set out for the imposition of any sanction for his speech. Were he to be an applicant, neither of these would apply: anywhere along the line of collegial and administrative assessment for an offer of appointment, a negative evaluation on the basis of the quality of his scholarship, his disciplinary direction, even of personal traits relevant to his dealing with students or staff could be taken into account and his candidacy passed over.

One approach to the determination of the university's obligations could be by strict application of the letter of offer: he was told that trustee approval was required; it was not granted; therefore he was not appointed. Whatever obligations the administration or trustees owed to the academic body whose recommendation was first accepted and then rejected, no further obligation was owed to Dr. Salaita.

The committee finds this approach to be incomplete. It does not fully acknowledge the expectations mutually engendered by the university's course of dealing.

This committee is not a court, constituted by civil authority to decide questions of law. The committee is constituted by the university's *Statutes* to decide the university's responsibilities as an institution of higher learning. In this, we are guided by the norms and expectations of the academic community in which the university is situated.⁶ A

⁶ In fact, it is not at all clear that the law would draw as categorical a distinction as the courts have often had recourse to academic norms for guidance in construing university rules. A leading case explains why

useful source is the 1940 *Statement of Principles on Academic Freedom and Tenure*. The 1940 *Statement*, jointly formulated by the American Association of University Professors (AAUP) and the Association of American Colleges (AAC), was referenced in Dr. Salaita's offer of appointment and a copy was provided him at the time. When we turn to the academic experience reflected in it we see that the issue posed in the sequence of events before us is not novel.

Between 1958 and 1971, there were several cases investigated and reported on where a firm offer of appointment (and, in one case, the issuance of a formal letter of "intent to grant tenure" under the institution's rather unusual rules) had been withdrawn before trustee or regental approval, rejected by the board after a firm offer had been made, or been rescinded by the board after approval.⁷ In all of these, the individual had become a subject of public controversy that erupted after the offer had been made, which facts or events were not known or could not have been known to the appointing authority beforehand; for example, as being a person with alleged communist sympathies; for invoking the Fifth Amendment before the House Committee on Un-American Activities; for engaging in public protest of the Vietnam War.

an express disclaimer of binding effect stated in a university rule should not be given legal effect. *Greene v. Howard University*, 412 F.2d 1128, 1135 (D.C. Cir. 1969) *followed in* *Brown v. George Washington Univ.*, 801 A.2d 382 (D.C. 2002). Other courts have also drawn upon the norms and usages of the academic profession, found in AAUP policies and reports, to give content to institutional policies and rules. *E.g.* *Browzin v. Catholic Univ.*, 527 F.2d 843 (D.C. Cir. 1975); *Krofko v. Goucher College*, 585 F.2d 675 (4th Cir. 1978); *Drans v. Providence College*, 383 A.2d 1033 (R.I. 1978); *McConnell v. Howard Univ.*, 818 F.2d 58 (D.C. Cir. 1987); *Saxe v. Bd. of Trustees of Metropolitan State College of Denver*, 179 P.3d 67 (Colo. App. 2007).

⁷ *Academic Freedom and Tenure: The George Washington University*, 48 AAUP Bull. 240 (1962); *Academic Freedom and Tenure: The University of South Florida*, 50 AAUP Bull. 44 (1964); *Academic Freedom and Tenure: University of Hawaii*, 55 AAUP Bull. 29 (1969); *Academic Freedom and Tenure: Columbia College (Missouri)*, 57 AAUP Bull. 513 (1971). See also *Academic Freedom and Tenure: Trenton State College*, 54 AAUP Bull. 42 (1968) (state Commissioner of Education, whose approval for reappointment of faculty was legally required, declined to approve); *Academic Freedom and Tenure: Northern State College (South Dakota)*, 54 AAUP Bull. 306 (1968) (rejecting the argument that as the Board had not approved the appointment, its refusal to approve two weeks into the academic year was a refusal to enter into a contract, not a dismissal.)

The question in all of these cases was whether, despite board action (or inaction), the status of the person was such that he should come under the protections afforded by the 1940 *Statement* and relevant institutional policies. The resolution turned on the weighing of considerations additional to any express reservation that the appointment was subject to board approval. Examples of these include: (1) the definiteness of terms of the offer; (2) whether the offer was in accord with established procedures by which academic appointments were normally tendered and accepted; (3) the length of time between the offer and the withdrawal or rejection; (4) whether specific arrangements had been made by the institution or with the institution's knowledge for the person to move to the institution; (5) whether teaching assignments were agreed to and courses assigned or posted; (6) whether the institution had authorized an announcement of the person's appointment or otherwise indicated publicly that the appointment had been made; (7) whether it was a general understanding by the institution's faculty that an offer of employment would be honored. Overarching these factors, and, perhaps, giving direction to them, is a consideration adverted to in 1958: that offers made by high administrative officers, a president or a dean, are customarily regarded as binding and that any enervation of that reliability would throw "the process by which colleges and universities engage new faculty members...into complete chaos" to the detriment of both institutions and faculty members.⁸

Let us examine each of these factors in turn with reference to the matter of Dr. Salaita:

(1) the definiteness of terms of the offer;

⁸ *Livingstone College*, 44 AAUP Bull. 188 (1958)

By letter of October 3, 2013, from the Interim Dean of the College of Liberal Arts and Sciences, Dr. Salaita received an offer of a tenured appointment with a starting date of August 16, 2014. The offer was made “subject to approval” by the Board of Trustees; it required written acceptance, preferably by October 14, stated Dr. Salaita’s salary, and incorporated the 1940 *Statement* (Document 2) By the same date, the Acting Director of American Indian Studies wrote to Dr. Salaita greeting him enthusiastically, detailing his nine-month salary, informing him of equipment and computer resources, office space, subvention for moving expenses, course load, and the availability of funds for research (Document 3). Dr. Salaita signed his acceptance on October 9 (Document 2).

(2) whether the offer was in accord with established procedures by which academic appointments were normally tendered and accepted;

The letter was the conclusion of an authorized search process conducted in accordance with university policy. Dr. Salaita’s selection was approved by every faculty body and administrative officer with jurisdiction for it.

(3) the length of time between the offer and the withdrawal or rejection;

On September 11, 2014, a month after the date upon which his teaching was to commence and eleven months after he tendered his signed acceptance, the Board of Trustees voted not to approve it.

(4) whether specific arrangements had been made by the institution or with the institution’s knowledge for the person to move to the institution;

Subsequent correspondence confirmed the institution’s accommodation to his computer needs and arrangements for moving expenses, including a recommended mover (Document 5).

(5) whether teaching assignments were agreed to and courses assigned or posted;

His courses were assigned and posted (Document 4).

(6) whether the institution had authorized an announcement of the person's appointment or otherwise indicated publicly that the appointment had been made;

His appointment was announced. As late as July 21, 2014, in response to a question from the press, the campus's spokesperson informed the press, that, "Professor Salaita will begin his employment with the university on Aug. 16, 2014. He will be an associate professor and will teach courses in American Indian Studies courses"

(Document 6).

(7) whether it was a general understanding by the institution's faculty that an offer of employment would be honored.

As best this committee has been able to determine, the Board has never rejected an appointment that had been generated and reviewed through formal academic channels, and thus administrators and the faculty generally expect that offers of employment for tenured and tenure-track positions will be honored, notwithstanding the standard language included in all letters that they are subject to the Board's approval.

If the offer was truly conditional on serious Board consideration or experience suggested approval might not be forthcoming, a prudent administration might have advised the candidate to proceed in two ways upon receipt of the offer. First, the candidate could have been advised to take an unpaid leave of absence from his current employer in order to await approval. However, upon inquiry, the Provost's Office of Dr. Salaita's prior institution informed the committee that a leave for that purpose would not have been granted. Alternatively, the faculty member could have been advised to

resign from his home institution only upon notice that approval had been granted.

However, there are ethical norms that obligate a faculty member to give timely notice of resignation, customarily no later than May 1, in order to allow the home institution adequate time to find a replacement or adjust to the faculty member's departure. Were the university to have advised that course of action, it would have placed the appointee on the horns of an ethical dilemma. In the event, no such advice was given, likely because none of those involved in the appointment process seriously considered that Board approval might be withheld, it never having happened in memory.

These circumstances offer compelling reasons to grant Dr. Salaita the academic freedom and liberty of political speech normally afforded to a member of the faculty. Given Dr. Salaita's in-between status (more than an applicant and less than an employee) and issues of governance discussed in the next section, one possible course of action suggests itself. When concerns arose about his suitability for appointment, he could have been notified of the reasons for the concerns and provided an opportunity to respond in writing. The concerns and his response should have been referred to an appropriate group of academic experts. Their recommendation could then have been forwarded through the normal appointment reporting procedures before final action.

V. Issues of Governance

The *Statement on Government of Colleges and Universities*, formulated in 1966 by the American Council on Education, the Association of Governing Boards of Universities and Colleges, and the American Association of University Professors, acknowledges that

The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.

Communication is required at universities partly because authority for decision-making is delegated from the Board through the President and Chancellor to the Provost and from there to academic units. The *Statement* assigns primary responsibility to the faculty in matters of faculty status, including the granting of tenure:

scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise, there is the more general competence of experienced faculty personnel committees having a broader charge. Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail.

In the case of Dr. Salaita, the most complete account of the Board's reasons are stated in Document 9, which itself refers to Document 8. They will be addressed in a subsequent section.

At the University of Illinois, the understandings addressed in the *Statement* are institutionalized through a range of policies and governance documents. The university's primary governance document, the *Statutes*, provides in Article IX, Section 3a, that "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 chancellor/vice president concerned and the president." This recognizes that the delegation of authority passes from the Board to administrative officers, who in turn delegate those to the faculty as described in Article III, Section 3d, which assigns to the departments comprising relevant faculty the responsibility to initiate academic (faculty) appointments: "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." This is consistent with the concept that academic appointments should be formulated by those most knowledgeable in the subject area.

Procedures at the University of Illinois at Urbana-Champaign for approving tenured faculty appointments are memorialized in the Provost's Communications. Communication #3, Section 1, outlines the specific delegations made for the appointment of faculty with tenure:

All academic appointments are authorized by the Board of Trustees (BOT) upon the recommendation of the President; thus a recommendation for such an appointment must be forwarded to the Provost through the appropriate reporting chains, whether it concerns a permanent or visiting faculty position, an academic professional position (regular or visiting), or a postdoctoral appointment for a fixed term. The President has delegated administrative authority over academic appointments on this campus to the Chancellor, who has in turn delegated it to the Provost and Vice Chancellor for Academic Affairs.

Section 2.C.2 of the same Communication specifies the review process in place at the campus level for the appointment of faculty with tenure: “The Provost solicits comments from the Chancellor, the Vice Chancellor for Research, Dean of the Graduate College, and the Chair of the Campus Committee on Promotion and Tenure. When the consultations are complete, the Provost acts on the case and notifies the unit.”

Provost’s Communication #2 establishes policies and procedures for offering academic positions. Section I describes the approvals necessary for an offer of appointment to be made:

recommendations to the academic staff shall ordinarily originate with the department. [...] They are then presented to the dean of the college for transmission with the dean’s recommendation to the provost, who acts as the chancellor’s designee. When a recommendation for appointment has been approved through the appropriate channels (see Communication No. 3), a letter of invitation may be written by the dean/director.

Section II of the same Communication describes the process after a candidate accepts an offer of appointment: copies of the candidate’s acceptance of the letter of invitation and a vita “must be forwarded to the Office of Academic Human Resources (AHR) so that office can develop the required Board of Trustees agenda item and biographical sketch, and provide a copy to the Board of Trustees.” Thus, offers of appointment that have been approved by the Provost’s Office and accepted by the candidate pass, according to the Provost’s Communication #2, directly to AHR, a unit that reports to the Provost, which in turn submits them to the Board of Trustees. This is because the President and Chancellor have delegated their authority to the Provost.

Article III, Section 3d, of the *Statutes* contains language outlining the distribution of responsibilities after a recommendation is formulated. It:

shall be presented to the dean for transmission with the dean's recommendation to the chancellor/vice president. In case a recommendation from a college is not approved by the 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.

This asserts that the President formally recommends to the Board of Trustees appointments that have been vetted and passed from the faculty through the officers of the college and campus. In those cases where the Chancellor does not approve an appointment, provision is made for the Dean of the college to present the recommendation to the President, or directly to the Board of Trustees in the event that the President does not approve it. Currently, however, these provisions are moot, because the President and Chancellor have delegated their authority to the Provost.

In the case of Dr. Salaita, the department assembled a tenure dossier, which was approved at the department, college, and campus levels by all appropriate faculty and officers. A letter of invitation was sent by the Acting Dean of LAS, in accordance with the Provost's Communications. Dr. Salaita's acceptance of the invitation and his vita were forwarded to the Office of Academic Human Resources, which normally would have placed it on the Board of Trustees' agenda.

Chancellor Wise's intervention, which may well have been planned jointly with the President and the Trustees and was certainly done with their knowledge, violated both existing procedures and understood practices of shared governance when she did not consult with any of the directly-concerned officers or units in the chain of those recommending the appointment before she acted to notify Dr. Salaita, on August 1, 2014, that she would not submit his appointment to the Board of Trustees. Further, without

revoking the specific delegation of powers in faculty appointment matters to the Provost, she took action without notice or consultation of the Provost.

Chancellor Wise later submitted the appointment to the Board of Trustees in conformity with this requirement on September 11, 2014, accompanied by her recommendation that they not appoint Dr. Salaita.

The Chancellor's, the President's, and the Trustees' disregard for the principles of shared governance and the very specific policies and procedures of the university and the campus is a serious matter. It violates the foundational arrangements designed to assure excellence as well as the trust necessary for a complex web of interdependent relationships to function well and with integrity.

VI. The Bases of Decision

We understand that the decision to disapprove Dr. Salaita's appointment was grounded in the series of tweets he disseminated prior to and in the midst of the war in Gaza during the summer of 2014, well after his dossier had been compiled and reviewed. These caused the Chancellor to review his dossier afresh and to reconsider his status in light of her own negative reaction and that of members of the Board of Trustees.

The Chancellor informed CAFT that her conclusion was not based on the substance of these messages – criticism of Israel, of the U.S., of American Jews and others insofar as they supported Israeli action, and the like – but on the manner of the criticism, the language in which it was couched. The Chancellor deemed it “hate speech,” characterized variously as “inflammatory”, “harassing”, or “intimidating”. The Chancellor stressed that in no way was she walling off controversial subjects from public discussion. It is rather that, in her view, the university has an obligation to provide an atmosphere “welcoming” to students, where critical and controversial discussions can take place in an environment allowing multiple viewpoints to be exchanged. Dr. Salaita's tweets gave concern that his classroom environment would not be a “safe” or welcome one, that students would be placed in a position inimical to learning.

The Chancellor maintained that faculty have obligations in their manner of utterance irrespective of the medium of communication they use. She expressed her conviction that in a small community such as Champaign-Urbana, there is little distinction between “faculty members, community members, and bloggers,” noting that in her own life she sees no distinction between and among these roles. Importantly, the

Chancellor declined to draw a bright-line distinction between professional and political speech as the latter, she believed, could and, in this case, did color the former.

We take the University's *Statutes* and the understandings of the academic community with respect to academic freedom and public political utterance to provide the standards against which these stated concerns should be measured. Both draw a distinction between speech in one's professional capacity and speech as a citizen on matters of political, economic, or ethical concern to the larger community. In other words, they are more categorical than the Chancellor was willing to recognize. But, as we will explain, this is not to assert that an impermeable wall separates one from the other. There are circumstances where political speech can legitimately trigger inquiry into professional fitness, the question, however, being one of professional fitness, *not* political acceptability. Because drawing these lines is difficult and subject to the emotion of the minute, great care must be exercised when both are present.

It is helpful to understand the origins of the ideas in the *Statutes* and AAUP policies regarding political speech. Prior to 1965, the University's *Statutes*, while affording protection for a faculty member's speech as a citizen without "institutional censorship or discipline," attached to it special obligations in its exercise: to be "accurate," "forthright," and to display "dignity". The 1940 *Statement* contained a parallel provision. Whether these set out standards subject to institutional sanction or admonitions free of possible sanction was tested when the University of Illinois dismissed Professor Leo Koch in 1960 for a letter published in the *Daily Illini*. In it, Professor Koch criticized the sexual mores of the time, which he deemed regnant on campus – "the hypocritical and downright inhumane moral standards engendered by a

Christian code of ethics,” the “brainwashing by our religious and civil authorities.” In their stead, Professor Koch endorsed safe, consensual, pre-marital sex by university students.

The letter outraged alumni and parents. It resulted, first, in summary action by the President and, later, in hearings before CAFT and the Board of Trustees. Eventually, the Board held that even as Professor Koch had a right to express “views contrary to commonly accepted beliefs and standards,” the “tone, language, and content” of the letter “constituted a grave breach of his academic and professional responsibility and duty to the University of Illinois, the students attending the University, and the citizens of the state of Illinois.”⁹ The Board drew a distinction between the subject of his address, which was within the bounds of public debate, and the manner in which he expressed himself. The latter, the Board held, was irresponsible; Koch was dismissed.

The AAUP’s *ad hoc* committee of investigation addressed that ground of action. “There is no requirement,” the committee opined,

that the citizen speak with restraint, dignity, respect for the opinion of others, or even accuracy. To impose any such official limitation would effectively cut off any real discussion of controversial issues of either fact or opinion. This is a cardinal principle of freedom of expression.¹⁰

Echoing John Stuart Mill, the committee saw much evil to flow from the “exceedingly vague” standard of “irresponsibility” applied to sanction “intemperate discussion” employing “invective, sarcasm, personality, and the like.” “We fail to see,” the committee opined, “why the university need stand censor over the language and tone of its faculty members.” It read the *Statutes* of the University of Illinois and the 1940 *Statement* in that light.

⁹ *Academic Freedom and Tenure: The University of Illinois*, 49 AAUP Bull. 25, 31 (1963).

¹⁰ *Id* at 36.

Following the AAUP's imposition of censure on the University, the *Statutes* were amended in 1965. Those amendments persist to this day and represent the current language of the *Statutes*. They added a qualification to the treatment of a faculty member's speech as a citizen: "If, in the president's judgment, a faculty member [...] fails to heed the admonitions" of responsible utterance set out in the *Statutes*, "the president may publicly disassociate" the university from those expressions and express "disapproval of such objectionable expressions." That is the prescribed limit of institutional power over political speech.

Turning to national norms, in 1964, in the wake of the Koch case, the AAUP issued a *Statement on Extramural Utterances*, which was appended six years later in a joint Interpretive Comment to the 1940 *Statement*. This was included in the copy of the 1940 *Statement* sent to Dr. Salaita to accompany the offer of appointment. It provides in pertinent part:

The controlling principle is that a faculty member's expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member's unfitness for his or her position. Extramural utterances rarely bear upon the faculty member's fitness for the position.

VII. Dr. Salaita's Speech

Dr. Salaita's tweets unquestionably express strong sentiments and beliefs about controversial political ideas and events, particularly those related to Zionism, the State of Israel, and its treatment of Palestinians. For some, the tweets are offensive, hateful, and bigoted; for others they express desperate resistance in the face of unbearable oppression; and for yet others it is both. Let it be said, however, that the Chancellor's own shocked reaction was shared by many, and it should not surprise. Regardless of the tweets' tone and content, they are political speech — part of the robust free play of ideas in the political realm that the *Statutes* insulate from institutional sanction, even in the case of ideas we may detest.

The Chancellor has emphasized that it was not the political content of Dr. Salaita's tweets, but their emotive content that caused her concern. The Chancellor, President, and Trustees have argued that Dr. Salaita's tweets reveal him to lack sufficient civility for an appointment at the University of Illinois. In Appendix B we demonstrate the perils of this line of reasoning and its unsuitability as a standard of conduct.

However, the Chancellor also suggested that Dr. Salaita's tweets raise a question of his professional fitness, which in universities is judged primarily through teaching and scholarship. The Chancellor addressed herself mainly to the first aspect, questioning whether Dr. Salaita's presence on campus would create a "welcome" or "safe" learning environment.

The question raises difficult issues. While universities surely benefit from being welcoming and safe places, they must also be open to the expression of a broad spectrum of ideas and invite students to confront and debate controversial topics. Suffice it to say,

there is no evidence that Dr. Salaita has functioned improperly as a teacher. As part of his application for employment at the University of Illinois, he submitted his teaching evaluations from Virginia Tech University, which indicate that he was well received as a teacher; there were no allegations of misuse of the classroom. Whether the current controversy that surrounds Dr. Salaita, or which might arise in the future, could affect his success as a teacher is pure speculation.

The second aspect of professional fitness — scholarship — raises questions of a different nature, pertaining to the distinction between liberty of political speech and academic freedom. Political advocacy can be and often is robust, wide open, uninhibited, unconstrained by any concern for accuracy and driven only by the speaker’s single-minded desire to advance a cause. The University *Statutes* and the AAUP’s Interpretive Comment to the 1940 *Statement* give free reign to speech of that kind, subject only to such constraints as the law might impose. Academic freedom, on the other hand, attaches to speech as teacher and researcher – that is, to professional speech. Unlike political speech, professional speech is held to professional standards of care.¹¹ As the seminal 1915 *Declaration of Principles on Academic Freedom and Tenure* put it, the liberty of the scholar to set forth “conclusions, be they what they may” is “conditioned by their being conclusions gained by a scholar’s methods and held in a scholar’s spirit.” Distortion or mischaracterization of facts, willful neglect of relevant evidence, assertions grounded in little or nothing more than the zealous advancement of a cause fall afoul of a professional standard of care.

¹¹ The distinction is critical to defining — and defending — academic freedom. See generally, Matthew Finkin and Robert Post, *For the Common Good: Principles of American Academic Freedom* (New Haven, 2009).

We have noted earlier that the line between the political and the professional can blur. When a professor of philosophy posts a political argument via social media, when a professor of English posts a book review on an electronic forum, is this speech held to a professional standard of care? The question is of the capacity in which the person speaks, which, to complicate the matter further, may actually be a dual one. Whence the 1940 *Statement's* coupling of a robust freedom for political speech with an allowance for inquiry into professional fitness instigated by its exercise: that the speaker's political utterances may be so devoid of fact, so obdurate in refusing to acknowledge evidence to the contrary, so single-minded in pursuit of the speaker's personal agenda as to give rise to a legitimate question of whether his treatment of issues within the orbit of his professional writ is similarly characterized. Such an inquiry is not a sanction for political outspokenness. It is a necessary exercise of collegial responsibility.

In the case of Dr. Salaita, this inquiry is complicated because of how he has positioned his understanding of his professional speech. He has stated that his address to the subject of his appointment, Indigenous Studies, is informed by certain critical ethical tenets, one of which is, for example, a “proactive analysis of and opposition to neoliberalism, imperialism, neocolonialism, and other socially and economically unjust policies, which not only affect Indigenous peoples most perniciously, but rely on Indigenous dispossession to fulfill their ambitions.”¹² This tenet — almost indistinguishable from a political purpose — is taken by Dr. Salaita to be an intrinsic part of his work. Nonetheless, Dr. Salaita's conception of his professional mission does not absolve him of meeting the academy's standards of professional care.

¹² Steven Salaita, “The Ethics of Intercultural Approaches to Indigenous Studies: Conjoining Natives and Palestinians in Context,” *The International Journal of Critical Indigenous Studies* 1:1 (2008): 2. Dr. Salaita submitted this article as part of the materials accompanying his application.

As we have seen, the *Statement on Government* allows that Trustees may legitimately question the granting of tenure “in rare instances and for compelling reasons which should be stated in detail.” Further, the 1940 *Statement* allows that political speech, though rarely in itself evidencing professional unfitness, can give rise to legitimate questions — for example, whether Dr. Salaita’s passionate political commitments have blinded him to critical distinctions, caused lapses in analytical rigor, or led to distortions of facts. These are questions that have arisen in the present controversy.

The Chancellor, in providing the Committee with her judgment of the Trustees’ reasons for rejecting the appointment of Dr. Salaita, conflated political speech with professional speech. The former, we have concluded, is beyond the University’s remit to regulate. But the latter raises legitimate questions. The *Statement on Government* and the *Statutes* assert that faculty status and related matters are primarily a faculty responsibility, yet no university policy provides guidance for soliciting the expertise of the faculty in the present case. We recommend that the matter be remanded to the College of Liberal Arts and Sciences for reconsideration by a body of qualified academic experts. Dr. Salaita should be provided the opportunity to respond to any proposed findings of professional unfitness before the body concludes its proceedings.

Dr. Salaita’s scholarship has already been reviewed rigorously, according to all normal and appropriate procedures, so we allow only that his reviewers may not have attended to questions that have arisen from the present controversy. There is a danger that our opinion in this matter might appear to allow the Trustees to ask for a review of the professional fitness of any candidate who makes remarks that they deem unpopular or

offensive. Our opinion derives from circumstances that are extraordinary and unlikely to be replicated.

VIII. Conclusions

In the matter of the complaint of Professors Robert Warrior and Vicente Diaz, we find no violation of their academic freedom nor of those who had recommended Dr. Salaita for appointment. They were not penalized for having made the recommendation. The academic freedom of those recommending an appointment is not abridged by the Board of Trustees' rejection of it, which is allowed under university policies and national norms of institutional governance. However, as the forgoing makes clear, neither was observed.

Accordingly, we turn to the complained-of ground for that rejection, Dr. Salaita's series of tweets. The 1970 Interpretive Comment to the 1940 *Statement* provides that extramural utterances – political speech – “rarely bear upon a faculty member's fitness for office.” The Chancellor elided the distinction between the two. They should be disaggregated. We do not believe that Dr. Salaita's political speech renders him unfit for office. Further, we find that civility does not constitute a legitimate criterion for rejecting his appointment, and we recommend that statements made by the Chancellor, President, and Trustees asserting civility as a standard of conduct be withdrawn.

We do believe, however, that the Chancellor has raised a legitimate question of whether his professional fitness adheres to professional standards. In light of these allegations, we recommend that Dr. Salaita's candidacy be remanded to the College of Liberal Arts and Sciences for reconsideration by a body of qualified academic experts. Dr. Salaita should be provided the opportunity to respond to any proposed findings of professional unfitness before the body concludes its proceedings.

We further recommend that the university take responsibility for the financial consequences to Dr. Salaita of its irregular adherence to its own policies and procedures.

XI. Appendices

Appendix A

Chronology

May 23, 2012	Professor Robert Warrior, Director, American Indian Studies, submits hiring request.
July 10, 2012	Ruth Watkins, Dean of LAS, approves the search.
February 3-5, 2013	Dr. Steven Salaita visits campus as part of his application for the position.
April 29, 2013	Professor Warrior requests external letters for tenure review of Steven Salaita.
September 6, 2013	Professor Warrior submits departmental P&T review of Dr. Salaita.
September 23, 2013	Professor Charles Gammie, Chair of Campus P&T Committee, approves tenure.
September 25, 2013	Associate Chancellor Reginald Allston (in note forwarded by Andrea Fain) approves tenure. Deba Dutta, Dean of Graduate College, approves tenure.
September 26, 2013	Chancellor Wise approves tenure.
September 27, 2013	Provost approves tenured appointment. Document indicates that the Department and College approved tenure.
October 3, 2013	Brian Ross, Interim Dean of LAS, sends offer letter sent to Dr. Salaita.
October 3, 2013	Professor Jodi Byrd, Acting Director of American Indian Studies, writes to Dr. Salaita with supplementary details about offer.
October 7, 2013	Dr. Salaita accepts offer and postpones start date to August 16, 2014.
July 21, 2014	Chancellor Wise begins receiving emails protesting appointment of Dr. Salaita. They increase greatly in number over the course of the next ten days.
c. July 21, 2014	Chancellor's Office begins forwarding such emails to the Board of Trustees.
July 21, 2014	Robin Kaler, Associate Chancellor for Public Affairs, informs Christine des Garennes of the <i>News-Gazette</i> that "Faculty have a wide range of scholarly and political views, and we recognize the freedom of speech rights of all of our employees."
July 21, 2014	President Easter tells Chancellor Wise they should discuss the Salaita matter and attaches an email protesting the appointment of Dr. Salaita.
July 21, 2014	Robin Kaler informs Provost of controversy.
July 22, 2014	Chancellor answers an inquiry from Provost and informs him that there are several emails protesting the hire of Dr. Salaita.

July 23, 2014	Phyllis Mischo, Assistant to the Chancellor, asks Paula Hays, Administrative Assistant to the Dean of LAS, if Dr. Salaita has accepted the position and informs Chancellor Wise that he has.
July 24, 2014	Meeting of the Board of Trustees at which the appointment of Dr. Salaita is discussed in executive session.
August 1, 2014	Date of the letter from Christophe Pierre, Vice President for Academic Affairs, and Phyllis Wise informing Dr. Salaita his appointment will not be submitted to the Board of Trustees.
August 16, 2014	Date at which Dr. Salaita had been scheduled to start his employment at University of Illinois.
August 22, 2014	Chancellor publishes “The Principles on Which We Stand.” Supporting statement issued same day via mass mail by President, Trustees, and other administrators.
September 4, 2014	Chancellor forwards Dr. Salaita’s appointment to the Board.
September 5, 2014	Professor Robert Warrior and Vicente Diaz file grievance with CAFT.
September 11, 2014	Trustees reject appointment for Dr. Salaita.

Appendix B

Civility as a Speech Standard

In the wake of the uproar over the rejection of Dr. Salaita's appointment, the Chancellor issued a statement, "The Principles on Which We Stand" (Document 8), soon to be echoed by a statement from the Trustees, the President and other university officials (Document 9). The Chancellor declared disrespectful words, words that demean the viewpoints of others or of the persons who express them, to be intolerable. All points of view must be discussed, even outside the classroom, in a "scholarly, civil, and productive manner." The Trustees went further: disrespectful speech that promotes malice "is not an acceptable form of civil argument": it has "no place [...] in our democracy."

However well intentioned, this is all quite mistaken. The United States Supreme Court has made clear that the nation's commitment is "to the principle that debate on public issues should be uninhibited, robust, and wide-open, and that it may well include vehement, caustic, and sometimes unpleasantly sharp attacks"¹³ that may be false (albeit not knowingly so), vehement, or offensive. As Oliver Wendell Holmes, Jr., famously put it, with respect to the utterance even of allegedly seditious speech in a time of war,

we should be eternally vigilant against attempts to check the expression of opinions that we loathe and believe to be fraught with death, unless they so imminently threaten immediate interference with the lawful and pressing purposes of the law that an immediate check is required to save the country.¹⁴

¹³ *N.Y. Times Co. v. Sullivan*, 376 U.S. 254, 271 (1964). The Court relied on Justice Brandeis' famous dissent in *Whitney v. California*, 274 U.S. 357, 375-76 (1927), in which he opined, "the fitting remedy for evil counsels is in good ones". "Those who won our independence," Brandeis wrote, believed "in the power of reason as applied through public discussion, they eschewed silence coerced by law – the argument of force in its worst form."

¹⁴ *Abrams v. United States*, 250 U.S. 616, 630 (1919) (Holmes, J. dissenting).

Nor can we separate the use of highly charged emotive language from the content of the message. As the Supreme Court put it, disallowing punishment because of the offensiveness of the expletive the speaker deployed — in that case, an expletive Dr. Salaita’s tweets are much given to:

We cannot sanction the view that the Constitution, while solicitous of the cognitive content of individual speech, has little or no regard for that emotive function which practically speaking, may often be the more important element of the overall message sought to be communicated.¹⁵

Further, and as the *ad hoc* committee of investigation in the Koch case pointed out, “civility” and all its cognates — responsible, respectful, temperate — or its antonyms — disrespectful, demeaning, intemperate — provide no objective standard of measure. Speakers are at their peril depending on where their listeners would draw the line. The natural consequence of such ambiguity is for the speaker to steer clear of the zone of uncertainty. The resulting self-censorship does not elevate debate; it stifles it. For this reason, among others, every university speech code that has been adopted to forbid “intolerable” or “demeaning” utterance has been held to be unconstitutional.¹⁶

In sum, although the Chancellor, the President, and the Trustees are quite correct in drawing attention to the university as an educational community, what follows from it is quite the opposite of what they would have the university do. The consequences of the vagueness of the prohibition have specific historical purchase here. Civility has served to ostracize individuals or entire social groups on the grounds that they are savage, barbarous, primitive, infantile, ill bred, or uncouth. This is surely not the intent of the

¹⁵ *Cohen v. California*, 403 U.S. 15, 26 (1971).

¹⁶ *Doe v. University of Michigan*, 721 F.Supp.2d 852 (E.D. Mich. 1989); *UWM Post, Inc. v. Board of Regents of the University of Wisconsin System*, 774 F.Supp.2d 1163 (E.D. Wis. 1991); *Blair v. Shippensburg University*, 280 F.Supp.2d 357 (M.D. Pa. 2003); *College Republicans at San Francisco State Univ. v. Reed*, 523 F.Supp.2d 1005 (N.D. Cal 2007).

Chancellor or the Board, and yet, the criterion was used, for example, to silence African Americans in Greensboro, North Carolina, in the years around 1960 by asserting, paradoxically, that their peaceful protests demanding civil rights violated standards of civility.¹⁷

More than twenty years ago, the American Association of University Professors issued *On Freedom of Expression and Campus Speech Codes*, in the wake of efforts on numerous campuses to promulgate rules the terms of which are echoed in the Chancellor's and Trustees' messages. The AAUP's *Statement* captures the tenor of the debate and the reasons why "civility," surely desirable in many contexts, cannot be deployed as a standard of speech. The *Statement* is well worth reading in its entirety, for it appreciates that "conflicts spawned by slurs and insults create an environment inimical to learning."¹⁸ It argues, however, that an institution of higher education fails in its mission if it asserts the power to proscribe ideas, and uncivil speech, howsoever repugnant at times, expresses ideas. CAFT appreciates that the value of emotive, hate-laden speech is of a rather low order. Yet, as the AAUP *Statement* observed, a university sets a perilous course if it seeks to differentiate between high-value and low-value speech, or to choose which groups are to be protected by curbing the speech of others. A speech code unavoidably implies an institutional competence to distinguish permissible expression of hateful thought from what is proscribed as thoughtless hate.

Inevitably, the university will be drawn to decide which groups are worthy of solicitude and which are not, what words are unacceptably offensive and what are within the margin

¹⁷ See William H. Chafe, *Civilities and Civil Rights* (New York and Oxford, 1980), 8-10, 137-41, 353-55. For more examples of the use of civility to silence protest and promote white supremacy during the civil rights movement, see Joseph Crespino, "Civilities and Civil Rights in Mississippi," in *Manners and Southern History: Essays*, ed. Ted Ownby (Jackson, MS, 2007), 114-136.

¹⁸ The statement is available in its entirety at <http://www.aaup.org/report/freedom-expression-and-campus-speech-codes>.

of acceptability. “Distinctions of this type” the AAUP *Statement* observes, “are neither practicable nor principled; their very fragility underscores why institutions devoted to freedom of thought and expression ought not adopt an institutionalized coercion of silence.”

We believe that the Chancellor, the President, and the Trustees acted sincerely out of a commitment to inclusiveness, yet in this instance holding civility up as a standard of conduct conflicts with academic freedom and causes some to feel excluded from the university community. The AAUP *Statement* addresses this dilemma directly and provides a list of measures as alternatives to banning types of speech. It concludes:

To some persons who support speech codes, measures like these — relying as they do on suasion rather than sanctions — may seem inadequate. But freedom of expression requires toleration of “ideas we hate,” as Justice Holmes put it. The underlying principle does not change because the demand is to silence a hateful speaker, or because it comes from within the academy. Free speech is not simply an aspect of the educational enterprise to be weighed against other desirable ends. It is the very precondition of the academic enterprise itself.

In her conversation with the committee the Chancellor disagreed with the notion that her or the Trustees’ pronouncements should or even could be taken to constitute a speech code. However, both pronouncements contain strong language. In text and tone they are more than avuncular urgings for the observance of good manners. Both are de facto justifications of the decision to halt an employment process and suggest a standard to be observed in the future. CAFT recommends that they be withdrawn.

Appendix C

Selection of Dr. Salaita's Tweets Provided by Counsel to the Trustees

Parties who provided evidence for the investigation are entitled to read its "Findings of Fact" (Section III) and ask for changes. The Counsel for the Trustees has asked that the following be included in the report:

Prior to Chancellor Wise meetings with the Board of Trustees, all of the following were widely discussed publicly:

You may be too refined to say it, but I'm not: I wish all the f**king West Bank settlers would go missing. [Note: this statement was in reference to a report that three Israeli teens had been kidnapped and were presumed murdered.] (June 19)

Let's cut to the chase:

If you're defending #Israel right now you're an awful human being. (July 8)

By eagerly conflating Jewishness and Israel, Zionists are partly responsible when people say antisemitic sh*t in response to Israeli terror. (July 10)

Zionist uplift in America: every little Jewish boy and girl can grow up to be the leader of a murderous colonial regime. (July 14)

The @IDFSpokesperson is a lying motherf**ker. (July 15)

Do you have to visit your physician for prolonged erections when you see pictures of dead children in #Gaza? (July 16)

"If it weren't for Hamas, Israel wouldn't have to bomb children." Look, motherf**cker, if it weren't for Israel there'd be no #GazaStrip." (July 18)

If #Israel affirms life, then why do so many Zionists celebrate the slaughter of children? What's that? Oh, I see JEWISH life. (July 18)

Zionists, take responsibility: if your dream of an ethnocratic Israel is worth the murder of children, just f**king own it. (July 19)

At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised? (July 19)

I repeat, if you're defending #Israel right now, then 'hopelessly brainwashed' is your best prognosis. (July 19)

Zionists: transforming 'antisemitism' from something horrible into something honorable since 1948. (July 19)

F**k you, #Israel. And while I'm at it, f**k you, too, PA, Sisi, Arab monarchs, Obama, UK, EU, Canada, US Senate, corporate media, and ISIS. (July 20)

Ever wonder what it would look like if the KKK had F-16s and access to a surplus population of ethnic minorities? See #Israel and #Gaza. (July 20)

When I am frustrated, I remember that, despite the cigarettes and fatty food, I have a decent chance of outliving #Israel. (July 21)

After Chancellor Wise met with the Board on July 24, but prior to her letter to Dr. Salaita of August 2, Dr. Salaita also posted the following:

We can argue into eternity, but in the end this is what matters most: the people in #Gaza are there because they're not Jewish. (July 26)

If you haven't recently been called a terror-loving anti-Semite, then I'm sorry to say your critique of #Israel is totally weak." (July 29)

It's silly when white American kids pretend to be Middle Eastern. It's unconscionable when they go play soldier in the Middle East. (July 31)

#Israel's message to #Obama and #Kerry: we'll kill as many Palestinians as we want, when we want.

p.s. fuck you, pay me. (August 1)

X. Documents

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

American Indian Studies Program

1204 West Nevada Street, MC -138
Urbana, IL 61801-3818



September 5, 2014

To: David O'Brien, Chair, Senate Committee on Academic Freedom and Tenure

From: Robert Warrior, Director, American Indian Studies, Professor of American Indian Studies, English, and History
Vicente Diaz, Associate Professor of American Indian Studies, Anthropology, and Asian American Studies

Re: Grievance

We hereby request that the Committee on Academic Freedom and Tenure of the Academic Senate hear my grievance against Chancellor Phyllis Wise under the University of Illinois Statutes, Article X, Section 2d:

A staff member who believes that he or she does not enjoy the academic freedom which it is the policy of the University to maintain and encourage shall be entitled to a hearing on written request before the Committee on Academic Freedom and Tenure of the appropriate campus senate.

We believe that Chancellor Wise (and perhaps others whom a hearing might identify) has infringed on our academic freedom as members of an academic unit through her unilateral decision to inform Professor Steven Salaita, who had accepted a job offer in the American Indian Studies Program in October, 2013, that she was not going to forward his appointment to the Board of Trustees for approval at their September meeting, effectively stopping the appointment.

The details of the chancellor's dismissal of this appointment have been addressed by the American Association of University Professors in a letter dated August 29, 2014 (attached). Along with important issues of Professor Salaita's academic freedom that the AAUP letter addresses, we wish to raise concomitant issues of our

T: 217-265-9870 • F: 217-265-9880
www.ais.illinois.edu

role as faculty members in the appointment process. Professor Diaz served as a co-chair of the search committee. Professor Warrior was the Director of the academic unit that conducted the search, and he made the initial recommendation to the College of Liberal Arts and Sciences that resulted in the offer letter of October 3, 2013.

As the AAUP has made clear, faculty have primary responsibility in matters related to appointments, tenure, dismissals, and similar areas of academic concern. On matters like these, the power of review of the chancellor or the board of trustees should be “exercised adversely only in exceptional circumstances” (*Statement on Government of Colleges and Universities*) (attached).

In this way, shared governance and academic freedom are inextricably linked, no more so clearly than in the matter of protecting free expression. As another AAUP document, *On the Relationship of Faculty Governance to Academic Freedom*, says, “It is the faculty—not trustees or administrators—who have the experience needed for assessing whether an instance of faculty speech constitutes a breach of a central principle of academic morality, and who have the expertise to form judgments of faculty competence or incompetence. As AAUP case reports have shown, to the extent that decisions on such matters are not in the hands of the faculty, there is a potential for, and at times the actuality of, administrative imposition of penalties on improper grounds” (143, see attached). The case we bring seems an abundantly clear one of just what the AAUP document warns against. Thus, we feel that our rights as faculty members to academic freedom and professional autonomy are inextricably linked and have been violated.

Finally, we are concerned that the chancellor’s action represents a clear violation of the University of Illinois Statutes. Whether this should come before your committee or another, we want to place before you the following section of those statutes:

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 chancellor/vice president.

In case a recommendation from a college is not approved by the 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.

(Article III, Section 3)

Professor Warrior has now made a formal request of the Dean of the College of LAS that the president send the appointment of Professor Salaita to the Board of Trustees, and, if he does not do so, to consider presenting it in person. She has indicated that doing so may be unnecessary given the way events are unfolding in the case of this appointment. Nonetheless, lack of attention to the details of the statutes in this case give us further reason for concern, and even more reason to request a hearing.

We look forward to your response.

[attachments by electronic mail]

Document 2

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Office of the Dean

College of Liberal Arts and Sciences
2090 Lincoln Hall
702 South Wright Street
Urbana, IL 61801-3631



Revised October 03, 2013

CONFIDENTIAL

Professor Steven Salaita
via email salaita@vt.edu

Dear Professor Salaita:

August 16
SS
Upon the recommendation of Professor Jodi Byrd, Acting Director of the American Indian Studies, I am pleased to offer you a faculty position in that department at the rank of Associate Professor at an academic year (nine-month) salary of \$85,000 paid over twelve months, effective ~~January~~ 01, 2014. This appointment will carry indefinite tenure. This recommendation for appointment is subject to approval by the Board of Trustees of the University of Illinois.

Professor Jodi Byrd will be writing separately to you about your opportunities here, about research support, and about your responsibilities, including teaching assignments.

At the University of Illinois, like at most universities in this country, we subscribe to the principles of academic freedom and tenure laid down by the American Association of University Professors (AAUP). The Statement on Academic Freedom and Tenure of the American Association of University Professors has been since 1940 the foundation document in this country covering the freedoms and obligations of tenure. The AAUP Statement on Professional Ethics is a document of similarly broad application to those in academia. I am enclosing copies of these documents for your information, and commend them to your attention.

We would appreciate learning of your decision by 10/14/2013. I have included an enclosure describing some of the general terms of employment at the University. If you choose to accept our invitation, we would appreciate your returning a photocopy of this letter with the form at the bottom completed and signed. When you arrive on campus, you will be asked to present proof of your citizenship and eligibility to work (see the I-9 form). If you are not a U.S. citizen, this offer will be contingent upon your being able to secure the appropriate

visa status. Should you accept our offer, our Office of International Faculty and Staff Affairs is available to assist you with this process.

Please let me express my sincere enthusiasm about your joining us. The University of Illinois at Urbana-Champaign offers a wonderfully supportive community, and it has always taken a high interest in its newcomers. I feel sure that your career can flourish here, and I hope earnestly that you will accept our invitation.

Sincerely,



Brian H. Ross
Interim Dean

Enclosures
c: Jodi Byrd

I accept the above offer of October 03, 2013: 

Name: Steven Salaita

Current e-mail address:

salaita@uiuc.edu

Birthdate: 

United States Citizen: Yes No

Signature: 

Date: 10/9/13

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

American Indian Studies Program
1204 West Nevada Street, MC -138
Urbana, IL 61801-3818



October 3, 2013

Steven Salaita
Department of English, Virginia Tech
323 Shanks Hall (0112)
Blackburg, VA 24061
[REDACTED]

Dear Steve:

I'm thrilled to send you this letter to supplement the offer letter you received from Interim Dean Brian Ross last week. This letter outlines some of the additional details of the offer and addresses some specifics about the position in American Indian Studies (AIS).

Interim Dean Ross and the College of Liberal Arts and Science have worked with me to assemble what we hope is a strong and attractive offer. All the core and affiliate faculty in American Indian Studies are truly enthusiastic about your hire, and are looking forward to working with you as soon as you get to campus. We hope this offer demonstrates our real commitment to expanding indigenous studies beyond the North American context, and that it expresses our hope that you will join us as a faculty colleague here at Illinois.

As Interim Dean Ross explained in his letter, you will be appointed at 100% in AIS, at the Associate Professor level with tenure, and with a nine-month annual salary of \$85,000. As you will notice, this is increased from the offer letter you initially received, and it is my understanding that the dean's office will send a new offer letter with this updated salary information. If you have not yet received it, you will soon. The university provides annual merit-based raises as an opportunity to increase salary. Resources, such as office equipment, supplies, mailing, telecommunications, and such will be provided by AIS, and ATLAS will provide a computer for your use. Additionally, you will have office space with other AIS faculty. We will, further, offer up to \$5000 in moving expenses. At the appropriate time, I will provide more information on contacting movers who contract with the university to offer deeply reduced rates on moving costs.

Your teaching load will be two courses each semester (2/2) with an obligation of four per year. Given that your appointment is 100% in AIS, we will work carefully with you to minimize the number of new courses that you will have to prepare in a given semester as you develop your teaching portfolio at Illinois. In addition, AIS will help balance your service commitments in the unit. We also recognize that you are a scholar in the height of your productivity and that you are working on your next book. To help facilitate your research, we can offer you a two-course release sometime within your first six semesters on campus.

telephone 217-265-9870 • *fax* 217-265-9880
email ais@illinois.edu • *url* <http://ais.illinois.edu>

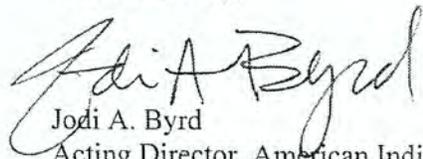
We are also pleased to be able to offer you a startup and discretionary fund package of \$10,000 to get you started in your appointment here. The funds will be available in your first semester on campus and may be used for any academic purpose that best supports your work (travel, research assistance, buying books or films, etc.). The funds can be carried forward across fiscal years so that the timing of expenditures may be used to their best advantage for your maximum benefit. Additional research and travel funds may be applied for and secured through application to the university's Research Board which offers funds up to \$30,000 to help initiate, bolster, and sustain the research goals of faculty. You can find more information about the available programs and deadlines here: <http://crb.research.illinois.edu>.

Further, as we have discussed by phone, Illinois has a tremendous number of funds that support faculty research and provide additional course releases (e.g., the Center for Advanced Study, the Humanities Release Time program, the Illinois Program for Research in the Humanities, and the Illinois Mellon fellowships in the humanities program). These funds are open to all faculty to apply for and AIS encourages you to seek out such opportunities to support your work. Our campus also supports faculty research via numerous campus- and college-level programs that routinely benefit AIS faculty even if they are not housed within the department. Thus, you will have some travel support through the campus-level Scholars Travel Fund, which provides tenured faculty members with funding toward one conference per year. Additionally, in recent years, all faculty in the humanities and arts fields—including AIS—have received \$1,000 per year in discretionary research funding through the campus's Humanities/Arts Scholarship Support Program (HASS). This will increase to \$1,500 this year, and you would be in line to receive research funding from this program as of the 2014-15 academic year. These programs are not housed in our department, and so we do not control them, but I have every confidence that you and other AIS faculty members will continue to benefit from them for the foreseeable future.

Finally, I have begun looking to find a position for your partner through the Dual Career Academic Couples (DCAC) program on campus. This program provides some campus funding to help facilitate partner hiring. While this program does not allow us simply to create new positions on campus, it does serve to incentivize hiring partners where there is a good fit. This can take some time, however, so let me state here that I formally commit to working diligently to find Diana a career path at Illinois that will meet her needs.

I hope you will find this offer attractive. The faculty in the unit are very excited about the possibility of you joining us. American Indian Studies is deeply invested in building a world-class faculty engaged in the global reach of indigenous studies, and we feel you will be integral to achieving that vision. All of us agree that you will make a wonderful addition to our faculty, and we look forward to welcoming you as a colleague and community member of our campus.

Yours sincerely,



Jodi A. Byrd
Acting Director, American Indian Studies

Document 4

Course Planning 2014-15

	Fall	Spring
Byrd FAC - T @ 330	Conrad release AIS ENGL	AIS 459 TTH 11-12:15 ENGL 253 Literature and New Media TTH 2-3:15 (confirm)
Davis	AIS 102 – New Course (?) TTH 11-12:15 AIS 461 – New Course (?) TTH 2-3:15	AIS 101 TTH 11-12:15 Schedule 2 nd course
DeLisle Fac W 9-11	AIS 503 TTH 12:30-1:45 GWS 201 Race, Gender, Power TTH 9:30-10:50	AIS 101 TTH 9:30-10:45 AIS 285 TTH 12:30-1:45
Diaz FAC – Thurs @ 3	AIS 101 MW 9:30-10:50 Anth 185 MW 1-220 <u>Scheduled Tina on same day; and neither between 2 and 3 (confirm)</u>	AIS 101 MW 1-2:20 AIS 275 (Sex on the Beach) MW 11-11:50 T 1-3:20 (lab)
Gilbert	476/LLS 475: Hist American West TR 11:00-12:20 AIS 481 – New Course (?) TTH 1230-145 AIS 140 TTH 2-315 (Discovery)	AIS 140 TTH 11-12:15 AIS 481 TTH 2-3:15
Harjo	AIS 490/590 TTH 12-1:40 and arranged -- Blues Trail Begins in Indian Country AIS 490/590 TTH 9-10:40 and arranged -- Power of Memory	Off

	(Both First 8-week courses)	
Salaita	AIS 101 TTH 9:30-10:45 AIS 285 TTH 12:30-1:45	AIS 265 TTH 12:30-1:45 AIS 285 TTH 9:30-10:45
Warrior		AIS – 502/503 (intersect) Days/Time
Paul M-J	AIS 199 – New Course (?) MWF 10-10:50 AIS 101 MWF 11:00-11:50 MWF 1:00-1:50	AIS 101 MWF 9-9:50 MWF 10-10:50 MWF 12-12:50

Document 5

From: [ATLAS Technical Support](#)
To: [Warrior, Robert](#)
Subject: [#IVZ-14673-646]: [ais] new faculty computers
Date: Friday, August 01, 2014 9:40:48 AM

Hi Robert,

CDWG is still working on updating their website with new laptop models. In the mean time, they want me to send specs to them and they will work with me for individual new faculty. Did Steven Salaita say he had any special PC laptop needs? Does he run SPSS or any other resource intensive applications? Does he need something geared toward video work or any other special area?

I'll start there to get some options to run by him.

Cheerio,

Shelley

>

>

> From: Warrior, Robert

> Sent: Thursday, July 03, 2014 1:17 PM

> To: Siuts, Shelley K

> Subject: Re: New Faculty computer purchases policy

>

> Thanks, Shelley,

>

> I have contacted both new faculty in AIS regarding their preferences. Steven Salaita has already gotten back to me letting me know he would prefer a PC laptop. I'll let you know what Jenny Davis prefers when she lets me know.

>

> rw

>

> Robert Warrior

> American Indian Studies

> Professor of AIS, English, and History

> University of Illinois

> 1204 W. Nevada St.

> Urbana, IL 61801

>

> 217-265-9870

> 217-265-9880 fax

> rwarrrior@illinois.edu

>

> Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

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> LAS will reimburse \$\$ for new faculty desktops or laptops.

>

> Cheerio,

>

> Shelley

>

>

>

Shelley K. Siuts

ATLAS-SOS

From: [ATLAS Technical Support](#)
To: jennifer.davis1@uky.edu; jmckinn@illinois.edu; [McKinn, John](#); [Warrior, Robert](#)
Subject: [#IVZ-14673-646]: [ais] new faculty computers
Date: Friday, August 01, 2014 10:01:48 AM

Thanks.

> He's pretty much a meat and potatoes user. Nothing complicated.

>

> Sent from my iPhone

>

>> On Aug 1, 2014, at 9:40 AM, "ATLAS Technical Support" <atlas-sos-z7@illinois.edu> wrote:

>>

>> HI Robert,

>>

>> CDWG is still working on updating their website with new laptop models. In the mean time, they want me to send specs to them and they will work with me for individual new faculty. Did Steven Salaita say he had any special PC laptop needs? Does he run SPSS or any other resource intensive applications? Does he need something geared toward video work or any other special area?

>>

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>>

>> Cheerio,

>>

>> Shelley

>>

>>>

>>>

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>>> Sent: Thursday, July 03, 2014 1:17 PM

>>> To: Siuts, Shelley K

>>> Subject: Re: New Faculty computer purchases policy

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>>>

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>>>

>>> rw

>>>

>>> Robert Warrior

>>> American Indian Studies

>>> Professor of AIS, English, and History

>>> University of Illinois

>>> 1204 W. Nevada St.

>>> Urbana, IL 61801

>>>

>>> 217-265-9870

>>> 217-265-9880 fax

>>> rwarrior@illinois.edu

>>>

>>> Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

>>>

>>>
>>>
>>>
>>>
>>>
>>> On Jul 3, 2014, at 12:00 PM, Siuts, Shelley K wrote:
>>>
>>> HI Robert,
>>>
>>> LAS will reimburse \$\$ for new faculty desktops or laptops.
>>>
>>> Cheerio,
>>>
>>> Shelley
>> Shelley K. Siuts
>> ATLAS-SOS
>>
>>
>>
>>
>
Shelley K. Siuts
ATLAS-SOS

From: [McKinn, John](#)
To: [Warrior, Robert](#)
Cc: [Holladay, Allison](#)
Subject: FW: Move to Savoy #466688
Date: Friday, July 25, 2014 11:28:42 AM
Attachments: [salaita_move_auth_7.25rev.doc](#)

Hi RW, Here is revised letter of authorization for Steven. Please sign and we can forward to Allison.
Thanks, jm

From: Steven Salaita [mailto:████████████████████]
Sent: Friday, July 25, 2014 10:52 AM
To: Char Damery
Cc: Warrior, Robert; McKinn, John
Subject: Re: Move to Savoy #466688

I am cc'ing Robert Warrior and John McKinn here--Steve

On Fri, Jul 25, 2014 at 10:57 AM, Char Damery <Char.Damery@federalcos.com> wrote:
I will need a revised authorization letter. Please ask that person to contact the purchasing division and have the revised letter sent.... Until then I can only go by the one I have....thanks

From: Steven Salaita [mailto:████████████████████]
Sent: Friday, July 25, 2014 9:36 AM
To: Char Damery
Subject: Re: Move to Savoy #466688

Thank you, Char. My department chair has committed to making up the difference in cost--
Steve

On Thu, Jul 24, 2014 at 3:14 PM, Char Damery <Char.Damery@federalcos.com> wrote:
Good afternoon,
I have your move registered with Allied for pack 8/12, load 8/13, deliver sometime between 8/15-8/21. This window means the driver could arrive any one of these dates. The driver will advise you what day he is planning to deliver. I will contact you again on 8/11 to give you the estimated time of arrival for the packers. We have the letter of authorization from the University which states they will pay up to \$5000. Since the estimated costs are quite a bit higher-I need to ask how you want to pay for the overage. You can give the driver a cashiers check at the time of delivery or if you would like to use a credit card you can do that thru me. I have attached an authorization form should you decide to go that route. I would need the form to be completed and returned to me prior to your load date. Just let me know your preference. Please feel free to contact me at any time if you have questions at the 217# shown below. Thanks

Char Damery
Move Coordinator
Federal Allied Moving and Storage
Agent for Allied Van Lines
Champaign and Decatur Offices: [217-429-4131](tel:217-429-4131), ext 4

Bloomington Office: 309-454-7095, ext. 4
Fax: [217-422-3366](tel:217-422-3366)
char.damery@federalcos.com

Here at The Federal Companies it is our goal to achieve the highest rating (5) in all areas of service. If at any time you are not 100% satisfied with our services, please inform me immediately so that any issues can be resolved.



--
Steven Salaita
www.stevensalaita.com

--
Steven Salaita
www.stevensalaita.com

From: [McKinn, John](#)
To: [Steven Salaita](#); [Char Damery](#)
Cc: [Warrior, Robert](#)
Subject: RE: Move to Savoy #466688
Date: Friday, July 25, 2014 11:29:32 AM

Hi Steve, I need to RW to sign a letter and we will submit it ASAP. Thanks, jm

From: Steven Salaita [mailto:████████████████████]
Sent: Friday, July 25, 2014 10:52 AM
To: Char Damery
Cc: Warrior, Robert; McKinn, John
Subject: Re: Move to Savoy #466688

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Char Damery
Move Coordinator
Federal Allied Moving and Storage
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Champaign and Decatur Offices: [217-429-4131 ext. 4](tel:217-429-4131)
Bloomington Office: [309-454-7095 ext. 4](tel:309-454-7095)
Fax: [217-422-3366](tel:217-422-3366)

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

American Indian Studies Program

1204 West Nevada Street, MC -138
Urbana, IL 61801-3818



July 25, 2014

Urbana Purchasing:

The American Indian Studies Program authorizes moving and relocation expenses up to \$7,500 for our new associate professor, Dr. Steven Salaita. Dr. Salaita is moving to Champaign-Urbana from Blacksburg, VA (24060) around August 1, 2014. His contact phone number is [REDACTED] (cell) and [REDACTED] (home).

Please contact Allison Holladay at 217-244-0336 or holladay@illinois.edu if you have any questions.

Sincerely,

Robert Warrior
Professor and Director

Document 6

>
> Hi Christine:
>
> Professor Salaita will begin his employment with the university on Aug. 16, 2014. He will be an associate professor and will teach American Indian Studies courses. His salary is listed at \$81,000.
>
> You are the only reporter who has contacted me about him.
>
> Here is my statement about the tweets.
>
> "Faculty have a wide range of scholarly and political views, and we recognize the freedom of speech rights of all of our employees."
>
> Thanks,
> r
>
>
>
> -----Original Message-----
> From: Christine des Garennes [<mailto:cgarenne@news-gazette.com>]
> Sent: Monday, July 21, 2014 12:51 PM
> To: Kaler, Robin Neal
> Subject: Steven Salaita
>
> Hi Robin,
> Just left you a message with Pam but also wanted to send you an email about this. My editor has asked me to look into the hiring of Steven Salaita by the American Studies program. He is an outspoken critic of Israel's attacks in Gaza and some have criticized his online rhetoric, specifically some recent tweets of his. I left a message with the American Studies house but also wanted to touch base with you. Wanted to ask you or the American Studies folks (or LAS?) about if/when he is joining campus, title, what classes he'll teach, salary, etc and if anyone has contacted the UI about his tweets.
> You can reach me at 351-5388 or [REDACTED].
> Thanks,
> Christine des Garennes
> Staff Writer
> The News-Gazette
>
>

Document 7

UNIVERSITY OF ILLINOIS
Urbana-Champaign • Chicago • Springfield

Office of the Vice President for Academic Affairs
377 Herry Administration Building
506 South Wright Street
Urbana, IL 61801

Christophe Pierre
Vice President

August 1, 2014

PERSONAL AND CONFIDENTIAL

Professor Steven Salaita

via email: salaita@vt.edu

Dept. of English MC 0112
180 Turner Street, NW
Blacksburg, Virginia 24061

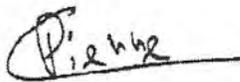
Dear Professor Salaita,

As you are aware, on October 3, 2013, Brian H. Ross, Interim Dean of the College of Liberal Arts and Sciences, wrote to you to inform you that Professor Jodi Byrd, Acting Director of American Indian Studies, had recommended you for a position on the faculty of the University of Illinois at Urbana-Champaign. As Dean Ross' letter stated: "This recommendation for appointment is subject to approval by the Board of Trustees of the University of Illinois."

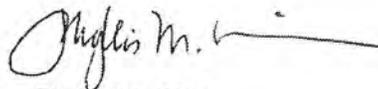
We write to inform you that your appointment will not be recommended for submission to the Board of Trustees in September, and we believe that an affirmative Board vote approving your appointment is unlikely. We therefore will not be in a position to appoint you to the faculty of the University of Illinois at Urbana-Champaign. We write to you today so that you would be aware of this fact and would be able to act accordingly.

Thank you for your interest in and consideration of the University of Illinois.

Sincerely,



Christophe Pierre
Vice President for Academic Affairs



Phyllis M. Wise
Chancellor
University of Illinois at Urbana-Champaign

Urbana • (217) 333-3077 • Fax (217) 244-4770 • E-Mail: chpierre@uillinois.edu
Chicago • 1737 West Polk Street • Chicago, Illinois 60612-7228 • (312) 413-3557

Document 8

The Principles on Which We Stand

Aug 22, 2014 1:15 pm by Phyllis Wise

Dear Colleagues:

As you may be aware, Vice President Christophe Pierre and I wrote to Prof. Steven Salaita on Aug. 1, informing him of the university's decision not to recommend further action by the Board of Trustees concerning his potential appointment to the faculty of the University of Illinois at Urbana-Champaign.

Since this decision, many of you have expressed your concern about its potential impact on academic freedom. I want to assure you in the strongest possible terms that all of us – my administration, the university administration and I – absolutely are committed to this bedrock principle. I began my career as a scientist challenging accepted ideas and pre-conceived notions, and I have continued during my career to invite and encourage such debates in all aspects of university life.

A pre-eminent university must always be a home for difficult discussions and for the teaching of diverse ideas. One of our core missions is to welcome and encourage differing perspectives. Robust – and even intense and provocative – debate and disagreement are deeply valued and critical to the success of our university.

As a university community, we also are committed to creating a welcoming environment for faculty and students alike to explore the most difficult, contentious and complex issues facing our society today. Our Inclusive Illinois initiative is based on the premise that education is a process that starts with our collective willingness to search for answers together – learning from each other in a respectful way that supports a diversity of worldviews, histories and cultural knowledge.

The decision regarding Prof. Salaita was not influenced in any way by his positions on the conflict in the Middle East nor his criticism of Israel. Our university is home to a wide diversity of opinions on issues of politics and foreign policy. Some of our faculty are critical of Israel, while others are strong supporters. These debates make us stronger as an institution and force advocates of all viewpoints to confront the arguments and perspectives offered by others. We are a university built on precisely this type of dialogue, discourse and debate.

What we cannot and will not tolerate at the University of Illinois are personal and disrespectful words or actions that demean and abuse either viewpoints themselves or those who express them. We have a particular duty to our students to ensure that they live in a community of scholarship that challenges their assumptions about the world but that also respects their rights as individuals.

As chancellor, it is my responsibility to ensure that all perspectives are welcome and that our discourse, regardless of subject matter or viewpoint, allows new concepts and differing points of view to be discussed in and outside the classroom in a scholarly, civil and productive manner.

A Jewish student, a Palestinian student, or any student of any faith or background must feel confident that personal views can be expressed and that philosophical disagreements with a faculty member can be debated in a civil, thoughtful and mutually respectful manner. Most important, every student must know that every instructor recognizes and values that student as a human being. If we have lost that, we have lost much more than our standing as a world-class institution of higher education.

As a member of the faculty, I firmly believe that a tenured faculty position at the University of Illinois is a tremendous honor and a unique privilege. Tenure also brings with it a heavy responsibility to continue the traditions of scholarship and civility upon which our university is built.

I am committed to working closely with you to identify how the campus administration can support our collective duty to inspire and facilitate thoughtful consideration of diverse opinions and discourse on *challenging issues*.

Sincerely,

Phyllis M. Wise

Document 9



August 22, 2014

Earlier today, you received a thoughtful statement from Chancellor Phyllis Wise regarding the university's decision not to recommend Prof. Steven Salaita for a tenured faculty position on the Urbana-Champaign campus.

In her statement, Chancellor Wise reaffirmed her commitment to academic freedom and to fostering an environment that encourages diverging opinions, robust debate and challenging conventional norms. Those principles have been at the heart of the university's mission for nearly 150 years, and have fueled its rise as a world leader in education and innovation.

But, as she noted, our excellence is also rooted in another guiding principle that is just as fundamental. Our campuses must be safe harbors where students and faculty from all backgrounds and cultures feel valued, respected and comfortable expressing their views.

We agree, and write today to add our collective and unwavering support of Chancellor Wise and her philosophy of academic freedom and free speech tempered in respect for human rights – these are the same core values which have guided this institution since its founding.

In the end, the University of Illinois will never be measured simply by the number of world-changing engineers, thoughtful philosophers or great artists we produce. We also have a responsibility to develop productive citizens of our democracy. As a nation, we are only as strong as the next generation of participants in the public sphere. The University of Illinois must shape men and women who will contribute as citizens in a diverse and multi-cultural democracy. To succeed in this mission, we must constantly reinforce our expectation of a university community that values civility as much as scholarship.

Disrespectful and demeaning speech that promotes malice is not an acceptable form of civil argument if we wish to ensure that students, faculty and staff are comfortable in a place of scholarship and education. If we

educate a generation of students to believe otherwise, we will have jeopardized the very system that so many have made such great sacrifices to defend. There can be no place for that in our democracy, and therefore, there will be no place for it in our university.

Chancellor Wise is an outstanding administrator, leader and teacher. Her academic career has been built on her commitment to promoting academic freedom and creating a welcoming environment for students and faculty alike. We stand with her today and will be with her tomorrow as she devotes her considerable talent and energy to serving our students, our faculty and staff, and our society.

We look forward to working closely with Chancellor Wise and all of you to ensure that our university is recognized both for its commitment to academic freedom and as a national model of leading-edge scholarship framed in respect and courtesy.

Sincerely,

Christopher G. Kennedy, Chair, University of Illinois Board of Trustees

Robert A. Easter, President

Hannah Cave, Trustee

Ricardo Estrada, Trustee

Patrick J. Fitzgerald, Trustee

Lucas N. Frye, Trustee

Karen Hasara, Trustee

Patricia Brown Holmes, Trustee

Timothy N. Koritz, Trustee

Danielle M. Leibowitz, Trustee

Edward L. McMillan, Trustee

James D. Montgomery, Trustee

Pamela B. Strobel, Trustee

Paula Allen-Meares, Chancellor, Chicago campus, and Vice President, University of Illinois

Susan J. Koch, Chancellor, Springfield campus, and Vice President, University of Illinois

Donald A. Chambers, Professor of Physiology and Biochemistry; Chair, University Senates Conference

Jerry Bauman, Interim Vice President for Health Affairs

Thomas R. Bearrows, University Counsel

Thomas P. Hardy, Executive Director for University Relations

Susan M. Kies, Secretary of the Board of Trustees and the University
Walter K. Knorr, VP/Chief Financial Officer and Comptroller
Christophe Pierre, Vice President for Academic Affairs
Lawrence B. Schook, Vice President for Research
Lester H. McKeever, Jr., Treasurer, Board of Trustees

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108 Henry Administration Bldg. Urbana, IL 61801 | [Contact](#) | InfoSource@uillinois.edu

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: re your hiring of Mr Salaita in your native studies department
Date: Thursday, January 02, 2014 3:42:04 PM

as a Native american I am extremely concerned about your hiring of Mr Salaita to teach Native studies at your school.

Mr Salaita is a well known bigot who denies the indigenous status of jewish people to the middle eastern region known as the levant. He also has encouraged academic boycotts of Israel and has openly stated he is against the indigenous rights of jewish people.

I am Metis, I have grave concerns about how this person will be educating people in regards to the history of Native north americans, and I am pretty certain he will be colouring the curriculum with his own personal prejudices. I urge you to strongly consider this. We have issues with people coopting our history and our struggle, salaita is already guilty of doing this with NAISA.

The coopting of Native North american history in order to claim some sort of commonality with us, is very disturbing and In my honest opinion cannot be allowed.

Thank you for your time and consideration in this matter.

Regards
[REDACTED]

From: [REDACTED]
To: Wise, Phyllis M
Subject: Disappointed in Hiring of Steven Salaita
Date: Monday, July 21, 2014 3:41:31 PM

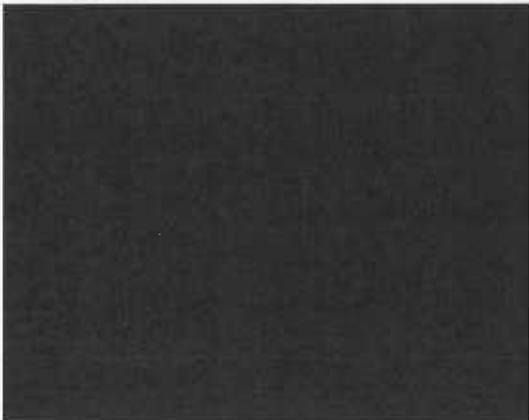
Chancellor Wise,

As a proud alumnus of the University of Illinois and now an educator at the high school level, I continue to keep up with the academics at the university to make sure it is at the level that it should be. In fact, I have been thinking about pursuing my Master's Degree through the university system as well. With this in mind, I am very disappointed in the selection of Professor Salaita, especially given his statements regarding the conflicts in Israel. With several professors at the university who are Jewish (some of which I had), I find it reprehensible to hire a man that not only feels the way he does regarding Israel but chooses to express it in an inappropriate way (via Twitter). In a day and age where public statements should and do result in public condemnation (see Donald Sterling), I am very surprised that this decision was made. A simple Google search will lead you to see criticism for many outrageous comments made by Professor Salaita, ranging from anti-Israel to criticism of saying "support our troops."

Despite what he may bring academically to the classroom, I know for a fact that he will not be as effective as people who keep their politically-charged comments to themselves. The reason I know this is because I had one teacher at Illinois who did the same thing with his thoughts regarding the 2012 election. After a particularly intense classroom rant, I no longer cared to hear what he had to say regarding education. This man is thankfully no longer employed at the university. Unfortunately, I believe that the same thing will happen to many students who have Professor Salaita.

In closing, I am very disappointed by the decision to hire Professor Salaita, especially to a department that focuses on the study of a much-maligned group of people in our history (Native Americans) while he himself is bigoted toward another much-maligned group of individuals. With the controversy involving the employment of Bill Ayers in the university system, I would have thought the university would try to avoid substantial controversy in a time with higher tuition and more competition for the very best students. I hope that you will reconsider this decision.

Thank you,



From: Illinois Chancellor
To: Wise, Phyllis M
Subject: FW: Faculty Ethnic Discrimination
Date: Monday, July 21, 2014 4:33:25 PM
Attachments: [Twitter.png](#)

From: [REDACTED] [mailto:[REDACTED]] On Behalf Of [REDACTED]
Sent: Monday, July 21, 2014 12:35 PM
To: Illinois Chancellor
Subject: Faculty Ethnic Discrimination

Dear Chancellor Wise,

Based on your stance on the Chief symbol, I know that you take any level of ethnic discrimination very seriously, so I hope you will understand my deep concern and disgust at the university's employment of Professor Steven Salaita. It was called to my attention that this new faculty member has been frequently posting anti-Semitic statements on his Twitter page, and there are no words strong enough to describe how appalled I felt upon seeing his social media site for myself. I have attached a screenshot of one of his dozens of posts, in which he describes anti-Semitism as "something honorable."

I graduated from the University of Illinois in December 2013 with University Honors; my parents are both alumni of the university, and one of my two sisters is entering her junior year there. Our family has always been incredibly proud of our connection to the University of Illinois, and we visited the campus frequently even before my sister and I become students there. I had planned to attend Homecoming weekend and many sporting events as an alumna, and after I complete medical school at [REDACTED] and begin my career as a physician, I had hoped to be able to make financial contributions to my Alma Mater. I expected that, like my parents, I would remain endlessly loyal to Illinois.

However, with the hire of Steven Salaita, I am strongly questioning this loyalty. As part of the university's substantial Jewish community, I would have felt incredibly uncomfortable, judged, and disadvantaged if I had taken a course taught and graded by this professor. Other minority students would likely feel uneasy around this man knowing that he is willing to publicly announce his hatred toward an entire ethnic group several times per day. My sister is concerned that for the next two years she will be attending a university with this kind of influence within the faculty, and our third sister, who has always wished to follow in our footsteps, is no longer sure if she wants to apply to Illinois.

Allowing Professor Salaita to teach at our prestigious university is not only a threat to our school's reputation but to the sense of religious freedom of the students at Illinois. I trust that you understand how much distress this would cause among our diverse student body. As a result, I am writing on behalf of all students and alumni whose backgrounds and views may be looked down upon by Professor Salaita to encourage you to look at his Twitter page for yourself (<https://twitter.com/stevesalaita>) and to reconsider this hiring choice. The University of Illinois is not a place where bright students go to learn to be close-minded, offensive, hate-filled human beings. My loyalty to my Alma Mater can only exist as long as this remains true.

Sincerely,

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steve Salaita
Date: Tuesday, July 22, 2014 8:25:46 PM

Chancellor Wise

I am an Illinois resident and was shocked and outraged by the recent announcement that Mr. Salaita will be teaching at U of I next fall

I am surprised that your vetting process did not turn up this man's vile and anti-Israel and Anti-Semitic rants- this cannot be the type of teacher we want at your fine institution-

Please review his foul-mouthed twitter account and perhaps you will re-think this awful decision.

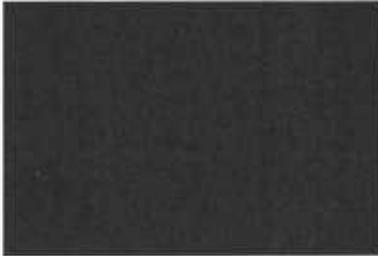
[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Cc: [REDACTED]
Subject: Steven Salaita
Date: Tuesday, July 22, 2014 9:12:59 PM

This letter is being sent to you as a University of Illinois Alumnus, a member of the President's Council and a caring constituent. It is my understanding that Steven Salaita has been hired by the University as an Associate Professor. This individual spews hatred towards Jews, on his Twitter account and in his writings. This is unacceptable and I demand that he immediately be relieved of his Professorship.

The University should not accept the hatred and bigotry that is the basis of Steven Salaita's writing.

Please advise me of your stance on this matter.



From: [REDACTED]
To: [Wise, Phyllis M](#)
Cc: isilverstein@senatedem.ilga.gov
Subject: Steven Salaita
Date: Tuesday, July 22, 2014 10:07:31 PM

Dean Wise,

My pride in having two daughters graduate from the U of I (Champaign) has evolved into shame upon hearing of the hiring of Steven Salaita. He is entitled to spew his unfettered anti-Israel, anti-Semitic rants and to embrace the BDS movement. He should not be entitled to spew his rants as an employee of a university funded by my tax dollars. You have provided him an undeserved forum not only to demean a not-insignificant population of students who do not share his views, but also to place those students at-risk for intimidation from their peers who do not have the knowledge or maturity to understand the danger of his beliefs and behavior. The university could not tolerate Chief Illiniwek, yet sees no problem in providing a home to this bigot?

Shame on all of you.

[REDACTED]

From: [REDACTED]
To: Wise, Phyllis M
Subject: A Note from a concerned mother.
Date: Tuesday, July 22, 2014 11:26:52 PM

Dear Chancellor Wise,

I am a mother of 3 children who are not yet of college age, although I have nieces and nephews applying to the University of Illinois, as well as a niece currently attending in Champaign. I am writing, because I am horrified by the news of the hiring of Steven Salaita. With all the brilliant educators in the world, I do not see any reason to welcome a person who spews hatred and bigotry. There is so much mis-information and negativity brewing on college campuses. I would hope that my state school would be part of the solution rather than exacerbating the problem.

I hope that you will take a second look at your hiring standards, because your university is being entrusted with the shaping of the next generation of leaders. Who do you want to present to them as experts from whom they should learn about the world? I hope it is not an anti-semitic promoter of hate.

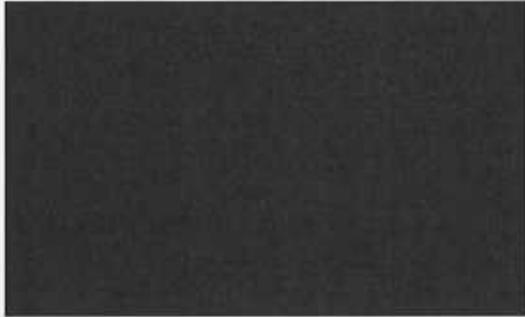
Respectfully,

[REDACTED]

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Wednesday, July 23, 2014 7:32:11 AM

I am distressed that our State's finest public university would hire and give a platform to a man who so blatantly espouse anti-Jewish thought. Speech like his has at best a chilling effect on the entire university community, and unfortunately too often leads to acts of overt discrimination and violence.



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita hiring
Date: Tuesday, July 22, 2014 9:43:29 PM

As an alumni and a father whose child now goes to the great University of Illinois, I wish to express my deep concern about your hiring of Steven Salaita starting this fall.

While I respect the right of alternative viewpoints to many topics, there is a line that should not be crossed in arguing one's position. Frankly, the posts and rhetoric by your new hire has deeply gone way past the point of no return.

I respectfully request that you review all of the information available to determine the validity and make a formal statement as to what your current position is on this potential new employee. Once I see/hear your viewpoint, I will make a determination about future donations and whether to keep my son enrolled.

Thank you for taking the time to read this and for getting seriously involved in this matter. I would appreciate a reply if at all possible.



From: [Mischo, Phyllis A](#)
To: [Kaler, Robin Neal](#)
Cc: [Wise, Phyllis M](#)
Subject: FW: Salaita
Date: Tuesday, July 22, 2014 10:17:49 AM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 22, 2014 10:00 AM
To: Mischo, Phyllis A
Subject: Salaita

Dear Chancellor Wise

This fellow Salaita makes the University look like a loony bin.

<http://legalinsurrection.com/2014/07/u-illinois-prof-zionists-partly-to-blame-for-recent-outbursts-of-anti-semitism/>



From: [Illinois Chancellor](#)
To: [Kaler, Robin Neal](#)
Cc: [Wise, Phyllis M](#)
Subject: FW: Professor Steven Salaita: Please read, I'm quite passionate about the subject.
Date: Tuesday, July 22, 2014 10:24:05 PM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 22, 2014 7:00 PM
To: Illinois Chancellor
Subject: Professor Steven Salaita: Please read, I'm quite passionate about the subject.

Chancellor Wise,

I know this is lengthy, and I'm sure you have several emails to sift through. However, my cause is important, and I would appreciate it if you read over my email and gave it some thought.

The prestige of a school like that of University of Illinois is well documented and understood across the country. Many successful people began their journeys at the University of Illinois, fueling their creativity and their lust for learning.

I have no stake in your university. While I respect the University of Illinois, the average GPA among mechanical engineers does not affect me. Nor does the university's drug or alcohol policies in the dorm rooms. However, what I do respect is high learning altogether. I myself am lucky enough to attend Boston University, and I'm thankful everyday for the opportunity I have to learn. While it's taken some time to realize, it has occurred to me how fortunate I am to study at an institution that provides me with professors who not only adequately prepare me for the workforce, but also have shaped the tolerant and accepting person I am becoming.

While college students are technically adults, oftentimes we look up to our professors as if they are our parents. Teaching us, guiding us for the next steps, and making sure we our decent human beings in society. That's what a great professor does.

When I learned about Professor Salaita's behavior at your university, I was shocked. That's okay though. These last few weeks have been shocking for Jews like myself all over the world.

We've grown accustomed to the rockets. We've gotten used to the imbalance in the media. And Professor Salaita is not the first anti-semitic to be molding minds at a prestigious university (most notably Arthur Butz at Northwestern University, where I believe he still teaches his Holocaust denial and Jew hatred). The Jewish people have grown particularly familiar with others' distaste for us.

I'm sure you're aware of the recent events unfolding in France. Synagogues, Jewish homes, and kosher butcher shops are being burned and destroyed. Jews are being beaten, kidnapped, and tortured. Chants of "gas the Jews" and "kill the Jews" fill what I once thought of as the beautiful streets of Paris. Now all I see are my family members running for their lives. It's like Kristallnacht all over again, which we know fueled the largest genocide in modern history, certainly the most systematic. If you're sensing how terrified I am for my people, imagine the horror among the Jews living in France, locking themselves in their homes and quitting their jobs.

Israel has received incredible amounts of criticism over the last few weeks. While I am a Zionist and support Israel's right to defend itself, both sides have valid arguments. However, running through the streets and beating up Jews isn't anti-Zionism. It's hatred. It's racism. It's scary. And still, it's all too familiar.

In the grand scheme for our world's history, the Holocaust was yesterday. Not even seventy years ago did the Russian, American, British, and Canadian armies liberate Jews from extermination camps across Europe. There's a popular saying amongst Jews and non-Jews who have studied the Holocaust: Never Again. Well, some days, it feels like it's happening again.

A professor's duty is to keep this world progressing. Supporting a terrorist organization like Hamas does just the opposite. In Hamas' mission statement it is written that they will not only destroy Israel, but they will kill all of the Jews. For thousands of years Jews have dealt with persecution and the threat of extinction from Christians, Communists, and National Socialists. However, no enemy has been tougher for the Jewish people than that of Islamic extremism.

It pains me to watch my people struggle to live in peace anywhere. But like I mentioned previously, we are used to it. We've learned to survive the ridicule and the media bias. However, just like any people, what we can not stand for is the attempted destruction of our land and slaughter of our people.

Half of my family is in Israel. Many of them are protecting their country, destroying tunnels that lead weaponry and suicide bombers from Gaza into Israel and taking out Hamas militant zones. Just like any other soldier, they're doing what is necessary to save their people. As you can imagine, it's difficult for me to stand by and watch my family fight for me. I admire them greatly, but I feel guilty for not partaking in my people's proud assertion that we can never be exterminated.

I'm not aware of your religious affiliation, or if you even have one. But Chancellor Wise, you must recognize that even an anti-semitic man professing his hatred for Jews is a blockade that must be removed in order to reach true peace in the Middle East and for Jews around the world. As long as there is anti-semitism outside the land of Israel, Jews will forever have an uphill battle.

Unlike any other nation, Israel deals with a disgusting double standard when it defends its people. In order for that double standard to be eradicated, no anti-semitic man can be molding young, vulnerable minds. There's no room for anti-semitism at any university. I trust that you understand my people's plight and will take the necessary action to make your university a safe place for all students to learn.

Kind regards and hope for a peaceful future,

██████████

From: [REDACTED]
To: [Tolerance Program at Illinois](#)
Cc: [Emergency Dean](#)
Subject: Steven Salaita Hate Speech
Date: Wednesday, July 23, 2014 7:40:53 AM

As a parent and a benefactor, and one who grew up in the sixties marching for civil rights and tolerance, I am appalled that your university would hire a professor, Steven Salaita (American Indian Studies), who routinely posts disingenuous and bigoted comments on his Twitter feed.

On Tuesday he likened Israel to the terror group ISIS:

[Steven Salaita@stevesalaita Follow](#)

[#Israel](#) and [#ISIS](#) are but two prongs of the same violent ethnonationalism.

1:06 PM - 22 Jul 2014

On Sunday, he tweeted the following: "(Expletive) you, #Israel. And while I'm at it, (expletive) you, too, PA, Sisi, Arab monarchs, Obama, UK, EU, Canada, US Senate, corporate media, and ISIS," .

Salaita's [Twitter feed](#) is crudely [anti-Israel](#) and has been since long before the recent Gaza conflict.

In addition, in his writings: "Palestine. Native America. BDS. Decolonization. Indigenous Studies ",

Salaita says that Palestinian terrorists are involved in a "colonial war" against Israel. Salaita has written that "Indian attacks on white settlements were a natural reaction to a European colonial invasion, so too Palestinian attacks on the highways and suicide bombings in towns are a consequence to Jewish proliferation in the land."

It is shocking that your university, much less VirginiaTech, would knowingly hire such a person to teach!

Last December, Chancellor Phyllis Wise said the university *opposes the boycott of Israeli academic institutions* and values academic freedom as one of its core principles, stressing "the critical importance of the ability of faculty to pursue learning, discovery and engagement without regard to political considerations."

I would hope that your university, known for its excellent tolerance program, would follow suit and condemn bigots who promote hate speech instead of hiring them!

Respectfully,

[REDACTED]

From: [REDACTED]
To: [Byrd, Jodi](#)
Cc: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Wednesday, July 23, 2014 10:23:53 AM

Dear Professor Byrd,

I am an Alum and a 25 year member of the UIUC President's council and care deeply about the school. I am concerned about the recent hire of Steven Salaita and the hatred he will bring to the campus. In addition, I believe he will make the campus an uncomfortable place for Jewish students as he will be front and center speaking out for the destruction of Israel. His opinions cross all lines when it comes to expressing a diverse opinion on campus. I don't know if you are aware of his recent tweets, but here are a few:

"Zionists: transforming 'antisemitism' from something horrible into something honorable since 1948"

- July 18, 2014, Tweeted: "By eagerly conflating Jewishness and Israel, Zionists are partly responsible when people say anti-Semitic sh*t in response to Israeli terror"
- July 20, 2014, Tweeted: "#Israel's bombardment of #Gaza provides a necessary impetus to reflect on the genocides that accompanied the formation of the United States"
- July 20, 2014, Tweeted: "Ever wonder what it would look like fi the KKK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza."
- July 19, 2014, Tweeted: "At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised?"

According to him, support for Israel justifies anti-Semitism. His writing are extensive and appear to overwhelm his work in American Indian Studies. He essential mourns the creation of the **only** Jewish state in the world. Nothing is said about the 57 Islamic nations. It is not possible to separate his anti-Zionism from anti-Semitism as for most Jews, Israel is a cornerstone of who we are. I implore you to review all the material available and think about the campus and bringing such a man to Champaign.

Sincerely,



From: [Illinois Chancellor](#)
To: [Kaler, Robin Neal](#)
Cc: [Wise, Phyllis M](#)
Subject: FW: Former uiuc student
Date: Wednesday, July 23, 2014 3:35:58 PM

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]]
Sent: Wednesday, July 23, 2014 2:32 PM
To: Illinois Chancellor
Subject: Former uiuc student

Hi Chancellor Wise,

I just graduated from the university in May and just found out about the hiring of Steven Salaita. I am very displeased that the university would hire someone who is so outwardly anti-Semitic, especially with the current situation of Israel. It is extremely distasteful and hurtful to all Jewish and pro-Israel students, alumni and staff. I also believe that it shows the university in a very bad light. I urge and ask you to please do something about this, or speak with whoever is responsible for hiring him.

Thank you,
[REDACTED]

From: [Byrd, Jodi](#)
To: [Warrior, Robert](#)
Subject: Fwd: Concerns with anti-Semitism...
Date: Wednesday, July 23, 2014 10:45:11 PM

Begin forwarded message:

From: [REDACTED]
Date: July 23, 2014 at 10:44:05 PM CDT
To: <jabyrd@illinois.edu>
Subject: Concerns with anti-Semitism...

Dear Ms. Byrd,

Recently, I read an article stating how incoming Mr. Steven Salaita, who will become a professor in the AIS department, was, and still is, very rudely and crudely anti-Semitic. As a current student at the University of Illinois, I am deeply concerned about my Alma Mater knowingly hiring someone as intolerant and disrespectful as Mr. Steven Salaita. I urge you to please thoughtfully reconsider your decision, seeing as UIUC is dedicated to zero tolerance for racism, and I would hate to see the reputation of the entire school tarnished by one faculty member. In addition, I do not wish for the tuition that I pay towards our school supporting intolerance of this sort. Please act on the behalf of the students of the University of Illinois at Urbana-Champaign in promoting tolerance of all ethnicities.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Wednesday, July 23, 2014 11:23:54 PM

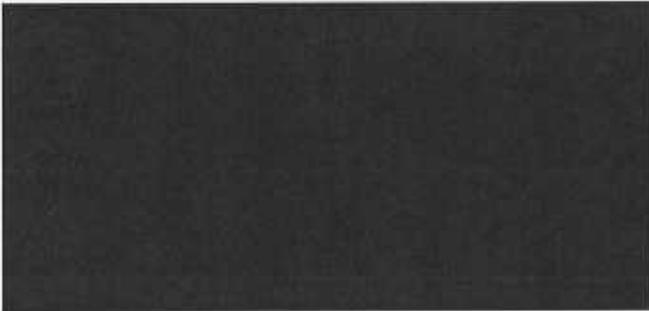
Dear Chancellor Wise,

My name is [REDACTED]. I am a [REDACTED] in the Saint Paul Minnesota area, grew up in the suburbs of Chicago, and maybe more importantly a U of I graduate (2004). I take great pride in my Alma Mater and the education I received while at Illinois. I have a long line of family who also felt the comfort of Champaign/Urbana. While there I grew into the person I am today and chose a career path that I hope has helped and influenced others. I was [REDACTED] and like to think I helped shape Jewish life on campus as we know it today.

I am deeply disturbed by the anti-Semitic remarks made by Professor Salaita. I hope that his presence does not create an unfair and threatening environment for students. While I was at Illinois I had all sorts of professors, many who challenged my thinking but none who threatened my existence or right to religion. I plead with you to think about what types of educators you are bringing to campus and the statement it makes about a University that celebrates nurturing students. I am saddened that my University would employ someone who speaks and tweets anti-Semitic comments.

I am happy to discuss this further.

Sincerely,
[REDACTED]



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Salaita
Date: Thursday, July 24, 2014 7:09:57 AM

Dear Chancellor Wise,

My name is [REDACTED] and I am a University of Illinois alum. I received my undergraduate degree in Elementary Education in 2004 and my master's degree in Administration and Leadership in 2012, both in Champaign Urbana. My husband received his MBA, as well, as I did my master's degree. I have always been proud to be a third generation U of I alum, as my grandparents, parents and siblings all attended the university. Currently, I am an Assistant Principal at [REDACTED]. I am strongly considering doing my doctorate with the university through the cohort offered in Oak Brook, Illinois. I believe that I have always had a competitive edge in the job market having attended such a well known and respected university. Unfortunately, I believe a recent hire could change that and provide deep embarrassment and humiliation to students who attend and have attended the university. It is my understanding that Professor Steven Salaita has been hired to teach American Indian studies. Although I welcome professors of diverse backgrounds and knowledge, I strongly believe that Professor Salaita has no place at our fine institution, or any American institution for that matter. Professor Salaita has posted hideous anti-Israel and anti-Semitic remarks on twitter that seriously question his character. In this day and age of social media, it is increasingly important to hire candidates who not only are the most qualified for the position, but who are responsible members of society. The lines are blurred, due to social media, between professional responsibilities and personal thoughts and feelings. When considering hiring and retaining staff, all facets of a candidate need to be considered, especially how they conduct themselves on social media.

I am asking for a professor who harnesses so much hatred to be let go. The reputation and integrity of our university depends on it. Students should not have to learn from a professor with such poor values, and by allowing him to teach at our university, we are communicating to the world that his obvious hatred for Jewish people and ignorant rants on twitter are perfectly acceptable. I truly hope that the University feels as though they are not. While respectable and intelligent differing of opinions regarding worldwide politics should be welcomed at a university, Professor Salaita's comments are neither of these. As an alumni incredibly embedded in the university, I am deeply saddened and disheartened that this hire has taken place. However, I am hopeful that the University of Illinois will take this opportunity to step up, right their wrong and prove to the community and country that our institution simply does not accept ignorance, anti-Semitism and hatred of our fellow Americans and of the human race.

Respectfully,

[REDACTED]

Sent from my iPhone

From: [REDACTED]
To: Wise, Phyllis M
Cc: [REDACTED]
Subject: Steven Salaita
Date: Thursday, July 24, 2014 1:07:08 PM

Dear Chancellor Wise,

I would like to introduce myself. My name is [REDACTED], and I am an alum of the U of I Business School class of 1977. I am a co-founder of [REDACTED], [REDACTED], who I believe you recently met.

I am writing to you regarding my concerns over the recent hire of Steven Salaita to join the American Indian Studies Department at UIUC as a tenured professor. He is a well-known leader of the delegitimization of Israel movement known as BDS (Boycott Divestment and Sanctions). He comes from Virginia Tech where he actively promoted BDS on campus. I have read a brief document on Professor Salaita's views prepared by the Jewish Federation's Israel Education Center. Here is a link to his blog:<http://electronicintifada.net/blogs/steven-salaita>.

As a member of the Jewish community and supporter of my alma mater, I am deeply upset about the hiring of such a controversial person who has been involved with spreading anti-Semitic propaganda on college campuses. While I support the First Amendment and freedom of speech, I am opposed to hateful rhetoric and see no place for it on any college campus; especially at my alma mater. The BDS movement is both anti-Semitic and anti-Zionist and very harmful on college campuses. I am troubled by any activities on any college campus that support the BDS movement.

In the past I have donated money and my time to the University of Illinois. I was a financial supporter of the BIF and Hillel buildings on campus and was proud to have my name on plaques in both of these facilities. I have frequented campus over the past several years to lecture on numerous occasions.

Based on the hiring of Mr. Salaita, I have decided to reconsider any future commitment of time and money to the University of Illinois. I have tremendous respect for Dean Debrock, Tim Durst and the Business School development office, and I am deeply conflicted by my decision to reconsider any support for the Business School. However, as a Jew and lover of Israel, I see no other way to make my voice heard than to take this action.

I would greatly appreciate the opportunity to discuss this with you and look forward to your reply.

Best regards,

[REDACTED]

From: [REDACTED]
To: Wise, Phyllis M
Cc: [REDACTED]
Subject: Steven Salaita
Date: Thursday, July 24, 2014 2:35:41 PM

Hello Chancellor Wise -

I am writing to express my extreme concern and disapproval in connection with the decision to hire Steven Salaita as a faculty member of the University of Illinois.

I am a graduate of Illinois (LAS '84) as is my husband [REDACTED] ('85, Medicine '89), my brother [REDACTED], and my mother, [REDACTED]. My daughter [REDACTED] is a current student (LAS '16). As you can see, our family has long and deep connections to the university, and we care about it's condition, both now and into the future.

It is because of this investment in the university that I am contacting you today. To put it simply, I am appalled that you would even consider employing Steven Salaita, an individual who has published offensive anti-Semitic rhetoric, including blaming "Zionists" for being "partially responsible when people say antisemitic shit in response to Israeli terror." Nice.

To be blunt, there should be no room for this type of hate at the University of Illinois, especially among its faculty. This type of hire is an embarrassment to the university community and an insult to thousands of students and alumni.

I have been an enthusiastic advocate for the university since my student days and have been an active proponent of increased alumni support in this time of decreased state funding. I was proud and delighted to send one of my daughters to study there, where so many of her relatives have gone before. I have consistently believed that our flagship state university is a treasure that deserves our continued support and contributions. No more.

We will now cease our annual contributions to the university and will let our fellow alumni know why we are doing so. We will encourage others to join us in this protest, as perhaps financial consequences will sway you even though morals, common sense and decency did not.

I hope you will come to your senses and reverse this ill-advised hiring decision. I hope to hear from you on this matter soon.

[REDACTED]
Sent from my iPad

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Great Concern Regarding Steven Salaita
Date: Thursday, July 24, 2014 5:30:55 PM

Chancellor Wise,

I write to you as a recent graduate from the UIUC Master of Architecture program. It has come to my attention that UIUC has recently hired Steven Salaita as an associate professor. As you may already know, Steven Salaita is vocal about his highly controversial opinions. This past week, in addition to many inflammatory tweets, he wrote the following on his twitter feed, "By eagerly conflating Jewishness and Israel, Zionists are partly responsible when people say antisemitic shit in response to Israeli terror." Assuming he means what he writes, I hope the University understands that they have just hired an anti-Semite, for he publicly justifies anti-Jewish behavior in this very comment! While I respect and admire a university's desire to create a culture of free speech and dialogue, I believe that these values should never come at the expense of making students feel intimidated.

Steven Salaita's scholarly record is unknown to me. However, I do believe his moral integrity is clearly lacking. Scholarship and morality do not always run parallel. From a historical perspective, we see societies that prided themselves on great academic and cultural accomplishment were not always free from ethical deficiencies. Jews know this all too well.

After researching his past views further, it seems that his tremendous disregard toward the US's policies and its greatest friend in the Middle East are part of his academic agenda, and thus, are not something that can just be restrained. I hope that the University reconsiders this extremely unfortunate appointment and places its students well-being as their highest priority.

Respectfully,



From: [REDACTED]
To: Wise, Phyllis M
Subject: Steven Salaita
Date: Friday, July 25, 2014 9:35:19 AM

Hi, my name is [REDACTED] and I am a Junior at University of Illinois. Recently, a professor at our school named Steven Salaita has been brought to my attention. I am contacting you today to express extreme concern for his employment at our University. If you are unaware, Mr. Salaita has taken to social media to express his strong opinions against the state of Israel and against the Jewish faith. Obviously everyone is allowed an opinion, but for a professor at the University of Illinois to be slamming Israel and backing Hamas (a known terrorist organization) in a public forum is beyond awful. I, as well as many of my fellow students, feel very uncomfortable by his actions and will not stand for it. Associating this man with such a prestigious University is wrong and something needs to be done. If I am not mistaken, "cyber hatred" was a huge problem last year after the snow storm and this to me is on the same level. I hope you understand where I am coming from and look forward to taking a strong stance together against Mr. Salaita.

Below I attached a link to an article about the situation as well as a link to Mr. Salaita's twitter account. Thank you for your time.

Regards,



<https://twitter.com/stevesalaita>

http://dailycaller.com/2014/07/21/university-of-illinois-professor-blames-jews-for-anti-semitism/?utm_referrer=https%3A%2F%2Fm.facebook.com

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Concerns for UIUC
Date: Friday, July 25, 2014 11:19:49 AM

Dear Chancellor Wise,

I am loyal Illinois alum as is my wife [REDACTED] and son [REDACTED]. We have been President's council members for several decades and donors to both academic programs and the I-Fund. [REDACTED]

[REDACTED] I have been a relentless promoter of UIUC as the school for the best and brightest Jewish students in Illinois. The beautiful Cohen Hillel helped solidify this effort.

Therefore it pains me to write this email to you today. I learned of the recent hiring of Steven Salaita as a new professor this fall. While I respect the university's embrace of a variety of viewpoints, Mr. Salaita expresses hatred and demonizes Israel. As I am sure you are aware based on his writings and tweets, his views rival those of your typical Israel basher as he writes that Israel justifies anti-Semitism. Israel is central to who we are as a Jewish people. The overwhelming majority of American Jews and non-Jews support a safe and peaceful Israel as the nation state of the Jewish people. Mr. Salaita's hatred of Israel will be detrimental to Jewish life at UIUC. I believe his presence will make Jewish students uncomfortable as he is a smart and outspoken critic of the creation of Israel. He will be front and center at every turn. He is a modern day anti-Semite filled with hate who is careful to use anti-Zionism to defend his opinion.

I implore you to find a way to prevent Mr. Salaita from coming to Champaign. His writings do express a loathing that is beyond that of an alternative viewpoint and support for Palestinians. He has nothing to say about the tens of thousands of Muslims that have been slaughtered this year by their brethren in Syria, Iraq and Libya, but a death caused by Israel is a crime. He seems to have a greater passion toward attacking the existence of Israel than his field of American Indian Studies. There must be some minimum standard that an incoming professor must meet. Would the campus tolerate any other teacher that expresses viewpoints toward other minorities in the same way Mr. Salaita goes after Israel and the Jewish people?

Thank you very much for attention to this troubling matter. I hope a peaceful resolution of this issue can be found for the sake of the University of Illinois and her students.

Respectfully,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Friday, July 25, 2014 11:59:20 AM

Chancellor Wise,

My name is [REDACTED] and I am going to be a Junior at the University of Illinois for the upcoming school year. It has come to my attention that the university has hired an associate professor by the name of Steven Salaita. To say the least, I am terribly hurt, upset, and dissatisfied by the actions taken by this individual and the choice for the university to hire him. His twitter account, which is public, is filled with anti-Semitic remarks, comments in support of Hamas, and degrading terminology towards Israel and Judaism as a whole.

I am a current member of the on campus fraternity [REDACTED], which is one of the handful of Jewish Fraternities on campus. With the decision of the University to hire this man, many of my brothers, friends, and family members have lost faith in the schools decision to hire appropriate personnel. As a focal leader in the Illinois community, I think it is the right thing to do to remove this man from any association with the school.

The University refused to readmit a professor last year due to crimes that he committed 20+ years ago, yet they are going to openly hire a blatant anti-Semite to teach the next generation of Illinois graduates who are to be forefront leaders in our world? Is this the message that the board at Illinois wants to send? I surely hope not. Please take my comments into consideration, and please have this man removed from any associations with the school. Please look at his twitter account, if you haven't already.

My final comment will be this: everybody has their own personal views on issues spanning across the globe, and they are all entitled to those opinions. To publicly bash a nation and it's residents with racist and anti-Semitic remarks is disgusting and wrong. I hope that you can realize this and take the necessary action to remove him from his post.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Steven Salaita
Date: Friday, July 25, 2014 12:16:16 PM

Dear Dr. Wise,

I am writing you because something disturbing has come to my attention. New professor, Steven Salaita, is an open and outspoken anti-semitic, who displays his views openly on twitter. As a student, and a Jew, at this University I find it personally offensive and egregious that such a man can be hired and have the opportunity to influence minds with slander towards the state of Israel. One look at his twitter account can inform you on this mans anti-semitic and pro Hamas views. While students are no doubt held to a standard on social media about what they can and can't post (and I'm not just talking about what happened at our school this past winter involving twitter, as institutions around the nation can hold students accountable for their words) I find it extremely hypocritical and distasteful that professors at our University are not held to these standards as well. The Jewish presence on this campus is felt in many different facets and we ALL express our deep concern and regret that this man has been allowed to teach and direct his bigotry towards the student body. I am looking forward to your response to this crisis. It is appalling to me that in this day and age an institution so advanced as the University of Illinois can allow this to happen.

My support for the State of Israel notwithstanding, I hope that we can find an amicable solution to this issue that currently plagues a portion of the student body as well as the faculty.

Sincerely

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Friday, July 25, 2014 12:27:54 PM

Hello,

It has been brought to my attention that Steven Salaita is being employed by the University. He is an anti-semitic and I don't think that he should be allowed to teach at the University of Illinois. Hopefully enough people are just as distraught as myself, and something is done about Steven Salaita.

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: New Professor
Date: Friday, July 25, 2014 12:29:19 PM

Dear Chancellor Wise,

I hope this email finds you well and that you are having a good summer.

Unfortunately, this email is in regards to a potentially harmful situation on campus. I recently read an article that the University hired Steve Salaita as a professor. As a recent graduate of and soon-to-be-graduate student at the University of Illinois, I am deeply disturbed by this hiring decision. I believe you and/or whoever was involved in the hiring process made a grave mistake.

The article details Salaita's anti-Israel, pro-Hamas rhetoric and beliefs through his Twitter account and past actions/quotations. This deeply disturbs me because a professor at the school I attend sympathizes with a terrorist organization that believes in the destruction of Israel. Furthermore, the mission statement of this terrorist organization believes in the annihilation of Jews worldwide.

I am a Jew and a supporter of Israel. This hiring legitimately scares me. This hiring has caused me and hundreds of other Jews on campus to be scared to express our beliefs and to literally be ourselves as Jews.

A successful learning environment allows those who participate in it to feel safe being themselves and expressing their beliefs. Any feeling of safety is eradicated with the hiring of Steve Salaita.

Please, Chancellor Wise. Do the right thing: fire Steve Salaita. Correct your/others' mistake. Please do so before it is too late and the students have to sift through the mental and emotional damage.

Thank you for your time and consideration.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Please Read
Date: Friday, July 25, 2014 12:36:56 PM

Chancellor,

My name is [REDACTED] and I am a student of the University of Illinois. I am the 4th generation to attend this university and up until today I was extremely proud of that. I recently received news that the university is hiring an extremely anti-semitic teacher by the name of Steven Salaita. His Twitter feed is absolutely appalling. Here is an example of one of his posts: "I don't seek community with others based on fixed identifications: race, religion, culture, etc. You're either cool or a dick. That's all. Keep paying for (shitty) Hasbara, #Israel. It won't make a difference. Most people detest child murder. #Gaza #ThirdIntifada"

Chancellor, you have seen the affects of social media. Chancellor, you have been a VICTIM of social media. Chancellor, you have condoned hiring a teacher that is openly anti-semitic. Chancellor, you are hiring a teacher that is giving his political views in an immature fashion. Chancellor, history has taught us that standing idly by while others act makes you just as guilty as those who act. Chancellor, persecution like this has resulted in genocides. Chancellor, you have disappointed me. Chancellor, you have disappointed the Jewish community. Chancellor, you have officially lost a supporter of the University of Illinois.

Feel free to call me at [REDACTED] as I would really appreciate a phone call.

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Standards of Conduct/Polarizing Issues
Date: Friday, July 25, 2014 1:10:57 PM

Dear Chancellor,

My name is [REDACTED] and I am about to enter my senior year at the University of Illinois as a Communications student.

I hope this email finds you well. I am writing to you about an issue regarding one of your staff members by the name of Steven Salaita. As I am sure you are aware at this point. Mr. Salaita's remarks via social media border the territory of anti-semitism. As a member of the Jewish community of this school with 3 generations of illini family members, I am very saddened and disappointed by these remarks.

Let me be clear that I am in no way criticizing Mr. Salaita's right to say what he has. He has every right as a citizen to share his political, personal views and in fact I encourage him to do so. However, as a representative of the Illinois community several of his remarks could be considered as offensive and anti-semitic and in that sense of being a student I find there to be conflict. For instance, If i happen to register for Mr. Salaita's course, how could I respectfully engage in conversation and learn material?

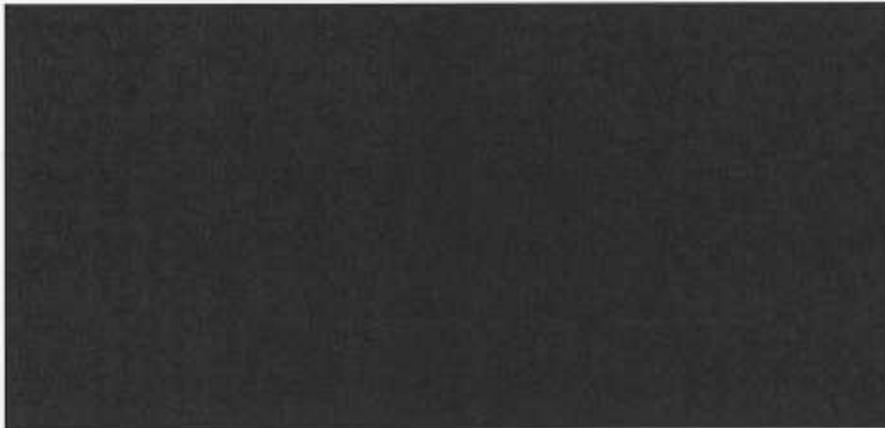
I understand that this issue is highly polarizing and is more on the fore front of the media than ever before. The debate is very emotional. Personally, I think the entire issue is horrible any way you slice it. Whether you side with Israel or Palestine, the tremendous loss of life and destruction on both sides is detestable. Having said that, we both are aware of the damage that social media can have on reputation and I would hate to have the University's name besmirched by hate. You have experienced this unfound hate first hand last semester and I personally was appalled by the actions of my fellow students. It was unbecoming of U of I students and did not meet the standards of conduct at our institution. I only ask that the staff of this institution are held to a similar standard. I understand you are busy, so thank you very much for your time. If you wish to speak more on this issue I can be reached by email at [REDACTED] or by phone at [REDACTED]. Thank you again for your time.

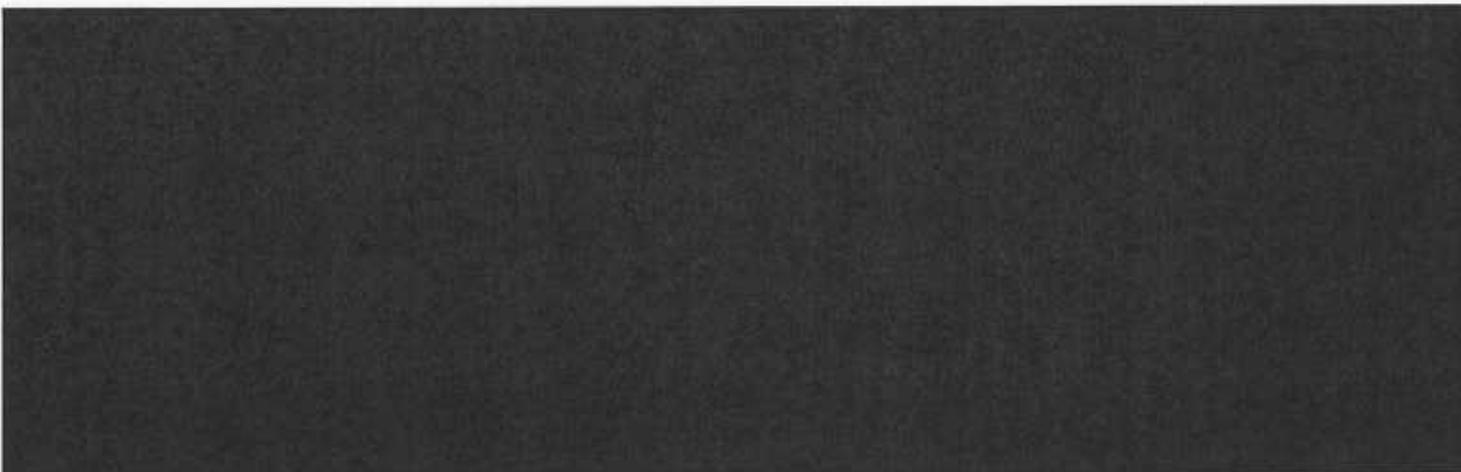
[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M; President Easter; Filip, Mark](#)
Cc: [REDACTED]
Subject: Steven Salaita: Corrected Letter
Date: Friday, July 25, 2014 1:25:18 PM
Attachments: [Letter to University of Illinois regarding Salaita 072514.pdf](#)

I am sending a revised version. I apologize to Mr. Filip for mis-spelling his name and email address on the earlier version.

Thank you.





July 25, 2014

VIA EMAIL

Chancellor Phyllis M. Wise
University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 E. John Street
Champaign, Illinois 61820
PMWise@illinois.edu

President Robert A. Easter
University of Illinois at Urbana-Champaign
108 Henry Administration Building
Urbana, Illinois 61801
PresidentEaster@Uillinois.edu

Mark Filip, Esq.
Chairman – University of Illinois Alumni Association
Kirkland & Ellis
300 N. LaSalle Street
Chicago, Illinois 60654


Re: *Steven Salaita*

Dear Chancellor Wise, President Easter, and Mr. Philip:

I am a member of the Class of 1982. My son, is a member of the Class of 2015.

As an alumnus and parent of a current student, I am shocked, and embarrassed that the University has chosen to allow Steven Salaita to join the faculty of the University starting in the coming academic year. The association between the University and Mr. Salaita is an action that will damage the reputation of the University of Illinois, and one which will affect the support of alumnus of the University by people like myself.





July 25, 2014

Page 2

My objection to Mr. Salaita's appointment is based upon his publicly expressed anti-semitic views as reflected in numerous tweets issued by Mr. Salaita over the past week. This is not the type of individual I would expect the University to be associated with and certainly not someone whom I would want providing instruction to students of the University. In fact, I would equate the views espoused by Mr. Salaita as inciting and supportive of terrorist activity.

By way of example, consider the following tweets, which were sent from @stevesalaita on Twitter on the dates indicated below:

July 8: "If your' defending #Israel right now you're an awful human being."

July 15: "The @IDFSpokesperson is a lying motherfucker"

July 19: "Zionists: transforming "anti-Semitism" form something horrible into something honorable since 1948".

July 19: "At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised? #Gaza"

July 19: "I repeat: if you're defending #Israel right now, then 'hopelessly brainwashed'; is your best prognosis."

July 19: "In the United States, academic, corporate, or political respectability is available merely by ignoring Israeli ethnic cleansing."

July 20: "#Israel's bombardment of #Gaza provides a necessary impetus to reflect on the genocides that accompanied the formation of the Unites States"

July 20: "Ever wonder what it would look like if the KK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza"

It is a sad fact that in the present-day, Jewish students on college campuses all over the United States are subjected to criticism and often times harassment and taunting by Arab students and supporters of "Palestinian causes". The atmosphere for many of these students is a tense one and nothing that any student, of any ethnic or minority status should have to be exposed to on a college campus. The views espoused by Mr. Salaita are inappropriate for an academic and are not intended to foster an open dialogue or discussion on the issues. Rather, the use of this type of language and demeanor will only





July 25, 2014

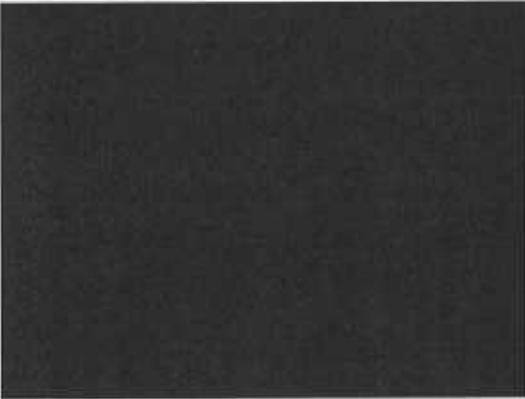
Page 3

serve to further exacerbate that tension and to polarize people in the University setting. By allowing this man to join the faculty of the University, the University sanctions and condones this conduct which further exacerbates the already tense environment faced by many Jewish student on campus and damages the reputation of the University.

Moreover, the employment by the University of such a hateful individual affects the standing of the University in the world, in the academic community, and will undoubtedly also affect support that what is otherwise a fine institution will receive from alumni, including myself.

The University must dissociate itself from this and other such individuals if it is to be viewed as a credible institution of higher learning. I urge you to renounce the statement of Mr. Salaita and to prevent him from being employed at the University.

Very truly yours



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Friday, July 25, 2014 3:39:08 PM

I am appalled that you have hired this man to be a professor at the University of Illinois. Have you been following his tweets? I am thinking that is not the place where I want my son to go to school. Shame on you for allowing this. I hope quick action is going to be take. I would like a response to this e-mail.

Very unhappy parent and Alum of U of I,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: New professor
Date: Friday, July 25, 2014 5:04:33 PM

The new professor hired Mr. Salaita is an embarrassment to the university and does not deserve to be at our premier state university. His rhetoric concerning the current situation in Israel reflects his lack of intelligence and understanding. I strongly object to his hiring along with countless others. I am speaking as a former alumni who has sent two children to U of I and who has made countless donations and was planning to support the university in the future.

Sent from my iPad

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Sunday, July 27, 2014 2:23:22 PM

Chancellor Wise,

As a student of this University, I am extremely disappointed that a man with such extreme views and beliefs with regards to Hamas and Israel, as demonstrated by his twitter account, would be allowed to work here.

I, along with a good majority of my peers ask that something be done about this. I'm sure Steve is very qualified to work here, but if he were to push the views that he so publicly demonstrates on his twitter account, there is no way I would be able to take this mans course.

Ultimately, it's an embarrassment that this man was hired at such a prestigious university.

I would appreciate a response if you've read this.

Have a great day.

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M; President Easter](#)
Subject: Addition of Steven Salaita to University of Illinois Faculty
Date: Sunday, July 27, 2014 5:22:13 PM
Attachments: [UofISalaita.pdf](#)

Attached please find my reaction and response to the planned addition of Steven Salaita to the University of Illinois Faculty.

I would ask that you reconsider.
Thank you.

7/28/2014

VIA EMAIL

Chancellor Phyllis M. Wise
University of Illinois at Urbana-Champaign
Swanlund Administration Building
601 E. John Street
Champaign, Illinois 61820
PMWise@illinois.edu

President Robert A. Easter
University of Illinois at Urbana-Champaign
108 Henry Administration Building
Urbana, Illinois 61801
PresidentEaster@Uillinois.edu

Re: *Addition of Steven Salaita to University of Illinois Faculty*

Dear Chancellor Wise and President Easter:

I received my Bachelors of Science in 1983, and Masters in 1987. As an Illinois alumnus, I am shocked, and embarrassed that the University has chosen to allow Steven Salaita to join the faculty of the University starting in the coming academic year. The association between the University and Mr. Salaita is an action that will damage the reputation of the University of Illinois, and one which will certainly affect the support of alumni of the University by people like me. My objection to Mr. Salaita's appointment is based upon his publicly expressed anti-Semitic views as reflected in numerous tweets issued by Mr. Salaita just in the past weeks.

This is not the type of individual I would expect the University to be associated with and certainly not someone whom I would want providing "instruction" to students of the University. There is a difference between an individual's right to free speech, and providing a person a position which could potentially legitimize their hate-speech, incitement, and support of terrorist activity. This type of speech has been included in Mr Salaita's prior writings and, recently in his twitter communications sent from @stevesalaita on the dates indicated below:

July 8: "If you're defending #Israel right now you're an awful human being."

July 15: "The @IDF Spokesperson is a lying motherfucker"

July 19: "Zionists: transforming "anti-Semitism" from something horrible into something honorable since1948".

July 19: "At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised? #Gaza"



July 19: "I repeat: if you're defending #Israel right now, then 'hopelessly brainwashed'; is your best prognosis."

July 19: "In the United States, academic, corporate, or political respectability is available merely by ignoring Israeli ethnic cleansing."

July 20: "#Israel's bombardment of #Gaza provides a necessary impetus to reflect on the genocides that accompanied the formation of the United States"

July 20: "Ever wonder what it would look like if the KKK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza"

In my college days, I recall vividly the swastika that was painted with shaving cream on the door of my dorm room in 1979. This unearned, but learned, hatred continues today under the guise of "Palestinian causes". Present-day Jewish students on college campuses all over the United States are subjected to criticism, harassment, and taunting by Arab students. The atmosphere for many of these students is tense and nothing that any student, of any ethnic or minority status should be subjected to on any college campus. While dissenting opinions are to be welcomed and shared openly in the college environment, the views espoused by Mr. Salaita are inappropriate and have not been offered as a forum to foster open dialogue or discussion on the issues. Rather, the use of this type of language and demeanor has, and will, only serve to further exacerbate tensions and to polarize opinions on campus. In allowing this man to join the esteemed faculty of the University, you effectively sanction and condone this conduct and increase the pressure faced by many Jewish students on campus. You also damage the reputation and standing of the University in the world, in the academic community, and will undoubtedly also affect the support of what is otherwise a fine institution from alumni, including myself. The University must dissociate itself from this and other such individuals if it is to be viewed as a credible institution of higher learning.

I urge you to renounce the statements of Mr. Salaita and to prevent him from being employed at the University.



From: [REDACTED]
To: Wise, Phyllis M
Cc: [REDACTED]
Subject: Steven Salaita
Date: Monday, July 28, 2014 7:28:42 AM

Chancellor Wise-

I hope you were able to enjoy a nice weekend.

We met several years ago at a Foundation event. My wife and I both graduated from the College of Business back in 1980.

We have been supporters of both the College and the University over the years and are members of the Chancellors Circle I believe. Our son is a graduate of the B school and was a [REDACTED] and our daughter is now entering her senior year in the College of Education.

I must tell you that I am very disappointed in the rhetoric emanating from a recent hire. While I acknowledge the concept of "free speech" and the rights of everyone to express their opinions, I feel that the opinions of Professor Salaita are not well based and quite inflammatory. That said, we feel that someone did not due the proper due diligence when hiring him and as a result the University now finds itself in a position where many of its supporters are going to view their continued affiliation with the school much differently unless something is done here to change the relationship between the aforementioned and your University.

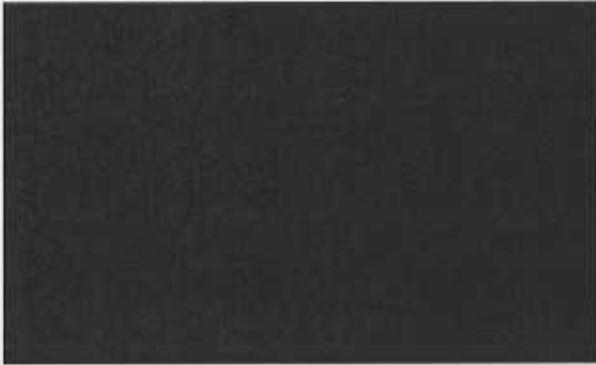
Having been a multiple 6 figure donor to Illinois over the years I know our support is ending as we vehemently disagree with the approach this individual espouses. This is doubly unfortunate for the school as we have been blessed in our careers and have accumulated quite a balance sheet over my 35 year career.

I am not trying to start your week off on a sour note, but I felt that the sooner you were made aware of the issue here the sooner you might be able to address it so as not to disenfranchise others of your alumni.

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Cc: [REDACTED]
Subject: New professor
Date: Monday, July 28, 2014 11:35:39 AM

The new professor hired, Mr. Salaita, has publicly expressed what I view to be extreme views on Israel. While I am a proponent of free speech, I believe that his statements are an embarrassment to the university and he is a liability to our premier state university. I am an alumni, active participant in the business school and recently endowed a scholarship. The character of the professors is a direct reflection on our university. This hiring in my opinion tarnishes our reputation.



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Anti Semitic and Anti Israel PProfessor
Date: Tuesday, July 29, 2014 2:54:04 PM

Dear Chancellor Wise

I am not sure if you had received my email last week, but I would like to reach out once again.

Through my three years at the University of Illinois, I was able to call it a home. This school supported me when the [REDACTED] was not able to. There, i found that people had never met a Jewish man before and really didn't care for my religion. So i Transferred hoping to be more accepted. Once at this fine institution, I was accepted within my own circle. There is anti semitism all around the campus of Illinois, and your and the universities recent hire of Steven Salaita is shameful and really disrespectful. The Jewish minority at the Univeristy is so strong. We don't let the *Wall* that is bound on the quad for a week bother us. WE don't let people saying hatred comments bother us. We don't let some peers comments bother us. What will bother me is the safety of students in Steven Salaitas classroom. He HATES Jewish people. He believes in the Bombings of Israel. Why would my home, my university hire such a man with so much hatred. This is so disrespectful to myself, all the jewish fraternities, Rabbi Dovid, Chabad, Hillel, and all the other Jewish students on campus. With so much pride, why hire such a irritant, fearful, hatred man.Chancellor, this can't be acceptable. Please email or call me when possible, because I would love to talk and find it terrible that this is something that i needed to email you about. I will leave you with quotes from this terrible persons twitter page.

Don't be afraid to condemn #Israel. Staying silent will satisfy only those with power, who will find another way to do you dirty. #Gaza

If you haven't recently been called a terror-loving anti-Semite, then I'm sorry to say that your critique of #Israel is totally weak. #Gaza

My little boy covers his teddy bear with a blanket. All toddlers do such lovely things. Yet #Israel sees them as fit to kill. #Gaza

#Israel considers itself a state for Jews, not a state for its actual residents. That's why we hear about foreign fighters dying in #Gaza.



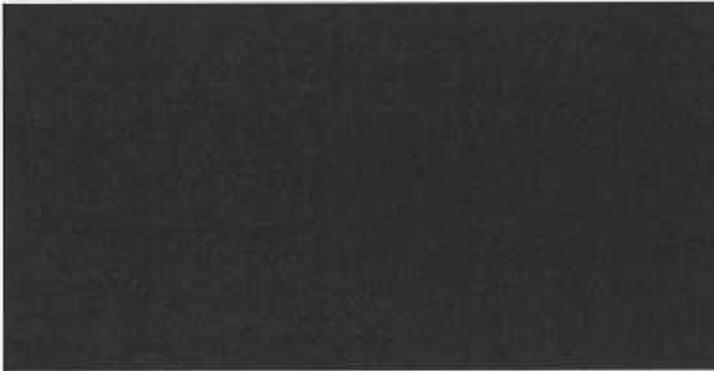
From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Troubling news as a UIUC student
Date: Tuesday, July 29, 2014 3:44:41 PM

Dear Chancellor Wise,

It has come to my attention that the University of Illinois hired a professor sending anti-Semitic and anti-Israel tweets constantly throughout the day. As a student at the University of Illinois I want to be able to feel safe and welcomed on campus. I have noticed in recent news that there have been many anti-Semitic protests throughout the world. Most notably in Paris, where many Jews are now moving away to escape the anti-Semitism. I do not want this same fate to come to the UIUC.

Steven Salaita has been supporting Hamas, a terrorist organization and saying terrible things about Israel through twitter. In the Hamas Covenant also known as the Hamas Charter it states, "Israel will exist and will continue to exist until Islam will obliterate it, just as it obliterated others before it." As a Jewish member of the University of Illinois Community it concerns me that a teacher is spreading the awful goals of this organization that is targeting the innocent Israeli population. Teachers who outwardly support and spread the propaganda of Hamas should not be teaching in a college that is said to, "Serve the state, the nation, and the world by creating knowledge, preparing students for lives of impact, and addressing critical societal needs through the transfer and application of knowledge." (University of Illinois Who We Are).

I hope that you take his hiring into consideration as a college of this prestige would most definitely not want to look poorly.



From: [REDACTED]
To: Wise, Phyllis M
Subject: New professor
Date: Tuesday, July 29, 2014 5:13:09 PM

Hi Chancellor Wise,

I hope you have had a nice summer and as excited as I am for the 2014/2015 school year.

I wanted to talk to you about something that has come to my attention and is very disheartening. I am extremely worried about the hiring of Professor Steven Salaita.

Professor Salaita has posted very nasty anti semitic remarks regarding the situation between Israel and Hamas. I feel that he is a poor representation of our exceptional school and reflects poorly on all University staff and administration.

I have talked to many people who said they would feel uncomfortable in his classroom. His personal views create an environment that may cause students to feel unsafe.

I feel all students no matter what side they are on in the conflict or if they remain neutral, will benefit from the removal of Professor Salaita from the UIUC staff.

Thank you for taking the time to read my email. I hope to see you on campus in a few weeks.

Best regards,

[REDACTED]

Sent from my iPhone

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Thoughts on Steven Salaita
Date: Tuesday, July 29, 2014 6:03:45 PM

Chancellor Wise,

I can only imagine the amount of emails you are receiving about the hiring of Steven Salaita at the University of Illinois. I know that his name is making its way all across social media and many students, parents, alumni, and donors are very upset about his hiring. I come from a long line of UIUC alumni. Not only did my brother, mother, and father attend UIUC but two sets of my aunts/uncles attended as well. I am going to be beginning my senior year at the University this fall, and I have enjoyed my time in C-U thus far. I assume that you already know the background story surrounded Salaita which inspired this controversy over hiring decisions. I therefore do not feel the need to tell you all about his Tweets, posts, articles, published books, etc.

I look at this issue from two different perspectives. First of all, I am a Jewish student studying to become a teacher. I know that elementary schools look at applicants Facebook pages, Twitter posts, Instagram, etc. and likely even Google an applicants name before hiring them. I am making an educated assumption that an elementary school would NOT hire a teacher to educate, shape, and develop the young minds of students when their opinions come from such an extremist point of view. I therefore pose the question: did the UIUC not look into Salaita before hiring him? Did the UIUC not care? What was the thought process here? I believe that everyone is entitled to their own opinions, but I know as a future educator that you are placing yourself in a role models position when you step into the classroom. You are an authority figure whom students look up to for guidance not only in the academics but in their lives as well. In this position wouldn't you attempt to keep your hatred of a group of people out of the public spot light? I also know that teachers work along with a group of their peers. Teachers do not have free rein to teach whatever they want however they want it, nor do they teach alone. Teachers work in cohorts and are in constant collaboration with one another. I feel for anyone in his department with an alternate point of view. I feel that it will create a hostile work environment when he is so outright with his political extremist opinions.

Secondly, I approach this situation from the perspective of a student. Lets say that the University does not fire Salaita and keeps him employed by UIUC- how will the University ensure that Mr. Salaita does NOT punish students of Israeli or Jewish decent in his classroom? Will the University monitor all of his grading with a fine-toothed comb? He degrades anyone defending Israel in this current conflict, what if he learns students in his class are of Jewish decent? If you keep him on your staff at the University I think it will cause more trouble than good. One of his recent tweets reads "Let's cut to the chase: If you're defending #Israel right now you're an awful human being". I think it is safe to say that when someone makes generalized hateful statements about others, it is pretty likely that he will not treat all of their students fairly. As a Jewish student I would NOT feel safe in his classroom. As a teacher you may not love every student you have in your classroom, but you never make that clear to your students. You treat all of your students the same and provide the same love and support to each and every one. Why should this attribute of a teacher not make it on the required list of what you are looking for in college professors?

My freshman year at the University I took [REDACTED] as most students do. During this course I

did an extensive research paper about the Inclusive Illinois program. The University wants everyone to feel welcomed into the UIUC community and boasts that there are students from such a wide racial and ethnic backgrounds. Do you think that hiring a professor such as Salaita is in line with UIUC Inclusive Illinois mission and standpoint? I have taken some quotes from the Inclusive Illinois page to highlight this issue...

"I will advocate for an accessible, safe, and respectful environment to enhance the living, learning, and working community at Illinois."

"Inclusive Illinois, one campus, many voices, is the University's commitment to cultivating a community at Illinois where everyone is welcomed, celebrated, and respected."

As a student at UIUC I am advocating for a safe and respectful learning environment by reaching out to you Chancellor Wise. I hope that my various view points on the matter open your eyes to the bigger picture and implications of keeping him on the University staff other than telling you over, and over about his hateful posts on social media. The first line of the mission statement speaks of 'cultivating a community where everyone is welcomed, celebrated, and respected'... My question to you is that do you think Steven Salaita will welcome, celebrate, and respect each and every individual who not only walks into his classroom to learn, but every student and faculty member at the University? He is not capable of monitoring himself on social media (or he sees no reason why he should), so why would you think he will be able to keep his personal opinion out of the classroom?

Thank you so much for taking the time to read this email. I know you are a very busy person who is placed in a tricky situation. I wanted to voice my opinion in the matter and stand up for what I believe is right.



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: A Letter from an Alumni
Date: Tuesday, July 29, 2014 6:22:04 PM

Chancellor Wise,

It has come to my attention that a professor who will be teaching at my alma mater, Steven Salaita, has been all but inclusive and open minded when it comes to the public forum, Twitter. I completely understand that this is an element of free speech but between these hateful Tweets and the "Apartheid Wall" on the quad, I can not remain silent.

As a Jewish student who takes pride in where I spent four years of my undergraduate career, I am disappointed in the way your office is handling these particular matters. Everyone is entitled to their opinion but no student, Jewish or not, should feel unsafe or unwelcome at what is supposed to be a diverse university.

Please reassure me that this matter is being taken seriously.

All the best,

[REDACTED]
Class of 2012

[REDACTED]

From: [Illinois Chancellor](#)
To: [Wise, Phyllis M](#)
Subject: FW: Israeli hate speech from soon to be professor
Date: Tuesday, July 29, 2014 6:59:21 PM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 29, 2014 6:50 PM
To: Illinois Chancellor
Subject: Israeli hate speech from soon to be professor

Hello Chancellor Wise,

I am emailing you with concerns of the possible new professor, Steven Salaita, who may be coming to UIUC. I am an alumni and just graduated from the school, but still care a great deal about it. I find his hatred towards Israel extremely offensive, racist and unacceptable as a professor. UIUC should have professionals who do not criticize or judge another religion or race, as that could be a huge deficit to the students. I have attached an image of his tweets on twitter and hope that this will make you realize his unprofessionalism. Please do not hire this man.

Best,

[REDACTED]

From: [Illinois Chancellor](#)
To: [Wise, Phyllis M](#)
Subject: FW: Steven Salaita
Date: Tuesday, July 29, 2014 6:59:47 PM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 29, 2014 6:14 PM
To: Illinois Chancellor
Subject: Steven Salaita

Hello Chancellor,

I hope you are enjoying your summer. I want to let you know how uncomfortable I am with the possibility of someone like Steven Salaita working at the University that I attend. His anti-Semitic and hateful beliefs should not be supported by a prestigious enterprise like the University of Illinois. If he is employed by the University in the Fall I will seriously consider transferring away from the University of Illinois because I can not support a terrible human being like him. I wanted to share this with you because I felt it was important and I trust that you always have the students best interests in mind.

Thank You

From: [Illinois Chancellor](#)
To: [Wise, Phyllis M](#)
Subject: FW: Prof. Salaita
Date: Tuesday, July 29, 2014 7:00:41 PM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 29, 2014 5:31 PM
To: Illinois Chancellor
Subject: Prof. Salaita

Chancellor Wise-

I was unsure whether to send this email, however, I would regret it if I didn't speak up. I know you may be receiving a number of emails regarding the pending hire of Prof. Salaita at the university. I am sure this is a difficult decision, as professors should not be judged based on personal views. However, I believe that it changes when the professor publicly expresses those views - making possible students uncomfortable.

I am a Jew whose family miraculously escaped death both during the Holocaust and the Suez Crisis in Egypt. I am a supporter of Israel, as well as a supporter of both Israelis and Palestinians living together in peace. But this conflict hits close to home for a deeper reason. My older sister made aliyah (moved to Israel) about 2 years ago, now serving in the IDF. Every time I see a rocket alert, a breaking news story about the death of an Israeli soldier or a Palestinian child, my heart stops. While I am constantly worried, I am incredibly proud of my sister as she protects the State of Israel.

This professor is spreading Israel hatred and anti Semitism across his twitter page. Articles online call him a pro jihadist and a Hamas supporter. I was brought up to accept all cultures/religions/opinions. However, in light of recent events in Israel and the possible Anti-Israel movement coming to Illinois this year, I feel unsafe having this man on campus.

Knowing this professor -- who has the ability to tap into students' brains -- can possibly teach his offensive beliefs in class makes me sick to my stomach. I fear for the (mentality of) prospective students in Prof. Salaita's class, especially if he finds out they are Jewish or even pro-Israel. Will he treat them fairly? Will he criticize their beliefs in class?

I know there are many aspects of this issue that I couldn't understand, but the most important thing is safety. It is the administration's job to make sure student's feel safe. In the end, I know the administration will do what they feel is best for the entire university.

Thank you for your time,



From: [Illinois Chancellor](#)
To: [Wise, Phyllis M](#)
Subject: FW: Professor Steven Salaita
Date: Tuesday, July 29, 2014 7:01:32 PM

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, July 29, 2014 4:38 PM
To: Illinois Chancellor
Subject: Professor Steven Salaita

Chancellor Wise,

I feel it is extremely inappropriate for the university to hire someone who shares his prejudiced views so publicly for the world to see.

I fear that if Professor Salaita is allowed to teach at our great university, he will force his hateful, anti-semitic views on innocent students. With tensions flaring in the Middle East, this is almost a certainty.

Simply put, I do not believe Professor Salaita should be allowed the privilege to teach at the University of Illinois.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Please read
Date: Tuesday, July 29, 2014 8:17:00 PM

Greetings,

As a member of the [REDACTED] employee, and a proud graduate College of Business in Finance and Accountancy Majors, I am deeply disappointed from the hire of Steven Salaita. I cannot stress enough how many times the [REDACTED] employees discuss this matter in the hallways & kitchens across our office - especially after [REDACTED] is considering of giving money and sponsoring the new basketball arena among other donations to the business school and such.

I believe our school is exactly the opposite of the new professor's ideology who is spreading Israel hatred and anti semitism across his twitter page. Articles found online are calling him a pro jihadist and a Hamas supporter (The same Hamas that the FBI titled a terrorist organization).

This would be a terrible hire for the university especially with a possibility of the anti Israel BDS movement coming to Illinois this year.

I hope my voice will make a change and am afraid that if not then I will have to ban the school from my life, the same school I learned to love & support (financially as well) during the years.

Thank you,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](mailto:Wise,Phyllis.M)
Cc: ahr@illinois.edu
Subject: Urgent Request to Review Hiring of Steven Salaita
Date: Tuesday, July 29, 2014 9:08:26 PM

Dear Chancellor Wise and University of Illinois Administration,

My name is [REDACTED] and I am an alum of UIUC (LAS 2013). I hope this letter finds the Chancellor well, however the circumstances under which I write are disappointing. As you probably know, the conflict in the Middle East has, unfortunately, continued to escalate. This has led to increased tension between those who support Israel and those who wish to see it destroyed. Though everyone is entitled to their own political opinion and expression of it, there must never be the wish of death or the delegitimization of a people. Instead, there must be encouragement of peace and the recognition of both Palestinians and Israelis to live in a land of their own with political and social harmony.

Mr. Steven Salaita, who is being considered for hiring at UIUC, has used social media to perpetuate hate and antisemitism. How can the University of Illinois, which claims in its Statement of Diversity, "The institution thus values inclusion and a pluralistic learning and research environment...", hire such an individual? Mr. Salaita cannot work for a university whose ideals run counter to his beliefs, and it would be an affront to any pro-Israel or Jewish student who may be in his classes.

Mr. Salaita Tweets (www.twitter.com/stevesalaita):

"Let's cut to the chase: If you are defending #Israel right now you're an awful human being."
(Jul 8, 2014. 11:46pm)

"The @IDFSpokesperson is a lying M*****" (Jul 15, 2014. 8:23am) -- I have taken the liberty of inserting "" as I refrain from such abrasive language.

"Ever wonder what it would look like if the KKK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza." (Jul 20, 2014. 10:14am)

These are a few among other disgusting and offensive Tweets. How can those with differing opinions ever feel comfortable or safe in the presence of Mr. Salaita whose zealotry clearly demonstrates his hate for another racial and religious group? It is without a doubt that Mr. Salaita's presence on campus would not only intimidate others, but would contribute to the spread of hate messages and anti-antisemitism.

I ask the Chancellor and the rest of the UIUC administration to refrain from hiring Mr. Salaita or to immediately terminate his contract if he has already been hired. His working for UIUC would be a disgrace to the university, the education it provides, and the safety and comfort that students and parents alike expect to feel there.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Salaita
Date: Wednesday, July 30, 2014 8:19:18 AM

Good morning Chancellor Wise,

My name is [REDACTED] and I completed my Masters degree from the UIUC in 2011. I was alerted to the controversy regarding Professor Salaita via a friends facebook post and would like to offer my **support** in his hiring, or at least ignoring the twitter posts from your decision. He offers what may be an inconvenient and unpopular viewpoint to many; however as a teacher, I have come to fully believe that is what makes for the richest of educational experiences.

I will admit to not knowing a whole lot about the current or historical situation between Israel and the Palestinians. However, Israel has more than enough spokespeople within our country, their opponents do not need to be further silenced.

The Daily Caller highlighted some of his "obnoxious" tweets, and while they may be aggressive and blunt, I struggled to find anything that would warrant being disqualified from teaching at the institution I hold near and dear to my heart.

--

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Anti Israel Professor
Date: Wednesday, July 30, 2014 2:42:23 PM

Hello Chancellor Wise-

I am sure that you have heard about the controversy surrounding the hiring of Professor Steven Salaita throughout the past couple of weeks. I as well as many other Jewish students on campus at the University of Illinois are very concerned about the hatred and anti Israel and anti - semitic rhetoric of Professor Salaita. I urge you if you have not already done so to look at his twitter page that is full of awful messages and tweets regarding Israel and Jews.

With the significant rise of anti semitism around the world as seen in Paris, Berlin, Zurich, Calgary, Chicago, Istanbul, Antwerp, Boston, and Miami Beach this past weekend it seems as if the world has turned the clocks back to Germany in the 1930's. I have already seen many anti semitic events throughout my time at the University of Illinois and the hiring of this professor will only increase the distaste toward Jewish students on campus. Professors are using their academic influence to teach students their views regardless of how much hatred that may cause.

This type of propaganda is not preaching the peace that is needed to solve the conflicts in the Middle East it is simply engraining entire generations with the hate of Jews and the State of Israel. Anti Israel protests are currently being used to spread massive amounts of anti semitism in countries and cities across the world right now. They are not preaching for a Palestinian State they are preaching for destruction of Israel and the death of all Jews. Supporters of Hamas targeting innocent Israelis and Jews should not be teaching in a university at the caliber of the University of Illinois. The first line of the Hamas Charter specifically calls for the destruction of Israel and Jews across the world. This will only deepen the hatred and conflict between both sides and is a grave mistake by the university. Not to mention he is terribly unprofessional. Based on his very public comments, I would feel threatened to be in a classroom, let alone on campus with him. A professor, who in a public forum openly called myself and fellow Israel supporters, "awful human beings" would not treat a classroom with the equality it deserves. Professor Salaita would be a detriment to the entire campus community. Please see the attached tweets from Professor Salaita's twitter page and view his entire twitter page. The University must seriously question the hiring of this man.

Thank you,
[REDACTED] & The Jewish Community of Champaign Urbana

--
[REDACTED]



Steven Salaita

@stevesalaita

Follow

Ever wonder what it would look like if the KKK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza.

10:28 AM - 20 Jul 2014

11 RETWEETS 7 FAVORITES



Steven Salaita

@stevesalaita

Follow

At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised? #Gaza

10:24 PM - 19 Jul 2014

65 RETWEETS 36 FAVORITES



Steven Salaita

@stevesalaita

Follow

The @IDFSpokesperson is a lying motherfucker.

8:23 AM - 15 Jul 2014

8 RETWEETS 15 FAVORITES



Steven Salaita

@stevesalaita

Follow

Let's cut to the chase:

If you're defending #Israel right now you're an awful human being.

11:46 PM - 8 Jul 2014

34 RETWEETS 27 FAVORITES



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steve Salaita
Date: Wednesday, July 30, 2014 2:52:12 PM

Chancellor Wise,

Going into my Senior year of college I am met with great joy. Whether it be the upcoming football season, the new friends I will meet in my classes, or simply the last year I will spend on the greatest place on Earth, I am very excited to see what this school year has to offer. However, I, along with many of my classmates, have been irked with the hiring of Professor Steven Salaita.

No matter what his views are--pro Israel, pro Hamas, pro Man, pro Woman--a man as radical as him should not be panned with the job of teaching growing minds like mine. While I would never take a class taught by him, I am scared that others will without knowing who he is. I am scared that he will impose his views on one student. I am scared that he will impose his views on hundreds.

With the growing amount of anti-semitism around the world especially in Paris, Berlin, Zurich, Calgary, Chicago, Istanbul, Antwerp, Boston, and Miami Beach, it is a crazy thing to think that it will not travel to Champaign. In fact, there have been many anti semitic events throughout campus this past year and there will be many more this upcoming school year. I am the last one to muzzle free speech, but preaching hate is something that should not be allowed at UIUC.

With all the misinformation presented in the media today regarding the crisis in the Middle East, the last thing we need on campus is a hate preaching professor that can do God only knows how much harm to the thoughts of the students on campus. I urge you to please reconsider his hiring and ultimately choose to terminate his employment.

Oskee Wow Wow,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Regarding New Hire
Date: Wednesday, July 30, 2014 3:30:38 PM

Good afternoon Chancellor Wise,

To introduce myself, my name is [REDACTED] and I am currently a student at the University of Illinois. I am writing to you, as I am sure many other students are, about the hiring of Professor Steven Salaita. I am very concerned regarding Professor Salaita's hatred and anti Israel and anti - semitic rhetoric. Although everyone is entitled to one's own opinion, I strongly believe professors have an immense influence on the ideas and beliefs that students hold. With intent to be an educator myself, I urge you to reconsider hiring someone who has already proven to have strong and hateful ideas and someone who is not afraid to show them (on Twitter for example). On the contrary, professors and educators alike should be preaching for peace in the conflicts occurring in the world and in the Middle East situation regardless of personal views. The University of Illinois has the responsibility of living up to the moral high ground that we, as students, expect of it; therefore, it must review the hiring of this professor.

Thank you for your time and all that you do for this University,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: The Hiring of Professor Steven Salaita
Date: Wednesday, July 30, 2014 3:37:28 PM

Dear Chancellor Wise,

I am a rising junior in LAS, and am also Jewish. It has come to my attention that the University of Illinois has hired Professor Steven Salaita to join the academic staff and teach courses to university students. I'm sure you are aware of the controversy surrounding Professor Salaita's Twitter page which expresses his, in my opinion, upsetting, beliefs regarding Israel, which in many of his tweets, he attributes to the Jewish religion. I firmly believe that every individual has the right to have and voice their own opinions. However, this right cannot be held up when it endangers others.

Thankfully, I personally have never encountered any anti-Semitism, but know quite a few peers who have, even on the University of Illinois campus. Anti-Semitic remarks and actions can be emotionally and/or physically harmful and stem from ignorance and a lack of education about Judaism as a religion and the Jewish ethnicity. For a professor who is very open about his Anti-Israel and Anti-Semitic beliefs to come to our campus and spread his beliefs to an already large enough population of students who don't know enough about the topic, could be incredibly damaging to the Jewish and Pro-Israel students and faculty on campus. I would like to finish my next couple of years at the university peacefully, and at graduation be able to think back on my time here with dignity and pride that University of Illinois faculty and students respect me and my culture. However, having a professor on campus, whose job is to teach and shape students' minds, with the very open beliefs that Steven Salaita does will only more greatly alienate the Jewish community on campus and beyond.

I hope that for these reasons and the overall safety of campus, the University of Illinois will reconsider the decision to hire Professor Steven Salaita.

Thank you for your time and consideration,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Salaita
Date: Wednesday, July 30, 2014 6:02:57 PM

Dear Chancellor Wise,

I know you're probably receiving a lot of emails about the controversy regarding the hiring of Professor Salaita, and you probably won't even read this email, but I still felt the need to send one as well to voice my concerns. I feel ashamed to attend a university that would even consider hiring this man. His twitter page is one of an absolute extremist. Anyone who questions his extreme beliefs, he belittles. What kind of educator reacts this way to questions about his beliefs? It is not only unprofessional, but embarrassing that he finds the need to react in that way. In one of his tweets, he calls anyone who defends Israel "an awful human being". I am a huge Israel supporter and am a part of organizations on our campus that support Israel. As a student of your university, I shouldn't have to be worried about this extremist who considers me an awful human being. With anti-Semitism growing around the world with the current situation of Gaza, I am genuinely worried that with the help of this professor, it could grow on our campus. Do you want to run a university where your students don't feel safe? I ask you and the university to please reconsider the hiring of this man.

Thank you,

[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita
Date: Wednesday, July 30, 2014 8:09:53 PM

Chancellor Wise,

I am emailing you about the recent hiring of Steven Salaita. I am an involved Jew on campus. I am a member of a Jewish fraternity and involved with many other organizations dealing with my religion. I wanted to state my opinion on the hiring of this man to you as you are the most powerful person of authority on campus. Steven Salaita is hateful and anti-Semitic. That is a fact that I and others in the Jewish community of the University of Illinois see plainly. If he is allowed to spill his hate on campus it is a bad portrayal of the open and caring university that I see everyday. As a Jew, I feel uncomfortable with him on campus and on faculty. It is utterly offensive to the Jewish community of the school to have him paid by this university. He has repeatedly been an opponent of the state of Israel and of Jews in general as can be seen on his twitter feed. Many of these statements I find personally offensive and frankly unbecoming of an academic at any university especially my own. It is a poor reflection on the leadership of this university that such a person is accepted here.

Sincerely,

[REDACTED]

From: [REDACTED]
To: Illinois Chancellor; Wise, Phyllis M
Subject: University of Illinois's decision to hire Prof. Steven Salaita
Date: Wednesday, July 30, 2014 10:21:30 PM

Dear Chancellor Wise,

I am a Jewish college sophomore from the Chicago area. Although I do not attend the University of Illinois myself, my father attended this wonderful school, and I have family and friends that are currently attending this prestigious university. I have been a fan of the Fighting Illini, I strongly considered this school in my college decision, and I will be considering the University of Illinois for graduate school. I feel a connection with the university, and my view of this school has been mainly positive. However, I am disappointed with the university's decision to hire Professor Steven Salaita.

I believe that diversity is an important part of a university's success, especially with a university as large as the University of Illinois. I respect the fact that people have views that may disagree with my own. However, a line must be drawn when such views turn into pure bigotry. Mr. Salaita is posting tweets and sharing articles about Judaism, Israel, and Zionism that do not have factual backing, and is using so to express a hatred towards Israel and the Jewish people. Such radicalism that Mr. Salaita preaches is contributing to the sharp rise in anti-Semitism that has occurred recently. By exposing students who might not know Mr. Salaita's views to his views, Mr. Salaita could use false information to influence others to his hate-filled cause. Mr. Salaita's tweets show that he is not afraid to state his views. This is a future University of Illinois professor that tweeted "(expletive) you, #Israel. And while I'm at it, (expletive) you, too, PA, Sisi, Arab monarchs, Obama, UK, EU, Canada, US Senate, corporate media, and ISIS" (The News Gazette). This is a professor who tweeted that "Jewishness is inherently violent" and that "By eagerly conflating Jewishness and Israel, Zionists are partly responsible when people say antisemitic (expletive) in response to Israeli terror" (Twitter, Steven Salaita). This is a professor who wrote a book called "Israel's Dead Soul".

This vitriol and hatred towards Israel and Jewish community shows an intolerance and bigotry that does not reflect the open-mindedness and diversity of such a prestigious university as the University of Illinois. Anti-Semitism has shown a sharp rise recently. Synagogues in France and Germany are being attacked (The Independent). The British Newspaper *The Daily Mail* has reported a rise in anti-Semitism in Britain (Daily Mail). Similar stories have occurred in Turkey, the Netherlands, Belgium, and the U.S, including places like Clarksville, Tennessee, Miami Beach, and other locations in Miami-Dade County, where I currently attend college. With media outlets presenting information that is not always 100% true, information that is skewed towards a political bias, or information that leaves out other essential facts, having a professor on campus that spreads misinformation in an attempt to garner support for his anti-Israel agenda only worsens the epidemic that is intolerance, bigotry, and anti-Semitism.

The University of Illinois says on its web site that it serves "the state, the nation, and the world by creating knowledge, preparing students for lives of impact, and addressing critical societal needs through the transfer and application of knowledge" (University of Illinois). Mr. Salaita's actions do not represent the viewpoint above, and he does not represent the values, morals, and people of the university. As a supporter of the University of Illinois, I implore you to reconsider and realize the depth of the university's actions in hiring this professor, and I urge

you to act in support of peace, tolerance, and open-mindedness and to choose terminate Mr. Salaita.

I look forward to hearing from you soon.

Sincerely,



Works Cited

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<http://illinois.edu/about/about.html>



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Steven Salaita
Date: Wednesday, July 30, 2014 10:40:32 PM

Hello Chancellor Wise,

I am sure that you have heard about the controversy surrounding the hiring of Professor Steven Salaita throughout the past couple of weeks. I, as well as many other students on campus at the University of Illinois, are very concerned about the hatred and anti Israel and anti - semitic rhetoric of Professor Salaita. I urge you if you have not already done so to look at his twitter page that is full of hateful messages and tweets regarding Israel and Jews.

With the significant rise of anti semitism around the world as seen in Paris, Berlin, Zurich, Calgary, Chicago, Istanbul, Antwerp, Boston, and Miami Beach this past weekend it seems as if the world has turned the clocks back to Germany in the 1930's. I have already seen many anti semitic events throughout my time at the University of Illinois and the hiring of this professor will only increase the distaste toward Jewish students on campus. Professors are using their academic influence to teach students their views regardless of how much hatred that may cause. Many of my closest friends are Jewish and I would be disappointed if campus turned into a place where they felt both unsafe and unwelcome.

Please see the attached tweets from Professor Salaita's twitter page and view his entire twitter page. The University must seriously question the hiring of this man.

Thank you,
[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Salaita Concerns
Date: Thursday, July 31, 2014 2:35:44 PM

Chancellor Wise,

I am writing to you in order to voice my concerns over the hiring of Professor Steven Salaita because after seeing his posts on social media, I feel threatened. I understand that he is entitled to his own opinions, being anti-Israel is his right, however it is the manner in which he is displaying these beliefs that I do not agree with. Not only are his posts unprofessional, but they are also derogatory and demeaning. Speaking in such a way about any group of people is unacceptable by my standards, regardless of their race, background, or beliefs. As a student, I would fear to take a class with any professor with such unprofessional and harmful methods. I urge you to reconsider the hiring of this man because no student should have to experience the discomfort and fear of learning from someone publicly displaying so much hatred.

Thank you,
[REDACTED]

From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Hiring of Professor Steven Salaita
Date: Thursday, July 31, 2014 2:58:10 PM

Chancellor Wise,

I am writing to share my concerns about the hiring of Professor Steven Salaita at the University of Illinois. His extreme anti-Israel views are broadcasted all over his twitter account in a very unprofessional manner, which is concerning to the Jewish community at the university and all over the world. As a student at the university, I would feel very uncomfortable knowing that a professor with such extreme anti-Israel views who isn't afraid to share his hatred is affiliated with the university.

While I understand we cannot punish Professor Salaita for his opinions as he is entitled to believe anything he wants, it is the way that he is preaching his beliefs and hatred that is concerning and an issue in my opinion. It is not the position of a college professor to push his or her beliefs on students. I am concerned that this would become an issue with Professor Salaita due to his strong beliefs and willingness to share these beliefs. College professors should encourage their students to develop their own views based on facts and evidence instead of preaching their own beliefs onto students at a very impressionable point in our lives. Many college students look up to their professors as mentors, so it is concerning that some students may have their views swayed by Professor Salaita. In addition, his posts on social media are very derogatory and degrading. It is wrong for any person to speak about a group of human beings in that way, no matter what race, religion, background, or beliefs they may have.

I encourage you to investigate this issue further and strongly reconsider the hiring of Professor Salaita because no student should have to experience the discomfort and fear of learning from someone who publically displays so much hatred.

Thank you.



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Professor Steven Salaita
Date: Thursday, July 31, 2014 4:43:42 AM

Dear Chancellor Wise,

I am [REDACTED], a rising junior at the University of Illinois and I am currently sitting in Tel-Aviv, Israel witnessing and experiencing the Israel-Hamas war first hand. I am sure that you have heard about the controversy surrounding the hiring of Professor Steven Salaita throughout the past couple of weeks. I as well as many other Jewish students on campus at the University of Illinois are very concerned about the hatred and anti Israel and anti - semitic rhetoric of Professor Salaita.

There is a global rise in anti-semitism, similar to the 1930's and we can not turn our backs to this. Bombings targeting Jewish synagogues in Paris, hundreds of thousands Hamas supporters in Chicago. It is impossible to look the other way. I have to tell you Professor Salaita's tweets are disgusting. He as well as much of the world forget that Hamas is using human shields to stand in the way of fire, as well as killing those who try to evacuate areas. His views are threatening to myself, and I do not feel comfortable walking around campus knowing he hates Jews. He is a public figure at a public university that does not take sides in conflicts such as these. Yet, with the hiring of Salaita, the University of Illinois is making a great mistake and hiring what I consider a Jihadist. He is an outright Jew-hater and we have no place for this on campus. He does not call for peace, he calls for the destruction of Israel and this is utterly unacceptable.

Overall, I would love to sit down with you, or create a dialogue between us because I feel threatened that a man like this can be hired by our university. I will attach some of his tweets although I am sure they have been brought to your attention.

Thank you, [REDACTED]



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Steven Salaita Concern, please read.
Date: Thursday, July 31, 2014 5:23:54 PM

Chancellor Wise,

I am sure that the controversy surrounding Professor Steven Salaita throughout the past couple of weeks has come to your attention. I, as well as many other Jewish students on campus at the University of Illinois, are very concerned about the hatred and anti-semitic rhetoric of Professor Salaita. I strongly urge you, if you have not already, to read his twitter page, full of distasteful messages and tweets regarding Israel and the Jewish People.

With the significant rise of anti-semitism around the world as seen in Paris, Berlin, Zurich, Calgary, Chicago, Istanbul, Antwerp, Boston, and Miami Beach this past weekend, it seems as if the world has turned the clocks back to Germany in the 1930's. I have already seen many anti-semitic events throughout my time at the University of Illinois. Employing this professor will only increase the hatred toward Jewish students on campus. Professors are using their academic influence to teach students their views regardless of how much hatred it could cause. This type of propaganda is not preaching the peace that is needed to resolve this conflict in the Middle East and others like it around the world. It is simply entrenching entire generations with the hate of Jews and the State of Israel. Anti-Israel protests are currently being used to spread massive amounts of anti-semitism in countries and cities across the world right now. They are not preaching for a Palestinian State, but rather for the destruction of Israel and the death of all Jews. The first line of the Hamas Charter specifically calls for the destruction of Israel and Jews across the world, again, a similar motive to the Nazi's in the 30s and 40s. This will only augment the hatred and conflict between both sides of this horrendous war and is a huge mistake by the university. The University must seriously question the hiring of this man. I believe that it is unfair for such a prestigious university to even contemplate the employment of such an ill-minded man. The University of Illinois webpage on diversity states, "I will advocate for an accessible, safe, and respectful environment to enhance the living, learning, and working community at Illinois." Let's make sure these values stay true.

Thank you,



From: [REDACTED]
To: Wise, Phyllis M
Subject: Professor Steven Salaita
Date: Thursday, July 31, 2014 9:56:00 PM

Dear Chancellor Wise,

I am emailing you today to give you my opinion about the hiring of Professor Steven Salaita. Professors are supposed to shape our education, lead us through one of the largest learning experiences of our lives.

Students make deep bonds with professors through research and joint projects. When a professor decides to take such anti-semitic standpoints, as Professor Salaita has, that can lead to his views being transferred to students which they can then pass on to their kids and people close to them. Such hatred towards the Jewish people is exactly what led to the mass murder of millions in Germany. By allowing Professor Salaita to spread his hatred to the youth of our nation, the University is condoning that action.

According to the Hamas charter, the Jewish people "have only negative traits and are presented as planning to take over the world" and that "Israel will exist and continue to exist until Islam will obliterate it." Those quotes are eerily similar to ones made by Adolf Hitler when he was rising to power in Nazi Germany, "the personification of the devil as the symbol of all evil assumes the living shape of the Jew." History shows us that putting people with those views in any position of power, be it leader of a nation or a professor who can influence the lives of thousands of students, results in genocide. Please do not allow that.

Our people are currently under constant missile fire in Israel because the hatred that Professor Salaita demonstrates is actually encouraged in the Middle East by Hamas and other extremist Muslims. Not only that but anti-semitism in general has been growing recently in Europe. Anti-semitic actions are on the rise in countries such as France and Belgium. If students were to think those actions were condoned because their professor was allowed to say things against Jewish people, what is to stop anti-semitic acts to happen on our own campus?

I am grateful for everything this University has to offer me, and am glad that I have the freedoms granted to me as a citizen of this great country. Yet, I cannot sit idly by while my friends, family and people I never have or will meet are verbally and physically attacked for their religion, of all things. That is not the country I grew up in, that is not what this country was founded on, and that is not a place I want to be a part of. I want this University to be the best it can possibly be, which is why I felt the need to tell you my opinion on this matter. I strongly urge you to make a logical decision that is in the best interest of this great University.

Thank you,
[REDACTED]

From: [REDACTED]
To: [Kaler, Robin Neal](#); [Wise, Phyllis M](#)
Subject: Re: Anti Semitism in Champaign Urbana
Date: Sunday, August 03, 2014 1:21:56 AM
Attachments: [Tweets.png](#)

Associate Chancellor Kaler,

Thank you for getting back to me and spreading my concern to the board of trustees. I was hoping that you would also be able to forward these other tweets to the board of trustees. This man has continued to write tweets regarding the destruction of Israel and hatred towards Jews living in the Land of Israel. We are constantly encouraged to represent the University of Illinois in a productive and intelligent way and Professor Salaita is doing the complete opposite. These tweets are disgusting, anti semitic, unintelligent, and completely unprofessional in every sense of the word not to mention completely false.

Many younger Jewish students that I know from my community are no longer planning on applying to the University of Illinois because of the offensive and disgusting rhetoric of Professor Salaita. Hiring this man will poison the minds of hundreds of students at the University of Illinois. Please do not make such a grave mistake. Hamas calls for the death and destruction of Jews in the first line of their Charter in Israel and across the world. Professor Salaita agrees with them.

Thank you,
[REDACTED]



On Jul 29, 2014, at 11:05 PM, Kaler, Robin Neal <rkaler@illinois.edu> wrote:

Dear [REDACTED]

Thank you for writing to Chancellor Wise to express your concerns about the possibility of Steven Salaita joining the faculty of the University of Illinois at Urbana-Champaign.

While I cannot comment on any specific employment decisions of the university, pursuant to the governing documents for the university the final decision for any faculty appointment at the level of assistant professor or above rests with the Board of Trustees. I, therefore, have passed your concerns along to the Secretary of the Board of Trustees.

Warm regards,

Robin Kaler
Associate Chancellor for Public Affairs

From: [REDACTED]
Date: July 29, 2014 at 3:07:51 PM CDT
To: <pmwise@illinois.edu>
Subject: Anti Semitism in Champaign Urbana

Hello Chancellor Wise,

I am sure that you have heard about the controversy surrounding the hiring of Professor Steven Salaita throughout the past couple of weeks. I as well as many other Jewish students on campus at the University of Illinois are very concerned about the hatred and anti Israel and anti - semitic rhetoric of Professor Salaita. I urge you if you have not already done so to look at his twitter page that is full of awful messages and tweets regarding Israel and Jews.

With the significant rise of anti semitism around the world as seen in Paris, Berlin, Zurich, Calgary, Chicago, Istanbul, Antwerp, Boston, and Miami Beach this past weekend it seems as if the world has turned the clocks back to Germany in the 1930's. I have already seen many anti semitic events throughout my time at the University of Illinois and the hiring of this professor will only increase the distaste toward Jewish students on campus. Professors are using their academic influence to teach students their views regardless of how much hatred that may cause.

This type of propaganda is not preaching the peace that is needed to solve the conflicts in the Middle East it is simply engraining entire generations with the hate of Jews and the State of Israel. Anti Israel protests are currently being used to spread massive amounts of anti semitism in countries and cities across the world right now. They are not preaching for a Palestinian State, they are preaching for destruction of Israel and the death of all Jews. Supporters of Hamas targeting innocent Israelis and Jews should not be teaching in a university at the caliber of the University of Illinois. The first line of the Hamas Charter specifically calls for the destruction of Israel and Jews across the world. This will only deepen the hatred and conflict between both sides and is a grave mistake by the university. Please see the attached tweets from Professor Salaita's twitter page and view his entire twitter page. The University must seriously question the hiring of this man.

Thank you,

[REDACTED] & The Jewish Community of Champaign Urbana



Steven Salaita
@stevesalaita

Follow

Ever wonder what it would look like if the KKK had F-16s and access to a surplus population of entrapped minorities? See #Israel and #Gaza.

10:28 AM - 20 Jul 2014

11 RETWEETS 7 FAVORITES



Steven Salaita
@stevesalaita

Follow

At this point, if Netanyahu appeared on TV with a necklace made from the teeth of Palestinian children, would anybody be surprised? #Gaza

10:24 PM - 19 Jul 2014

65 RETWEETS 36 FAVORITES



Steven Salaita
@stevesalaita

Follow

The @IDFSpokesperson is a lying motherfucker.

8:23 AM - 15 Jul 2014

8 RETWEETS 15 FAVORITES



Steven Salaita
@stevesalaita

Follow

Let's cut to the chase:

If you're defending #Israel right now you're an awful human being.

11:46 PM - 8 Jul 2014

34 RETWEETS 27 FAVORITES



From: [REDACTED]
To: [Wise, Phyllis M](#)
Subject: Fwd: Professor Steven Salaita
Date: Monday, August 04, 2014 9:40:08 AM

Dear Chancellor Wise,

I hope that you are having a nice summer. I have sent this email to both of your email addresses, as I am unsure which is the best way to contact you.

I am reaching out to you regarding the recent hiring of Professor Steven Salaita. I know I am not the first person to contact you regarding this issue, but I hope that you will be open to hearing what I have to say.

As I am sure you are aware, Professor Steven Salaita has been using twitter as an platform to voice his anti-Semitic and anti-Israel opinions. I am fully aware that he is allowed to have his own opinion, but his rhetoric is beyond hateful and inappropriate.

As a Jew, I do not feel comfortable knowing that the University of Illinois allows and supports this sort of behavior. I am currently an incoming senior, and while this is not the first time I have felt antisemitism at the University of Illinois, this is by far the most extreme and hurtful case.

I urge you to take action and reconsider the hiring of this man. He clearly does not have an open mind regarding this topic, which is concerning. As a professor having an open mind is a necessary trait for a professor. Additionally, this sort of behavior is extremely unprofessional and should be questioned.

Thank you for your time, and I look forward to hearing from you.



From: [REDACTED]
To: [Wise, Phyllis M](#); [President Easter](#); [uibot](#)
Subject: Regarding the Hiring of Mr. Steven Salaita
Date: Monday, August 04, 2014 1:00:22 PM

Dear Chancellor Wise, President Easter, and members of the Board of Trustees:

As a current student in the Class of 2015, I would like to voice my opinion on the hiring of Mr. Steven Salaita.

Our universities have a responsibility to be centers of open discussion and discourse on all issues. The importance of this role in our society cannot be understated, especially as this latest bout of fighting between Israel and Hamas in the Gaza Strip becomes the most polarizing and discussed issue today. In a time like this, I would hope that our University would act as an arena for open and respectful discussion between people with varying opinions and beliefs on this issue. Without speaking to those who hold alternative opinions, how can one hope to have a fully-formed position on any subject? However, when opposing viewpoints are met with hostility, disrespect, and bigotry, the principles and value of the University are threatened. This is why I feel both threatened and disheartened at the prospect of Steven Salaita joining the faculty at the University of Illinois.

I welcome discussion and discourse with anyone who disagrees with me on this issue, and I know that I could benefit from hearing those who hold different opinions. However, behavior shown by Steven Salaita in public forums, namely his Twitter account, show that he is unwilling and incapable of holding or fostering a respectful conversation with anyone who does not share his views. There are several examples in which Mr. Salaita actively discourages having any sort of discussion with "Zionists." Several times a day, he tweets inflammatory statements using straw man fallacies to accuse all "Zionists" of promoting child-murder and colonialism, and often mentioning how they are undeserving of discourse. I recognize the frustration that many people have with Israel in this conflict, and I share some of that frustration as well. But Mr. Salaita has shown that he has no interest in talking to anyone who supports Israel. Is this the kind of attitude that should be present at our University? I hope that you agree that it is not, especially from a faculty member. Alarming enough is Mr. Salaita's unwillingness to even hear opposing views, as well as encouraging his followers to do the same, but what truly crosses the line is his anti-Semitic rhetoric, inciting hatred and more polarization that makes Jewish students, such as myself, uncomfortable and unsafe.

What I found most alarming was this tweet: "Zionists: transforming 'antisemitism' from something horrible into something honorable since 1948." Calling anti-Semitism honorable should be evidence enough that Mr. Salaita is not qualified or capable of providing a safe and respectful learning environment for his students. I ask you if you can ensure that a student like myself would not be treated differently by Mr. Salaita merely because I am Jewish? Considering he has shown to excuse anti-Semitism (even calling it honorable) and is opposed to any discussion with someone of an opposing ideology, I truly hope that the University of Illinois can stand up for its students and ensure a fair, open, and respectful learning environment by seeing that Mr. Salaita does not join the faculty of the University.

If you have not yet, please see Mr. Salaita's [twitter account](#) for examples of his innumerable inflammatory and offensive posts.

Thank you,



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

EP.15.39 Report of Administrative Approvals through the January 26, 2015 meeting of the EPC.

Graduate Programs

Master of Accounting Science (MAS) – Require ACCY 517 (4 credit hours), Financial Statement Analysis, instead of ACCY 511 (4 credit hours), Risk Measurement/Reporting I.

Undergraduate Programs

LAS—BS in Chemical and Biomolecular Engineering – CHBE 121 (1 credit hour) — Revise footnote in Academic Catalog listing to state “For students entering the curriculum after the freshman year, 1 additional hr of credit from the list of approved engineering technical electives may be substituted in place of CHBE 121” to provide clarity so all students know they must complete 129 total hours for the major.

SENATE COMMITTEE ON EDUCATIONAL POLICY
Gay Miller, Chair

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

EP.15.40 Report of Administrative Approvals at the February 2, 2015 meeting of the EPC

Graduate Programs

Master of Science in Bioinformatics-Animal Sciences Concentration – Addition of a required comprehensive examination.

Master of Science and Ph.D. in Animal Sciences – Naming specific course (ANSC 590) required for Graduate Seminar in the Academic Catalog (previous wording just said “Graduate seminar enrollment is required every semester...”; updated wording to state “Graduate seminar (ANSC 590) enrollment is required every semester.”

Ph.D. in Animal Sciences – Naming specific course (ANSC 590) required for Graduate Seminar in the Academic Catalog (previous wording just said “Graduate seminar enrollment is required every semester...”; updated wording to state “Graduate seminar (ANSC 590) enrollment is required every semester.”

Undergraduate Programs

FAA – Bachelor of Music Education – Revision of General Education requirements for BME students to eliminate the Public Speaking requirement and remove specification that one course in the 6 hours of Humanities and the Arts must be outside the School of Music (see grid below; proposed revisions are in *italics*). These proposed revisions have been endorsed by the Council on Teacher Education.

Current BME Gen Ed Requirements	Proposed BME Gen Ed Requirements
Composition I	Composition I
Advanced Composition	Advanced Composition
<i>Public Speaking</i>	
<i>Humanities & the Arts – 6 hours, one course must be outside the School of Music</i>	<i>Humanities & the Arts – 6 hours</i>
Cultural Studies – 6 hours	Cultural Studies – 6 hours
Natural Science & Technology – 6 hours	Natural Science & Technology – 6 hours
Social & Behavioral Science – 3-4 hours	Social & Behavioral Science – 3-4 hours
PSYC 100	PSYC 100
Quantitative Reasoning I and II – 6-9 hours	Quantitative Reasoning I and II – 6-9 hours
Foreign language	Foreign language

FAA – Minor in Theatre – Add THEA 410, Dramaturgs Workshop, and THEA 452, Principles of Arts Management, to the list of elective options for the Minor in Theatre.

SENATE COMMITTEE ON EDUCATIONAL POLICY
Gay Miller, Chair

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

HE.15.04 Report on the December 12, 2014 meeting of the Faculty Advisory Council to the IBHE

The [Faculty Advisory Council \(FAC\)](#) of the [Illinois Board of Higher Education \(IBHE\)](#) held a regularly scheduled meeting at the facilities of the Illinois Association of School Boards (IASB) in Springfield. The meeting was hosted by the IBHE staff.

The meeting was called to order at 9:00 AM with introductions of those present. Mr. Roger L. Eddy, IASB Executive Director and former State Representative welcomed the group to his facility.

Aminmansour reported on an extensive conversation he had with Dr. James Applegate, the IBHE Executive Director.

Dr. Applegate gave a presentation on Guided Pathways to Success (GPS) and its potentials on how it can help students with challenges complete their college education. He referred to the Public Agenda for College and Career Success (2009) and the “60 by 2025” goal. He reported that college attainment levels have gone up by about 2%. However, he added, affordability has dropped. Applegate expressed concern over the widening gap in college attendance for underrepresented group of students. He stated that there needs to be an aggressive effort to increase adult students’ college completion. He expressed concerns about the fact that about 20% of the workforce has some college education, but no credentials.

Dr. Applegate also spoke about Complete College America’s GPS game changing strategies for states and colleges. They include performance-based funding based on completion rather than enrollment; co-requisite remediation; increased state funding; and the concept of “15 to finish,” which emphasizes 15 credits per semester for improved college completion. Applegate pointed out that he is trying to establish a higher education caucus of stakeholders including legislators, to push higher education issues at the state level.

Dr. Alan Phillips, IBHE Executive Deputy Director for planning and budgeting, offered the Council an update on the prospects of state funding for higher education. He stated that State appropriations to SURS are now about the same as total funding for public universities and community colleges. Phillips added that a 10-15% budget reduction for higher education is a very real possibility for the upcoming fiscal year. He added that a rescission during the remainder of FY 15 is also a real possibility.

David Tretter, President of the Federation of Illinois Private and Independent Colleges and Universities addressed the Council and offered his take on the State’s appropriation situation noting that there is much

uncertainty in the future. He added that we, as the higher education community, need to make the case to the State for higher education issues including funding.

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately and reported back to the Council. Topics discussed by the caucuses included shared governance; academic freedom; impact of the State's decreasing funding for higher education; MAP funding; hiring retired faculty and GPS.

Dr. Jennifer Delaney, a faculty member from UIUC College of Education and recent IBHE Faculty Fellow, gave a presentation on her research as an IBHE Faculty Fellow on the impacts of guaranteed tuition policies. She reported that it appears that the practice front-loads tuition. Professor Delaney reported that guaranteed tuition practices lead to tuition costs of about 24% higher over the four years.

In the Business portion of the meeting, the minutes of the November 21 FAC meeting at Oakton were approved. The Council approved a statement on shared governance to be publicized.

The meeting adjourned at 3:35 PM. The next FAC meeting is scheduled for January 16, 2015 at the Illinois Institute of Technology.

This report is prepared based on the draft minutes of the FAC meeting minutes prepared by the FAC Secretary, Professor Steve Rock of Western Illinois University (WIU). Much credit is owed to him.

Respectfully submitted
Abbas Aminmansour

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

HE.15.04 Report on the January 16, 2015 meeting of the Faculty Advisory Council to the IBHE

The [Faculty Advisory Council \(FAC\)](#) of the [Illinois Board of Higher Education \(IBHE\)](#) held a regularly scheduled meeting at the Illinois Institute of Technology (IIT) with 34 members present.

The meeting was called to order at 9:00 AM with introductions of those present. Professor Russell Betts, Dean of the Illinois Tech College of Science welcomed the Council to his campus. He reported that enrollment is up at IIT, but deferred maintenance is an issue. He added that IIT's admission is highly competitive and their programs are very rigorous. He felt that this situation may disadvantage local area students. However, he added that IIT has received an NSF grant which will target middle school teachers to improve this situation

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately and reported back to the Council. Topics discussed by the caucuses included President Obama and the City of Chicago's community initiatives for free college; Governor Rauner's Executive Order on non-essential expenses and what it means for higher education institutions; PARCC; Common Core; decline in enrollment at some community colleges; professional development and student financial aid.

Eric Zarnikow, Executive Director of the Illinois Student Assistance Commission (ISAC) addressed the Council. He reported on recent legislation affecting ISAC. He added that 24 states are interested in "pay it forward" plan which offers students free tuition like a loan and expects students to pay back the loan as a percentage of their income with a certain number of loans forgiven. Zarnikow also spoke about an advisory committee mandated by legislation to offer recommendations on MAP funding. It recommended that if an institution's completion rate drops below 80%, that their completion must improve by 5% and to reduce achievement gaps by income levels by 25%. He added that the recommendations will be implemented through ISAC rules.

Zarnikow spoke about college affordability and added that cost of higher education has gone up considerably more than family income has which has led to higher student debts. He noted that despite speculations, college education is still well worth the cost and offered statistics on higher income for people with post-secondary education.

In the Business portion of the meeting, the minutes of the December 12, 2014 FAC meeting in Springfield were approved. The Council also discussed topics to discuss at its meeting with the Board in April.

The meeting adjourned at 1:25 PM. The next FAC meeting is scheduled for February 20, 2015 at Robert Morris University.

This report is prepared based on the draft minutes of the FAC meeting minutes prepared by the FAC Secretary, Professor Steve Rock of Western Illinois University (WIU). Much credit is owed to him.

Respectfully submitted
Abbas Aminmansour

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

SC.15.07 Report on the January 15, 2015 meeting of the Board of Trustees of the University of Illinois at the Chicago campus

Mr. Edward McMillan convened the meeting of Wolcott, Wood and Taylor with Board Secretary Susan Kies calling the Roll.

The BOT entered Executive Session.

Open Session resumed following the Executive Session.

Mr. McMillan introduced Ms. Mary Gale Tan who sang the State song Illinois accompanied on the piano by Ms. Marlena Keller, IUC.

President Easter introduced various participants at today's BOT meeting.

Mr. McMillan welcomed new President Killeen.

Mr. McMillan recognized the January meeting as the annual meeting which means certain activities occur at only this meeting, including electing BOT officers.

Mr. Edward McMillan was elected to Chair the BOT. He continued to chair the meeting.

Mr. Jim Montgomery was elected to the BOT Executive Committee.

Ms. Karen Hasara was elected to the BOT Executive Committee.

Susan Kies, Walter Knorr, Lester McKeever, and Thomas Bearrows were re-elected into their positions of Board of Trustees Secretary, Comptroller, Treasurer, and University Counsel respectively.

UIC Interim Chancellor and Interim Vice Chancellor for Academic Affairs and Provost Gislason welcomed BOT members and meeting attendees to the UIC campus. Chancellor Gislason shared information about awards and grants received by UIC.

Vice President Walter Knorr gave a financial report, highlighting the Legislative Audit Commission accepting the 2013 Audit; IBHE cautions public universities to plan for probable budget reductions in FY 2015 and 2016; the State legislature has taken no action on the income tax extension and it has lapsed; Sangamon County Court ruled that the pension changes were unconstitutional. The Governor will make his budget address on Feb 18, 2015. Seeing the end of stimulus grants. We had a successful NSF grant audit and so no dollars to recover. Nominal increases in NSF and NIH funding anticipated. Continue to adjust to the Affordable Care Act. Substantial drop off in the last 10 years of Department of Defense grant funding. So we anticipate that grant funding will be even more competitive. Anticipated \$4-5 billion loss from the loss of the tax revenue. State backlog of bills has increased and is estimated at \$6.5 billion. We have seen reduced Medicare reimbursement rates. SURS unfunded liability exceeds \$20

billion estimated at June 30, 2014. U of I share of estimated unfunded pension obligation for SURS is estimated at \$8.2 billion. As of Jan 5, 2015, the State of Illinois owes the University of Illinois \$357 million. In 2015, current revenues are estimates as Tuition of \$1,098 million and General Tax Funds \$643 million. Deferred maintenance continues to be a major concern, and hovers near \$1.7 billion. University Federal Grants and Contracts for FY2014 just over \$675 million.

Chairman McMillan called for Committee reports:

BOT committee reports:

- Chairman and Trustee McMillan: Presented the items handled by the Audit, Budget, Finance and Facilities Committee.
- Trustee Hasara: Academic and Student Affairs Committee.
 - Vice President, Christophe Pierre shared:
 - Tuition – no increase in base rate of undergraduate tuition for 2015-16 academic year. Inflation related increases for graduate, professional and non-resident students and for fees.
 - So this means that for Urbana, the base rate is \$12,036, plus student fees of 3,018 (\$34 increase – 1.1%). Health insurance fee of \$582. So total is \$15,636 for tuition and fees.
 - First zero% increase in tuition in more than 20 years at UI. Follows two years of consecutive increases of 1.7% which were themselves the lowest tuition rate increases in nearly two decades.
 - Comment from Trustee Koritz – by state law, our tuition is guaranteed for the 4 years while a student is here; that is different than for most other competing institutions. This makes UI more competitive because it helps families plan a budget.
 - Comment from Trustee Estrada – this information makes us need to work harder with our State legislature to make sure they understand the value of UI education.
 - Trustee Hasara: Academic and Student Affairs Committee. Trustee Hasara gave the basics of items 4-16 on the BOT agenda, plus highlights of some presentations given to the ASAC meeting including how academic and the combatting of sexual violence.
- Trustee Koritz: University Healthcare Systems Committee. Addressing nursing shortage will be a collaboration between UI- Chicago and UI-Springfield. Safety standards falling short causing a decrease in Medicare payments of 1-2% which is substantial. UI-Chicago hospital has made substantial improvements in areas such as decreased central-line infections in patients. Trying to limit UI financial risks associated with the UI hospital.
 - Comment from Chancellor Koch at Springfield about the new nursing school collaborations. This is very important because health care is now the number one employer in Springfield now. Illinois students now have a new opportunity to earn a degree.
 - Question from Trustee Montgomery – how to mitigate Medicare losses? Dr. Jerry Bauman responded that they anticipate increased funding this spring. These payments will have to come from the State of Illinois and also from the Affordable Care Act.

Public Comment was received from:

Angelica Alfaro:

- She is excited to be a part of improving the relationships with the Latino/a populations of Chicago and UI. She attended Nobel Elementary school in Chicago, a part of the Chicago public schools system. She also attended and is a UI graduate. Currently there are over 500 Nobel students attending UI. The Pritzker Foundation and The Pritzker Traubert Family Foundation have provided \$3 million in scholarship endowments. They are funding \$12,000 per student annually for four years, and asking the state to match their scholarships. They have relationships with many universities and colleges in the State committed to the work, and they look forward to developing more fully UI relationships.

The BOT approved by voice vote the BOT regular agenda items 01 through 16. All passed with no discussion and no dissenting and no abstention votes.

The BOT approved the BOT roll call agenda items 17 through 25. All passed by roll call vote with some abstention votes, and with no dissenting votes.

Comments from President Killeen: He was very interested in item 4 of the regular agenda which was "Election of Timothy L. Killeen as Twentieth President, University of Illinois". He is happy to use the word 'We' in relation to the UI. We can succeed and we can be good stewards and wonderful advocates for higher education. We have a chance to reinvent public higher education. He will take all hands on the tiller. He expressed sincere thank you for the BOT confidence in hiring him.

BOT had no old or new business.

The BOT meeting was adjourned at 11:25 am.

Details of the meeting can be found at: <http://www.bot.uillinois.edu/multimedia> and at: <http://www.trustees.uillinois.edu/trustees/agenda/January-15-2015/0000-UIBOT-January-15-2015-meeting-notice.pdf>

The next BOT will be on Thursday, March 12, 2015, in Urbana.

Respectfully yours,

Gay Y. Miller

**OFFICE OF THE PROVOST
AND VICE CHANCELLOR FOR ACADEMIC AFFAIRS**

HIRING POLICIES AND PROCEDURES REVIEW COMMITTEE

FINAL REPORT

December 12, 2014



I L L I N O I S
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

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I. COMMITTEE CHARGE

The committee, which was jointly charged by the Provost and Vice Chancellor for Academic Affairs, Professor Ilesanmi Adesida, and the Chair of the Academic Senate, Professor Roy Campbell, was asked “to review policies and processes for faculty hiring on the Urbana-Champaign campus, including a review of pertinent sections of the University Statutes and related policies and processes” and to submit findings and any recommendations for changes or clarifications in the faculty hiring process. The committee focused on hiring processes for tenured and tenure-track faculty.

II. COMMITTEE MEMBERSHIP

Professor Eric Johnson, Law, *Chair*

Professor Amy Ando, Agricultural and Consumer Economics

Professor Dorothy Espelage, Educational Psychology

Professor Edward Feser, Dean, College of Fine and Applied Arts

Professor Charles Gammie, Physics and Astronomy

Professor Jean-Philippe Mathy, Director, School of Literatures, Cultures and Linguistics

Professor Michael Rothberg, Head, English

Associate Director Sandy Jones, Academic Human Resources

Associate Provost Katherine Galvin, *Ex-Officio*

III. EXECUTIVE SUMMARY

Charged with reviewing and making recommendations regarding faculty hiring policies and procedures at the University of Illinois at Urbana-Champaign, the committee first identified the principles that ought to guide faculty hiring and against which policies and procedures should be measured. The four guiding principles that must form the foundation for all faculty hiring policies and procedures are:

- **Effective review:** Policies and procedures should ensure that the university hires tenured and tenure-track faculty who are well qualified for their positions.
- **Competitiveness:** Hiring policies and procedures should enable the campus to compete successfully with other universities to attract top candidates.
- **Responsibility:** The University of Illinois at Urbana-Champaign should strive for responsible and principled behavior in hiring, not just to act narrowly within the law.
- **Shared Governance:** Hiring processes at the University of Illinois at Urbana-Champaign should adhere to the principles of shared governance as they are articulated in relevant university policies and *Statutes*.

The committee finds that these principles, to a large degree, are reflected in the current faculty hiring practices followed on the Urbana campus. In particular, the current hiring

practices rely on judgment of the department faculty and administrators who have the level of expertise necessary to thoroughly evaluate candidates' qualifications. Additionally, a key strength in the existing policies and practices is that all tenured or tenure-track faculty appointments are subjected to a second level review. This second level scrutiny is conducted by the deans or, in some cases, the provost.

Although the University *Statutes* indicate that final approval authority for academic appointments resides in the board of trustees, in practice the board has not engaged in substantive review of faculty qualifications. Rather, the board has relied upon the substantive reviews conducted by faculty within the academic unit, second level review by the college or provost, and tenure reviews by the campus off-cycle tenure committee. Through this practice of relying upon the academic and professional judgment of the faculty and faculty administrators, the board has successfully exercised its authority over faculty appointments. Specifically, the board has ongoing oversight of the performance of the chancellor, provost and deans through its power to appoint and reappoint those high-level campus administrators. The success of this longstanding appointment process is seen in the world-class faculty that the University of Illinois at Urbana-Champaign has been able to attract.

Although the hiring practices rely upon this effective delegation of substantive reviews to the campus, the formal hiring policy set forth in the University *Statutes* states that the board has final approval of tenured and tenure track faculty appointments. Until very recently, the board exercised this authority through a single board item that **confirmed** all academic appointments **approved** by the campus (including those with administrative appointments below the level of dean). This practice honors the board's role as a policy maker, is consistent with the board's schedule of meeting every two months, and most importantly, defers to and relies upon the academic judgment of the faculty and faculty administrators. If the board were to conduct substantive reviews of candidates' qualifications, such a change in our process would be fundamentally incompatible with the board's deliberative, policy-formulating role and the competitiveness of the campus would be seriously damaged. Competitiveness would be damaged because of substantial delays in the hiring process, loss of faculty candidates' trust and confidence in offers extended by the campus, and competitor universities having more nimble hiring practices. Most fundamentally, such a process would be contrary to the commitment to shared governance and to having hiring processes that are responsible and fair to faculty candidates.

For all of the foregoing reasons, the committee finds that the University of Illinois at Urbana-Champaign's goal of attracting the very best faculty would be best served by amending the

formal hiring policies to align them with the current and historical hiring practices followed by the Urbana campus. Specifically, the committee makes the following three recommendations:

- **Recommendation No. 1:** The board should continue its oversight of faculty hiring through the review and approval of all faculty administrative appointments at the level of deans and above.
- **Recommendation 2:** The board of trustees should formally delegate its responsibility for tenured and tenure-track academic appointments that do not involve administrative positions at the level of deans and above to the president, who in turn should continue the existing policy of delegating to the chancellor and provost.
- **Recommendation 3:** The campus should review its procedures for off-cycle tenure review to ensure that those processes continue to operate both rigorously and expeditiously.

IV. COMMITTEE ACTIVITIES AND PROCESS

The committee met seven times between October 14, 2014 and December 5, 2014. As part of its review, the committee examined the following policies:

- University of Illinois *Statutes*
- The General Rules Concerning University Organization and Procedure
- Provost Communication No. 2, Offering Academic Appointments
- Provost Communication No. 3, Appointments of Faculty and Academic Professionals

Additionally, the committee reviewed the policies and procedures for faculty appointments at peer institutions. The committee submitted its final report to Provost Adesida and Professor Roy Campbell, Chair of the Academic Senate, on December 12, 2014.

V. GUIDING PRINCIPLES

The committee began its work by outlining core principles that it believes should underpin the university's hiring policies and procedures. Collectively these principles served as a standard against which the committee evaluated current policies and procedures and identified recommendations for changes.

Effective review: Policies and procedures should ensure that the university hires tenured and tenure-track faculty who are well qualified for their positions.

Sufficient review must be carried out by qualified people to ensure that candidates are carefully and appropriately screened. The University *Statutes* describe the appropriate criteria to be used in such a process: “The basic criteria for employment and promotion of all university staff... shall be appropriate qualifications for and performance of the specified duties” (University *Statutes*, Article IX, Section 1). “Appointments shall be made solely on the basis of the special fitness of the individual for the work demanded in the position” (*Statutes* article IX, Section 3b).

Competitiveness: Hiring policies and procedures should enable the campus to compete successfully with other universities to attract top candidates.

In order to compete with other universities, Illinois must be able to move deliberately but promptly when a strong candidate is identified. The best candidates are likely to have other offers of employment with pressing deadlines. The duration of candidate uncertainty about whether an offer will translate into an actual job must be minimized, lest Illinois be unable to compete with more nimble universities.

Responsibility: The University of Illinois at Urbana-Champaign should strive for responsible and principled behavior in hiring, not just to act narrowly within the law.

The campus’s hiring policies and procedures should be highly principled and responsible. First, hiring decisions should be free of discrimination and consistent with the campus commitment to diversity. Not only do the law and our *Statutes* provide that “employees are to be selected ... without regard to political affiliation, relationship by blood or marriage, age, sex, race, creed, national origin, handicap, or status as a disabled veteran or veteran of the Vietnam era” (University *Statutes*, Article IX, Section 1), but the successful achievement of our mission also requires a diverse faculty and staff. Second, hiring decisions should be consistent with principles of academic freedom. Third, hiring processes should ensure that candidates are not required to take costly actions in reliance on a promise of employment that does not represent a final commitment.

Shared Governance: Hiring processes at the University of Illinois at Urbana-Champaign should adhere to the principles of shared governance as they are articulated in relevant university policies and *Statutes*.

A defining characteristic of higher education is the principle that governance of universities should be shared between the administration and the faculty. At the University of Illinois, the structure of shared governance is set forth throughout the University *Statutes*, starting in the Preamble where it states:

The educational policy, organization, and governance of the University as delegated by the Board of Trustees are promulgated in these *Statutes*. When acting on such matters, the board relies upon the advice of the university senates transmitted to it by the President of the University. In these matters each senate has a legitimate concern which justifies its participation in the enactment and amendment of the *Statutes*. The Board of Trustees reserves the power to initiate and make changes in the *Statutes*, but before making any change it will seek the advice of the senates.

In discussing the legislative organization of the University and the faculty role in governance, the statutes additionally provide: “As the responsible body in the teaching, research, and scholarly activities of the University, the faculty has inherent interests and rights in academic policy and governance. Each college or other academic unit shall be governed in its internal administration by its faculty . . .” (*Statutes*, Article II, Section 3b). At every level of the University, the *Statutes* require that faculty advisory bodies exist and call upon administrators to consult with faculty regarding matters of educational policy. *See* Article II, Section 1 (creation of campus senates), Article II, Section 2 (creation of University Senates Conference), Article II Section 3 (outlining faculty role in governance); Article II Section 4 (creation of the campus faculty advisory committee); Article III Section 2f (requirement for executive committees to advise deans on formulation and execution of policies); Article III Section 3d (college deans required to consult with faculty); Article III Section 4d(3) (schools required to have advisory committees); Article III, Section 5b (school deans or directors required to consult with faculty); Article IV, Section 1d (chaired departments required to have executive committees); and Article IV, Sections 3b & 3d (department heads required to consult with faculty). In affirming this principle, Provost Communication No. 27 asserts: “In a shared governance system, decisions are made through a process that rests upon collegial and collaborative consultation.” Such principles of faculty responsibility and collaborative consultation should guide the hiring process.

VI. ASSESSMENT OF CURRENT HIRING PROCEDURES

Current hiring procedures for the University of Illinois at Urbana-Champaign are established by the University *Statutes* (particularly Article IX, Section 3d) and by two provost communications: Provost Communication No. 2, which addresses the subject of “Offering Academic Positions,” and Provost Communication No. 3, which addresses the subject of “Appointments of Faculty and Academic Professionals.” All three documents contemplate a regular, sequential hiring process that usually begins with a recommendation by the department and ends with formal approval by the board of trustees.

Origin in department/first level of review. The first step in the hiring process ordinarily occurs at the department level. As provided in Article IX, Section 3d of the University *Statutes*, “[r]ecommendations to positions on the academic staff shall ordinarily originate with the department.” Some schools and colleges are not subdivided into departments. In those academic units, the recommendation to a position on the academic staff originates at the school or college level “with the officers in charge of the work concerned” (University *Statutes*, Article IX, Section 3d). In either event, the principle at work is the same: the hiring recommendation ordinarily originates with those faculty members and administrators who, by virtue of their first-hand knowledge of the candidate’s discipline, are best equipped to evaluate his or her qualifications.

Second level of review. After originating at the department level, recommendations undergo a second level of review, usually at the college level. As provided in Article III, Section 3d of the University *Statutes*, a department’s recommendation must “be presented to the dean.” After receiving the recommendation, the college dean must first confirm that “intra-departmental consultation procedures have been satisfied” in relation to the appointment, and then must consult with the department in deciding whether to approve or disapprove the appointment. The dean may not delegate responsibility for deciding whether to approve or disapprove the appointment (see Provost Communication No. 3 at p. 3).

When the recommendation originates not in a department but in an undivided college, the recommendation must be transmitted by the dean “to the campus for prior approval by the Provost” (Provost Communication No. 3 at p. 2). That requirement of approval by the provost implements the broader requirement that every academic appointment to a permanent position be approved “at two administrative levels, including the level from which the appointment is proposed” (*Id.*). Where undivided colleges are concerned, the provost is responsible for providing this second “level” of review.

Additional review for tenured appointments. Appointments with tenure must undergo additional scrutiny before an offer is extended. According to Provost Communication No. 3, the provost first “solicits comments [on the appointment] from the Chancellor, the Vice Chancellor for Research, Dean of the Graduate College, and the Chair of the Campus Committee on Promotion and Tenure.” (As a matter of custom, the chancellor also asks an associate chancellor to review the tenure packet and both the associate chancellor and the chancellor vote on the tenure case.) After consulting with this de facto off-cycle promotion and tenure committee, the provost “acts on the case and notifies the unit” (Provost Communication No. 3 at p. 8). In conducting this review, the provost demands “evidence justifying tenure that is comparable to the evidence required internally for the granting of tenure” (*Id.*). The review is described in Provost Communication No. 3 as taking five to ten days but the review can take longer in practice.

Additional review for appointments to named chairs and professorships. Appointments to named chairs and professorships also must be approved by the provost before an offer is extended, regardless of whether the appointment is with or without tenure (See Provost Communication No. 6 at 2, 6-7). For these appointments, the provost seeks the advice of the Committee on Endowed Appointments as part of the normal review process. Campus-wide chairs and professorships are awarded by the chancellor upon recommendation of the provost and the Committee on Endowed Appointments.

Extension of an offer. After the recommendation for appointment has been approved through the appropriate channels, the dean sends “a letter of invitation” to the candidate (Provost Communication No. 2 at p. 2). That letter of invitation, like all other interactions with the candidate, “must indicate that the final appointment requires Board approval” (*Id.* at p. 4). Specifically, the letter must include “[a] statement that the invitation is contingent upon approval by the Board of Trustees of the University of Illinois” (*Id.* at p. 6).

Transmittal to Academic Human Resources. After the candidate accepts the campus’s offer of employment, the department where the offer originated is responsible for forwarding the candidate’s curriculum vitae to the Office of Academic Human Resources (AHR) “so that office can develop the required Board of Trustees agenda item and biographical sketch, and provide a copy to the Board of Trustees” (Provost Communication No. 2 at p. 4).

In practice, substantial delay often occurs between the candidate’s date of acceptance and the date that the required information is transmitted to AHR. The reason for this delay is that departments are required to secure compliance with a variety of technical conditions related

to employment (for example, that the candidate has completed mandatory ethics training) before forwarding the candidate's information to AHR for payroll application. This information is used to compile a biographical sketch—a short narrative about the candidate—for the board of trustees. Compliance with those technical requirements, although not difficult, often takes considerable time.

Board of trustees approval. In accordance with Provost Communication No. 2, AHR develops an “agenda item” for the board of trustees, along with the biographical sketch. The biographical sketch consists of the candidate's name, a description of the position, the salary, the candidate's former position, and the candidate's education. On the basis of the information in the sketch, the board votes on the candidate at a regularly scheduled meeting. Tenure system faculty appointments that do not include high level administrative appointments (deans or above) are submitted to the board as one collective item for review and approval. Until the September 2014 board meeting, the language of the board item for such appointments indicated that “[t]he following new appointments to the faculty at the rank of assistant professor and above, and certain administrative positions, **have been approved since the previous meeting of the Board of Trustees and are now presented for your confirmation**” (emphasis added). Each appointment of an administrator at the level of dean and above, which in most cases is a tenure-track appointment also, is submitted as single board item that is individually reviewed and approved by the board. Approval by the board marks the end of the hiring process.

As for timing, Attachment No. 1 to Provost Communication No. 3 provides that for tenure-track faculty, faculty on Q appointments, and new hires with tenure—excluding administrators at the level of dean and above—“Board approval is required...via a brief biosketch; however, approval is not required prior to the effective date of an appointment...” Attachment No. 1 is a reference document issued from the board of trustees' office in December 2011. As a matter of administrative efficiency in appointment processing, departments transmit to AHR the new tenure system faculty appointment information for each new hire at the time all other contingencies for employment have been met, e.g., federal I-9 confirmation of eligibility to work and state required ethics training. Hence, at the time AHR forwards the biosketch to the board of trustees, the only remaining contingency for permanent appointment is the final board of trustees' approval. In practice, it has become commonplace for the board to approve new hires at the September meeting following the August in which those individuals began work.

Role of the president. The statutes specifically provide that “All appointments, reappointments, and promotions of academic staff, as defined in Article IX, Section 4a, shall be made by the Board of Trustees on the recommendation of the chancellor/vice president concerned and the president.” On the Urbana campus the president has delegated this authority to the chancellor. This delegation is reflected in Provost Communication No. 3, which states that “The President has delegated administrative authority over academic appointments on this campus to the Chancellor . . .”

Role of the chancellor. The chancellor usually does not, however, exercise directly the authority delegated to her/him by the president. Rather, as explained in Provost Communication No. 3, the chancellor “has in turn delegated [administrative authority over academic appointments] to the Provost and Vice Chancellor for Academic Affairs.” The chancellor’s only direct, non-delegated role in routine academic appointments is as a member of the committee that advises the provost on the subject of off-cycle tenure reviews, as explained above. The chancellor is directly responsible, however, for awarding campus-wide chairs and professorships.

Role of the provost. Although provost review and approval is required to conduct a search for assistant professor positions, the provost does not review and approve appointment offers to successful assistant professor candidates except when necessary to satisfy the requirement for second-level review. Thus, in cases where provost review is not necessary to satisfy the requirement for second-level review, the provost in effect has delegated his/her authority over appointments at the level of assistant professor to the college deans. In the usual case, then, the provost approves the assistant professor *position*, but not the individual who is appointed to that position.

Procedures in challenged cases. The University *Statutes* articulate a procedure for deans to challenge appointment decisions by higher-level administrators. Article III, Section 3d of the University *Statutes* provides that “[i]n case a [hiring] recommendation is not approved by the 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.” As noted above, in practice neither the president nor the chancellor exercises direct authority over appointments; both have delegated their powers to the provost. Therefore, the combination of statutes and campus procedures mean that the effect of the Article III, Section 3d provision is to permit a dean to present a case for hiring directly to the board of trustees, when the board consents, in instances when the provost disapproves a particular appointment.

VII. FINDINGS

The University of Illinois at Urbana-Champaign’s status as one of the world’s premier research universities has been achieved through current hiring practices that rely on the judgment of the department faculty and administrators and the requirement for second level review for all faculty appointments by campus level faculty administrators.

A primary strength of the existing practices and procedures is their reliance on the judgment of those who are best equipped to evaluate the candidate’s qualifications, namely, faculty and administrators from a candidate’s discipline. Article IX, Section 3d of the University *Statutes* provides that “[r]ecommendations to positions on the academic staff shall ordinarily originate with the department.” That allocation of responsibility is in keeping with the department’s statutory role as “the primary unit of education and administration within the University” (University *Statutes*, Article IV, Section 1a). It also is in keeping with the role of departments as repositories of expertise in “particular field[s] of knowledge” (*Id.*). Those who participate in research and instruction in a particular field of knowledge usually are best equipped to evaluate others in the same field.

Yet it is also a strength of the existing policies and procedures that all appointments are subjected to a second level of review. All tenured and tenure-track hiring decisions have significant long-term financial and scholarly implications for the success of the university as a whole, not just the individual discipline and academic unit. Accordingly, under Provost Communication No. 3, all academic appointments to permanent (i.e., non-visiting) positions “require prior approval at two administrative levels, including the level from which the appointment is proposed.” In the usual course, the required second level of review will be afforded when the department’s recommendation “is presented to the dean of the college for transmission with the dean’s recommendation to the chancellor/vice president” (University *Statutes*, Article IX, Section 3d). In other cases, as where recommendations originate in undivided colleges, schools, or institutes, the second level of review is afforded by the provost (Provost Communication No. 3, at page 3). What is critical in either event is that recommendations from departments are subjected to scrutiny by faculty administrators who, though generally less familiar with the candidate’s particular field of knowledge, are able to bring a broader perspective to the review of the candidate’s qualifications and value to the institution.

In many respects, the campus’s existing procedures are consistent, expeditious, and non-duplicative. Although the University *Statutes* situate responsibility for appointments in the

president and chancellor (see Article IX, Section 3a), both the president and the chancellor have delegated those responsibilities to the provost (Provost Communication No. 3 at page 1). Those delegations have the effect both of eliminating needless duplication of effort and of concentrating ultimate responsibility over appointments in the campus's chief academic officer and its academic deans. They also have the effect of expediting the process leading up to the university's formal offer of appointment, thus helping the university compete effectively with other universities for top candidates.

The board of trustees plays a foundational and critically important, albeit indirect, role in current hiring practices through its appointment and oversight of campus-level administrators.

The campus's hiring practices are strengthened by the oversight of the board of trustees. The most direct and effective way that the board ensures the excellence of the faculty hired is through its appointment and oversight of campus faculty administrators who conduct the substantive review of faculty appointments. Through its review and approval of the appointments to key campus administrative positions (e.g., chancellor, provost, deans), the board has ensured that the right leadership is in place to build and maintain a first class faculty. Specifically, the board is responsible for the appointment (and annual reappointment) of the chancellors and provosts. On the Urbana campus, the provost is in turn responsible both for conducting reviews of all tenured appointments and for conducting "second-level" reviews of some tenure-track appointments (University *Statutes*, Article III, Section 1g). The board also is responsible for the appointment (and annual reappointment) of college deans, each of whom is responsible for reviewing all appointments to his or her college's faculty (University *Statutes*, Article III, Section 3b).

In appointing high quality administrators and delegating carefully, the board of trustees exercises its authority over appointments very effectively, albeit somewhat indirectly. Indeed, current review procedures and approval processes are robust. Even at the level of assistant professor, an offer of employment is extended only after the candidate's qualifications have been subjected to at least two levels of review—usually by the department and then by the college. For tenured positions, the review that precedes the offer is even more searching. After the college dean approves an appointment with tenure, the provost "solicits comments from the Chancellor, the Vice Chancellor for Research, the Dean of the Graduate College, and the Chair of the Campus Committee on Promotion and Tenure" (Provost Communication No. 3 at p. 8). The provost then relies on the guidance received in deciding whether to approve the proposed offer. Deans of colleges typically review the entire

tenure dossier in making a tenure recommendation. The provost's review of tenured hires makes use of the contents of a full tenure dossier, including letters from external evaluators.

Even now, the board of trustees does not participate directly in substantive review of the qualifications of individual faculty candidates.

Current procedures technically require board approval of all tenured and tenure-track faculty appointments. In practice, however, the board does not conduct substantive reviews of faculty appointments that do not include administrative responsibilities. Rather, the board relies upon the substantive reviews conducted by the faculty and administrators in the relevant departments and on the second-level review conducted by the deans or the provost.

This practice is reflected in the language of the board agenda items for faculty appointment, which until recently stated that such appointments “**have been approved** since the previous meeting of the Board of Trustees **and are now presented for your confirmation.**” (emphasis added). This practice also is reflected in the fact that such appointments are collectively submitted to the board as one item for review and approval. Finally, this practice is reflected in the character of the information provided to the board. The biographical sketches that, in the usual case, provide the exclusive basis for the board's review include only the candidate's name, a description of the position, the salary, the candidate's former position, and the candidate's education. The sketches include no outside reviews of the candidate's academic work, or the work itself, and thus they provide no basis for real scrutiny of the candidate's qualifications. Although the board may request additional information from Academic Human Resources, it rarely has the information at its disposal to motivate such a request.

If the board of trustees were to conduct substantive reviews of candidates' qualifications, the Urbana campus would be unable to compete with other universities for the best faculty.

Direct participation by the board in substantive review of candidates' qualifications would introduce substantial delays into the hiring process. Under the current hiring practices, the campus's two-level substantive review of faculty candidates' qualifications is completed before the campus extends an offer of employment. Unlike the participants in this current two-level review process—the department, the dean, and sometimes the provost—the board would be unable, as a practical matter, to complete its review of the candidate's qualifications before the campus extends an offer.

Nor, probably, would the board be able even to complete its review of the candidate's qualifications within a few weeks after the candidate's acceptance of the offer. The board currently meets only once every two months. This meeting schedule is consistent with the deliberative role assigned to the board by the University *Statutes*. The first sentence of the *Statutes*—in Article I, Section 1—states that “[t]he Board of Trustees formulates university policies but leaves the execution of those policies to its administrative agents, acting under its general supervision.” To require board members to review promptly the substantive qualifications of every candidate for faculty appointment not only would be onerous, it would be fundamentally incompatible with the board's deliberative, policy-formulating role.

Realistically, if the board were to conduct substantive reviews of candidates' qualifications, its review would occur several months after the candidate had accepted the campus's offer of employment, as does the board's current formal “confirmation” of candidates. But it is unrealistic to suppose that strong candidates for faculty positions would be willing to wait until several months *after* their acceptance of the campus's offer to learn whether they actually would be appointed. Because the University of Illinois at Urbana-Champaign is one of the world's premier research universities, candidates for its faculty positions are highly sought-after. It is unusual when candidates are *not* faced with a choice between the University of Illinois at Urbana-Champaign and a competing top university. If the Urbana campus were to condition every offer of employment on the uncertain outcome of a substantive board review process months later, the campus would be at a strong competitive disadvantage in relation to its peers, particularly those that—like the University of California system—have formally delegated the making of faculty appointments to campus or university administrators.

Moreover, requiring faculty candidates to endure months of uncertainty after their acceptance of the campus's offer would be inconsistent with the requirements of principled hiring and respect for current and future employees. In the interval between the candidate's acceptance of the university's offer and approval by the board of trustees, candidates routinely must relinquish existing tenured or tenure-track positions; turn down other offers of employment; and uproot their families. It is important to note that exposing recruited job candidates to financial risk in this manner is not typical in either the private sector or other areas of the public sector. It is true that candidates are on notice that the board of trustees might eventually reject their appointment; Provost Communication No. 3 requires that every candidate be advised that his or her employment is contingent on board of trustees' approval. However, in practice, Illinois has long relied on the assumption that board approval is *pro*

forma; that assumption has allowed Illinois to appear to be more nimble in hiring than its formal policies and procedures actually imply.

The University of Illinois at Urbana-Champaign’s goal of attracting the very best faculty would be best served by amending the formal hiring policies to align them with the current and historical hiring practices followed by the Urbana campus.

The campus’s past success in attracting strong faculty candidates is attributable, in part, to the fact that candidates have assumed that the board’s approval of their appointments is *pro forma*. Recent actions have called that assumption into question. In theory, the board could remedy this by somehow reestablishing confidence among candidates that extended offers would not later be rescinded by board action. Yet even if the board could succeed in reestablishing such confidence, the board would need to minimize its role in a way that is, in practical terms, indistinguishable from delegation to administrators: the board technically would retain its power to disapprove appointments but only at the price of promising never to exercise this power. This sort of de facto delegation has nothing to recommend it over formal delegation.

The better alternative is to align the university’s formal hiring *policies* with the current and historical hiring *practices*. If the board were formally to delegate its authority over appointments to campus administrators, faculty candidates would not have to face even a theoretical risk that their appointments would be reversed months after their acceptance of the campus’s offer. Nor would campus administrators need to reassure candidates that their offers of employment, despite technically being conditioned on board approval, are actually unconditional for all practical purposes. At the same time, formal delegation would preserve all the strengths of the existing hiring processes. After delegation, departments and colleges—and where appropriate the provost—would continue to conduct rigorous substantive reviews of candidates’ qualifications. The board, in turn, would continue to oversee the appointments process through its power to appoint and reappoint the campus administrators—college deans and the provost—who ultimately are responsible for this substantive review.

VIII. RECOMMENDATIONS

Recommendation No. 1: The board should continue its oversight of faculty hiring through the review and approval of all faculty administrative appointments at the level of deans and above.

Currently, both the hiring policies and the actual practices involve the board in a substantive review of administrative appointments at the level of deans and above. Each such appointment is submitted to the board as an individual agenda item and the board reviews and approves each appointment separately. Moreover, the board exercises ongoing oversight over the performance of administrators through the reporting line that extends up through the president, as well as through the annual re-appointment of those high-level administrative posts. The deans and provost perform the critically important role of ensuring that broader institutional interests are considered and honored through the mechanism of second level review of the originating department's appointment recommendations. This has proven to be a highly effective mechanism for the board and the university to ensure that the best faculty are recruited, as evidenced by the high stature and level of accomplishment of the faculty at the University of Illinois at Urbana-Champaign. Therefore, the committee recommends that the board continue its effective oversight of faculty hiring through its review and approval of administrative appointments at the level of deans and above.

Recommendation 2: The board of trustees should formally delegate its responsibility for tenured and tenure-track academic appointments that do not involve administrative positions at the level of deans and above to the president, who in turn should continue the existing policy of delegating to the chancellor and provost.

Formal delegation by the board of its authority over appointments to the president would ensure that the University of Illinois at Urbana-Champaign retains its ability to recruit and hire the very best faculty. The practices in place, which include a delegation of the presidential approval authority to the chancellor and to the provost, already ensure an appropriate and rigorous review of candidate qualifications by the faculty and department level administrators with the necessary expertise and include an effective second level review process by campus faculty administrators for whom there is a built-in accountability mechanism to the board. Moreover, if the board actually were to exercise its existing authority over appointments—by occasionally rejecting an appointment months after the candidate had accepted the campus's offer of employment—the consequences for the campus's ability to compete with other universities for strong faculty candidates would be

severe. Accordingly, the committee recommends that the board align the hiring policies and actual practice by delegating to the president, who in turn delegates to the chancellor and the provost, the authority to approve tenure system faculty appointments that do not involve administrative positions at the level of dean and above.

This recommendation is consistent with practices at the university's peer institutions. Although some of the university's peer institutions do require formal board approval of all appointments, others empower presidents and chancellors to make appointments deliberately but swiftly. In the University of California system, for example, "[c]hancellors are authorized to approve all appointments, reappointments, merit increases, and promotions of academic personnel under their jurisdiction" (see University of California Academic Personnel Manual § 200-24, found at <http://www.ucop.edu/academic-personnel-programs/academic-personnel-policy/appointment-and-promotion/index.html>). Likewise, Pennsylvania State University delegates authority over all appointments to the university president, who in turn delegates that authority to hire assistant professors to the deans.

<https://guru.psu.edu/policies/ohr/hr13.html>. At Penn State, faculty appointments with tenure, dean appointments and other executive positions are reviewed by the provost, with the president having final appointment approval.

<http://www.psu.edu/vpaa/p%20and%20t/immed%20review.htm>. Thus, in the California and Penn State systems, governing boards have opted to exercise their hiring oversight via the appointment of top administrators, thus creating more agile institutions.

Recommendation 3: The campus should review its procedures for off-cycle tenure cases to ensure that those processes continue to operate both rigorously and expeditiously.

When candidates are considered for appointments with tenure, timing issues preclude application of the usual "on-cycle" tenure-review procedures articulated in Provost Communication No. 9. Still, appointments with tenure at the associate professor and professor levels require careful scrutiny of the candidates' qualifications. They require, in the words of Provost Communication No. 3, "evidence justifying tenure that is comparable to the evidence required internally for the granting of tenure" (Provost Communication No. 3, at page 8).

The procedures governing "off-cycle" tenure reviews were considered in the Report of the Senate Executive Committee Task Force on Faculty Issues and Concerns, which was issued by the task force on September 16, 2013 and later was adopted by the faculty senate. In this

review, the task force identified the “[l]ack of explicit procedures for off-cycle P&T reviews” as a reason for concern, but also acknowledged that it was “not aware of any abuses of [the off-cycle tenure-review process].” The task force’s concerns about the “lack of explicit procedures” appear to be focused primarily on reviews at the department and college level.

At the campus level the procedures for off-cycle reviews are specifically prescribed. Provost Communication No. 3 provides that the provost, before approving an appointment with tenure, “solicits comments” from what amounts to a de facto off-cycle promotion and tenure committee, composed of “the Chancellor, the Vice Chancellor for Research, Dean of the Graduate College, and Chair of the Campus Committee on Promotion and Tenure.” Like the Senate Task Force, this committee is unaware of any abuses of the off-cycle tenure-review process. The committee also is unaware of any case where the review process has failed to operate rigorously and expeditiously.

Still, in light of the critical role of off-cycle tenure review in the appointments process, and in light of the concerns raised by the Senate Task Force, the committee recommends that the campus examine the current procedures for off-cycle review. In particular, the campus should consider expanding the off-cycle promotion and tenure committee to include a broader spectrum of senior faculty with experience on the Campus Committee on Promotion and Tenure, with a view to ensuring that off-cycle reviews partake of the same rigor as on-cycle reviews.

This recommendation is in keeping with the committee’s recommendation that the board of trustees delegate its responsibility for appointments both at the assistant-professor level and at the tenured level. This recommendation is also in keeping with the principles of shared governance and in particular with the faculty’s responsibility to maintain academic excellence and the high professional standards appropriate to one of the world’s premier research universities.

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

UC.15.05 Report on the December 12, 2014 Meeting of the University Senates Conference at the Chicago Campus

The Conference membership list for 2014-15 can be found here:

<http://www.usc.uillinois.edu/membership.cfm>

The agenda for this meeting can be found here:

<http://www.usc.uillinois.edu/documents>

The Conference was joined by Vice-President of Academic Affairs Christophe Pierre, Associate Vice-President for Human Resources Maureen Parks, and Assistant Vice-President for Human Resources Jami Painter

Conference members present: Don Chambers (chair), Shar Fadavi (phone), Sandra DeGroote, Kouros Mohammadian, Jorge Villegas, Xiaoqing Li, George Francis, Kim Graber, Nicholas Burbules, Prasanta Kalita, Roy Campbell, Joyce Tolliver, Sally Jackson (phone), Carol Leff (phone), Catherine Vincent (ex officio as chair of UIC senate)

MEETING WITH VICE PRESIDENT PIERRE

Vice President Pierre discussed the transition to the new presidency and the new Board composition. He noted that President-Designate Killeen considers himself a “congenital optimist,” and that he has a steep learning curve, given that our institution is complex, and it is very important that new president understand the workings of University Administration and of the three campuses.

The vice-president told the Conference that Dr. Killeen will be visiting the campuses and the offices of University Administration several times before he takes office officially.

Regarding the budget, Vice President Pierre stated that, in general, the University is in good shape financially, although some areas could be improved, such as fund-raising. His assessment was that in the short term, we will be able to cope with budget reductions. However, we have been asked to model a plan for dealing with a 20% decrease in General Revenue Funds, about \$132 million. At this point, it is not clear how much the budget will have to be cut. The Vice-President also mentioned that there is discussion at the State level of gradually transferring pension costs to the university.

MEETING WITH ASSOCIATE VICE PRESIDENT PARKS AND ASSISTANT VICE PRESIDENT PAINTER

The Conference held an extended discussion with Ms. Parks and Ms. Painter regarding changes to the University’s policies and procedures regarding pre-employment criminal background checks, which will take effect at some point during 2015.

In the context of a nation-wide discussion regarding criminal background checks that was prompted by the recent issues at Penn State, the Office of Human Resources surveyed current practices at peer institutions and concluded that it would be advisable to expand our current practices. Ms. Painter and Ms. Parks co-chair a university working group on background checks.

Currently these policies and procedures are set by each individual campus and by UA for its own employment processes. Currently the University does background checks only for security-sensitive positions; each campus decides which positions are security-sensitive. Each campus also determines for itself how to respond when a background check results in a “positive hit,” that is, a conviction of a misdemeanor or felony crime.

The new policy being considered by the Office of Human Resources would involve implementing background checks for all new hires of faculty members, staff members, and residents. In cases of “findings,” each case would be handled individually. The Office of Human Resources does not anticipate having to hire new staff to deal with new policy.

The Urbana campus already has a committee that reviews the results of background checks for potential hires in security-sensitive positions. This committee currently meets once a month. The Conference emphasized the importance of faculty members being strongly represented in any committee that would review the results of “positive hits” for potential faculty hires.

BUSINESS MEETING

Chair remarks: Chair Chambers remarked on the multiple transitions the University is undergoing (a new president, a new UIC chancellor and, eventually, a new provost; new Board composition, and new governor.) He proposed two resolutions, thanking outgoing Board members Chris Kennedy and Pamela Strobel for their service.

Statutes revision process (Nicholas Burbules, Chair, USC Statutes and Governance Committee)

Prof. Burbules reported that the UIC senate has now forwarded its advice on all the proposed revisions to the Statutes. The Urbana senate had only discussed the first two of eight groups of revisions, and it was estimated that the Urbana senate would need at least two more meetings to discuss all the proposed revisions and forward its advice.

In preparation for the Feb. 26, 2015 meeting of the Board, the USC Statutes committee plans to meet on Feb. 13 to process the advice it has received by then, for discussion at USC’s next meeting on Feb. 25. That advice will then be reconciled, if necessary, and forwarded to Board. The rest of the senates’ advice will be forwarded when the Urbana senate has forwarded all of its advice on all proposed revisions.

USC White Paper: At its fall retreat, the Conference agreed to compose a white paper expressing its view of shared governance at the University level. The Executive Committee will begin drafting the document, with an eye toward including portions of it in the briefing materials for President-Designate Killeen.

Respectfully submitted by Joyce Tolliver, USC Liaison to the Senate

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

UC.15.06 Report on the January 22, 2015 Meeting of the University Senates Conference at via videoconference

The Conference membership list for 2014-15 can be found here:

<http://www.usc.uillinois.edu/membership.cfm>

The agenda for this meeting can be found here:

<http://www.usc.uillinois.edu/documents>

The Conference was joined by President Bob Easter, President-Designate Tim, Killeen, Vice-President of Academic Affairs Christophe Pierre, and Special Assistant to the President Mike Devocelle

MEETING WITH PRESIDENT EASTER, PRESIDENT-DESIGNATE KILLEEN, AND VICE PRESIDENT PIERRE

President-Designate Killeen expressed to the Conference his gratitude for the ease of the transition toward the new presidency and commented on the many hours he had spent speaking with President Easter and many other members of the University community and other key groups, such as state legislators. He noted in these conversations a “deep loyalty” to the University of Illinois, and said that members of the University must convert that loyalty to institutional shared visions and to narratives of opportunity. An important part of that shared vision, according to Dr. Killeen, will depend upon an examination of the land grant mission in the 21st century.

Such an exercise would begin, he said, with an inclusive “visioning” exercise to generate a University-wide strategic plan. Such a plan would, he said, be focused on the goal of being “best in breed”—not changing individual campus directions, but rather considering how synergies among campuses might improve each campus. He stated that he expected such a process to be initiated by the Board of Trustees and to last about 10 months process.

Dr. Killeen emphasized the importance of avoiding “fear-based” decision making, of getting into the habit of using the word “and” more than the word “but,” and of avoiding false dichotomies.

Conference members reminded Dr. Killeen that an important part of the strategic plan would be an examination of the role of University Administration; and careful thinking about how to make a University of Illinois education more accessible while maintaining our standards of excellence. It was also pointed out that we should be mindful of the gap between the initial excitement about the exercise itself and the decreased energy that might accompany the implementation phase.

BUSINESS MEETING

Proposed revisions to the *General Rules*: The Conference approved a motion from Nicholas Burbules, Chair of the USC Statutes and Governance Committee that the proposed revisions to the Intellectual Property sections of the General Rules be forwarded to all three senates, given that the UIC and UIS senates have forwarded their advice on all the proposed revisions of the Statutes. A second motion, that the Conference propose that the entire section on Intellectual Property be moved from the General Rules to the Statutes, was also discussed and approved unanimously by the Conference.

Campus update from UIS: Each academic unit at UIS is now tracking its productivity through a standardized “dashboard.” UIS Senate chair Jorge Villegas reported that there is great concern at UIS about the state of the budget, particularly because UIS depends more on state funding than the other two campuses do. Dr. Villegas also reported that the tenure-system faculty will soon have a union.

Campus update from UIC: The newly appointed Chancellor, Michael Amiridis, will assume his post in March. In the meantime, Interim Provost Eric Gislason is also acting as Interim Chancellor. The campus had just begun the search for a permanent provost, and had also initiated a search for a new Vice-Chancellor of Health Affairs.

Respectfully submitted by Joyce Tolliver, USC Liaison to the Senate