

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

EP.11.15

Office of the Provost and Vice Chancellor
for Academic Affairs

Swanlund Administration Building
601 East John Street
Champaign, IL 61820



November 9, 2010

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

Dear Professor Aminmansour:

Enclosed is a copy of a proposal from the Chancellor and Vice Chancellor for Academic Affairs to eliminate the BS in Aviation Human Factors, the Professional Pilot Curriculum, and the MS in Human Factors in the Institute of Aviation.

Sincerely,

A handwritten signature in cursive script that reads 'Kristi A. Kuntz'.

Kristi A. Kuntz
Assistant Provost

KAK/njh

Enclosures

c: R. Easter
R. Wheeler



Proposal to the Senate Educational Policy Committee

PROPOSAL TITLE:

Eliminate the Bachelor of Science in Aviation Human Factors, the Professional Pilot Curriculum, and the Master of Science in Human Factors in the Institute of Aviation.

SPONSOR:

Robert A. Easter
Chancellor and Provost (Interim)

Richard Wheeler
Vice Chancellor for Academic Affairs (Interim)

BRIEF DESCRIPTION:

Chancellor Easter (Interim) and Vice Chancellor for Academic Affairs Wheeler (Interim) recommend the elimination of the Bachelor of Science in Aviation Human Factors, the Professional Pilot Curriculum and the Master of Science in Human Factors in the Institute of Aviation. The programs will be phased down and current students will be allowed to complete their degrees. The proposal recommends ceasing admissions activity effective Fall 2011. Existing students will continue to be supported during the completion of their studies.

JUSTIFICATION:

The Institute of Aviation has a prestigious history and a well-earned reputation for being a leader in aviation education. Almost as long as its history, however, questions about its "fit" and the strength of its ties to our core missions have existed. Over the years the campus has continually examined how we may support the Institute, its faculty and students, while honoring our larger commitments to the broader student body, campus community and the public. In 2007, those efforts led then-Provost Linda Katehi to charge a Blue Ribbon Committee to study the research, education and service mission of the Institute of Aviation. The Blue Ribbon Committee proposed that the campus transform the Institute of Aviation into a new College of Technology and Society. Although the fiscal circumstances did not support the creation of a new college at that time or currently, our faculty continue to be leading researchers and educators in the field

of technology and human interaction and we remain committed as a campus to supporting this exciting and important work.

Fueled by that commitment, in 2008, Provost Katehi asked the Human Factors faculty to work with others from across campus to examine whether opportunities existed to bring together their work by transferring the Human Factors programs and creating a multi-disciplinary program within an existing college. Unfortunately, these efforts to relocate the Human Factors programs into an existing campus unit were also unsuccessful. Faced with the inability to pursue the ambitious proposal for a new college and a lack of support for a transfer of the Human Factors programs, it was imperative that the campus find a way to support the 4.5 HFD faculty (two of whom were probationary faculty at critical points in their career development) whose academic unit was growing ever smaller.

Because of the interest in ensuring that all faculty have an adequate tenure home to support their academic endeavors and professional careers, the Office of the Provost encouraged the Human Factors faculty to think carefully about whether other units would provide a more robust academic home than the Institute. Towards that end, during the 2009-2010 academic year, Alex Kirlik, head of the Human Factors Division and then-Vice Provost Richard Wheeler individually worked with the faculty members to explore whether other academic units would be appropriate tenure homes. All five individuals are now in tenure-track positions in other academic units on campus. These units include the College of Engineering, the College of Liberal Arts and Sciences, the Graduate School of Library and Information Sciences, and the College of Education.

In March of 2010, the *Stewarding Excellence @ Illinois* Project team was charged with analyzing the Institute given the on-going fiscal difficulties and recent relocation of faculty. Specific questions included the viability of the degree programs in a unit with no tenure-system faculty as well as the connection of the flight training program to the academic core of the institution. In pertinent part, the Project Team was charged with examining the following questions:

With the relocation of the Human Factors faculty to other units on campus, can the BS and MS in Human Factors remain viable degrees? Should the degrees, and the students pursuing those degrees, continue to be housed in the Institute when the Institute has no tenure-system faculty?

Is the Professional Pilot flight training program sufficiently connected to the core academic mission of the University? Should the Professional Pilot program continue to admit freshmen, therefore serving as a *de facto* general studies program for students interested in pilot training? Should campus resources, both direct and indirect, be used in support of this program or should it be designated as cost recovery?

[Charge Letter, Attachment 1]

The Project Team was unable to arrive at an overarching conclusion regarding the long-term viability of the Institute of Aviation but did offer observations about the academic

curricula and made several recommendations about future study and action. [Stewarding Excellence @ Illinois, Institute of Aviation Report, Attachment 2] These included the following:

- **Human Factors Aviation Bachelors Degree:** “[S]hould no academic unit with an appropriate number of tenure system faculty make a commitment to supporting the ongoing administration of this program, including the recruitment, advising, and mentoring of undergraduate students, the Office of the Provost should give consideration to beginning the phased elimination of this degree program.”
- **Human Factors Masters Degree:** “[T]he future of the M.S. degree program in Human Factors must be tied closely both to the question of the tenure home for the faculty currently associated with the Institute of Aviation and to the question of long-term financial sustainability. An existing suggestion that the M.S. program could be housed administratively in the Graduate College must be reviewed in order to confirm Graduate College ability to undertake the administration of the program, including the recruitment, advising, and mentoring of graduate students, the management of grievance and degree completion procedures, ongoing curriculum review, etc. Likewise, a financial plan for the enhancement of tuition revenues, management of tuition waivers, etc., must be designed, approved, and implemented in order to demonstrate the long-term sustainability of this degree program from a financial standpoint, especially should the administration of this program be divorced from that of the undergraduate programs currently associated with the Institute of Aviation. Should the Institute and the Graduate College prove unable to identify an acceptable approach to addressing these issues, the Office of the Provost should give consideration to beginning the phased elimination of this degree program.”
- **Professional Pilot Curriculum:** “[T]he future of the Professional Pilot program must be tied to broader discussions of the place on the Urbana Campus of technical education not leading to the award of an undergraduate or graduate degree. While there is strong support for this program among its students, there are significant financial subsidies required by the high instructional and capital costs associated with this program. In the absence of a sustainable plan for financial support of this program, e.g., through the application of differential tuition or an increase in flight fees assessed to students, the Office of the Provost should consider other organizational models to support this program, e.g., through integration with a similarly-focused academic unit on campus, and should pursue active discussion with Parkland College regarding the potential for that institution to undertake responsibility for this highly-regarded aviation education program.

Since the submission of the final SEI report, the Office of the Provost has worked with several academic units to explore the possibility of transferring the degree programs. Both the Colleges of Engineering and Liberal Arts and Science have indicated that they do not have an interest in housing the undergraduate degree programs. In either case, a transfer would require a substantial revision of the curricular requirements to align with

the other offerings of those units. These changes were determined to be beyond the scope of the units and not in the units' best interests. Similarly, LAS and the Graduate College have indicated that they are not able to support a proposal to transfer the Master degree into their respective colleges. Likewise, conversations about partnering with Parkland College ended when Parkland indicated that they could not support such a partnership.

The College of Engineering has expressed some interest in the possibility of transitioning the current Master degree program into a new Master degree with a non-aviation focus. College administration, the Department of Computer Science, and interested faculty continue to evaluate a new Master degree program that incorporates human factors scholarship but is broader than aviation and includes such areas as health care, highway safety and human-computer interaction. Those conversations are ongoing and Engineering is not prepared to present its proposal for a new masters program at this time.

In sum, elimination of the Bachelor of Science in Aviation Human Factors, the Professional Pilot Curriculum and the Master of Science in Human Factors is appropriate based on the declining enrollment, absence of tenure-line faculty within the Institute, and inability to identify new academic homes for those degree programs. The campus is called upon to make difficult decisions about how to allocate declining general revenue funds, including whether it is in the overall best interest to discontinue some academic programs. After comprehensive consideration and extensive efforts to identify other solutions, the Offices of the Chancellor and the Provost have concluded that elimination of these programs is necessary and appropriate.

BUDGETARY AND STAFF IMPLICATIONS:

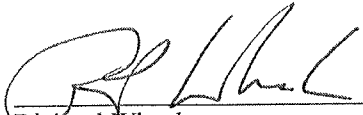
- a. Additional staff and dollars needed – None. Internal reallocations (e.g., change in class size, teaching loads, student-faculty ratio, etc.) –
- b. Effect on course enrollment in other units and explanations of discussions with representatives of those departments – None anticipated; explanations of discussions provided above.
- c. Impact on the University Library (*A letter of acknowledgement from the University Librarian must be included for all new program proposals.*) – None
- d. Impact on computer use, laboratory use, equipment, etc. – None

DESIRED EFFECTIVE DATE: Cease admissions Fall 2010; eliminate degrees upon completion of current students' studies, anticipated end of AY 2013/2014.

STATEMENT FOR PROGRAMS OF STUDY CATALOG: Not applicable.

CLEARANCES: (Clearances should include signatures and dates of approval) - - These signatures must appear on a separate sheet. If multiple departments or colleges, add lines.)


Signatures:



Richard Wheeler
Vice Chancellor for Academic Affairs (Interim)

10/8/10

Date:



Robert A. Easter
Chancellor and Provost (Interim)

November 8, 2010
Date:

Educational Policy Committee Representative

Date:

Appendix A:
(Notes on Budgetary and Staff Implications)
(Replace following material with your appendix, if any.)

In the past, many of the proposals for revised curricula and programs submitted to the Senate Educational Policy Committee have carried the claim, "Budgetary and Staff Implications: None." Yet some of these proposals have called for increases in required courses or hours of faculty-supervised experience; some have projected that more students would enroll in the program when the proposed change was put into effect; some programs even increased the total number of hours or courses required for a degree. Presumably, the words "Budgetary and Staff Implications: None" meant that the unit proposing the change was not requesting new dollars or faculty lines to implement the change. However, it is difficult to see how there can be increases in the number of required courses or students served without entailing budgeting implications. If new dollars are not allocated to meet these increases, the increases may be covered by offering current classes less frequently, by increasing class size, or by increasing faculty workloads.

The Committee is concerned that in many cases the faculty of a unit may agree to accept increased class size or larger workloads because they perceive that changes requiring additional dollars will be difficult or impossible to achieve. While such a decision may indeed be defensible, a pattern of such decisions represents an erosion in faculty compensation and may, if class size is increased, lead to an erosion in educational quality. Less frequent scheduling of present courses may also have broad educational policy implications.

When courses outside the sponsoring unit are required, the units offering those courses may say routinely that yes, they can accommodate the additional students, when in fact the sections presently offered may already be full or even be overenrolled. If this is the case, the new or revised program obviously has budgetary implications for the campus even if the sponsoring department requests no additional funds. EPC requires written concurrence from the executive officer of any unit offering courses outside the unit sponsoring the proposal. Finally, new or revised programs may well require additional library acquisitions, allocations of computer time, access to laboratories, or other support services, all of which have budgetary implications.

Providing information about internal reallocations, the effect of the change on enrollments in other departments, and the impact in auxiliary units will help the Educational Policy Committee make better decisions and help the college and campus incorporate the budgetary implications of new and revised programs in a more timely and deliberative manner.

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Chancellor
Swanlund Administration Building
601 East John Street
Champaign, IL 61820



Revised
March 3, 2010

Project Team: Institute of Aviation

Wynne Korr, Chair, School of Social Work
Kanglin Chuang, Undergraduate Student
Keith Marshall, Associate Provost
Alison Schmulbach, College of ACES
William Trent, Department of Educational Policy Studies
Bruce Walden, Capital Programs and Real Estate Services
Scott Walter, University Library
Rayvon Fouché, Department of History (CAC liaison), *ex officio*

Dear Colleagues:

As a campus, we are engaging in a thoughtful and thorough evaluation of how we use resources toward the broader aim of advancing excellence in our scholarship, education and outreach activities. We write to invite you to serve on a working team to review the Institute of Aviation. The primary focus of this review is the effectiveness and efficiency with which the Institute's current organizational structure enhances cross-campus intellectual synergies. Your working team is one of many that will be asked to review specific units or activities as part of the campus evaluation effort.

The financial context of the University and the state of Illinois is a catalyst for this review. Given a challenging financial climate, it is vital for the campus to carefully consider our expenses and the ways in which our investments contribute to our mission. At the same time, it is critical to emphasize that this review is a complete and open process that does not begin with a predetermined aim of withdrawing or reducing resources or concluding activities. Instead, we ask that the review openly examine the extent to which the resources dedicated to the Institute of Aviation enhance our institution and its missions.

As your team begins its work, we ask that the following key questions be explored:

- With the relocation of the Human Factors faculty to other units on campus, can the BS and MS in Human Factors remain viable degrees? Should the degrees, and the students pursuing those degrees, continue to be housed in the Institute when the Institute has no tenure-system faculty?

- Is the Professional Pilot flight training program sufficiently connected to the core academic mission of the University? Should the Professional Pilot program continue to admit freshmen, therefore serving as a *de facto* general studies program for students interested in pilot training? Should campus resources, both direct and indirect, be used in support of this program or should it be designated as cost recovery?
- Are there opportunities to partner with Parkland College, which also offers pilot training ground school? Should the Institute of Aviation be discontinued?
- How would the changes in the Institute proposed through this process affect the long-term stability of Willard Airport and/or commercial airline service at Willard Airport?

In conducting your review, we ask that your team devise a process that allows you to provide well-reasoned, comprehensive responses and recommendations on the key questions outlined above. It will be important for you to consult experts within the unit and related units, as well as internal and external stakeholders who will have valuable insights on the Institute of Aviation and its contributions to the campus and the broader community. Members of the Provost's office leadership team will also stand ready to assist you in this work, primarily Associate Provost Mike Andrechak (budget and finance), and Vice Provost Barbara Wilson (academic affairs).

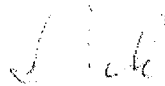
We have invited Dean Wynne Korr to serve as the chair of your working team, and she has graciously agreed to do so. Staffing for your team's work will be provided by Dean Korr's office. We ask that you complete an initial written report summarizing your review by April 2, 2010.

We are deeply grateful for your time and expertise in this important review process, and look forward to your report and recommendations.

Sincerely,



Robert A. Easter
Chancellor and Provost (Interim)



Richard P. Wheeler
Vice Chancellor for Academic Affairs (Interim)

c: M. Andrechak
T. Emanuel
B. Wilson

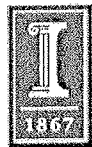
STEWARDED EXCELLENCE @ ILLINOIS

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

INSTITUTE OF AVIATION

FINAL REPORT

2010



ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

STEWARDED EXCELLENCE @ ILLINOIS
INSTITUTE OF AVIATION
FINAL REPORT

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