

UNIVERSITY OF ILLINOIS
Urbana-Champaign • Chicago • Springfield

Christopher G. Kennedy
Chair of the Board of Trustees

352 Henry Administration Building
506 S. Wright Street, MC-350
Urbana, IL 61801

February 18, 2011

Dr. Joyce Tolliver
Associate Professor of Spanish
Department of Spanish, Italian and Portuguese
Chair, Executive Committee of the Academic Senate, University of Illinois, Urbana-Champaign
4080 FLB, MC 176
University of Illinois at Urbana-Champaign

Dear Joyce,

Continuing Dialogue

I hope this letter is part of our continuing dialogue. The faculty leadership has been helpful in bringing clarity as to how we can all work together to make the University the best in the country in every aspect of its endeavors. As trustees and faculty members, with the encouragement of Stan Ikenberry and Mike Hogan, we have had an unprecedented amount of contact and discussion, and we look forward to building on the strong relationships we have created.

Response to Posting

I've recently reviewed your draft, "Senate Statement on the Roles of the Campus and the Chancellor." I appreciate the senate's concern for clarification and interest in furthering the goals of the Urbana-Champaign campus and advancing our great University.

Rapid Change

I want to make sure our communication to you contributes to the larger effort to dissipate negative feelings that the faculty may have regarding the organizational changes that are occurring at a pace which is probably quicker than anything in the history of the University.

Circuit Breaker

I think our discussion today pointed toward the need to have a circuit breaker available to us to allow for conversation to occur when the traditional lines of communication become overheated. I would suggest that we embrace the University Senates Conference and perhaps ask the chair of the conference to accept responsibility for reaching out to the president to schedule a call with the Board chair when the senate on any of the campuses feels such a call or meeting would serve the best interests of the University.

Obviously, this device would not be meant to replace our regular communication, nor should it be overused, but having it available as a tool to improve communication might be helpful. Please let me know your thoughts.

How We Have Changed and Why

As indicated, there have been a number of changes to the University organizational arrangements and chain of command. Many of these changes have been discussed in enormous detail with a range of parties, and each new position or placement has been accompanied by press releases describing the intent. It may be helpful to collect all of the information about all of these positions and all of these changes and put them down in a single document, explaining how we have changed and why. This may remove some of the fear that emanates from lack of knowledge. If you concur, I'd be happy to ask Mike to draft such a document.

Tone of Rhetoric

As we've discussed, the tone of rhetoric around the changes has not always been helpful to a collegial atmosphere. I think there's much that can be done to improve the tone, and from my vantage point, I hope to encourage interactions and dialogue that lead to closer relationships and stronger bonds.

Campus Issues

As everyone has experienced, there have been a series of issues at the Urbana campus which have led to the Board or the chancellor engaging the president on a variety of significant or controversial topics. I understand that Chancellor Easter has sought and received the advice and counsel from President Hogan on specific issues related to individual faculty members and major construction projects. I believe Chancellor Easter will verify that he sought the president's involvement in these issues and appreciated his actions in each matter. The campus faculty at Urbana may think this is unique, but the truth is, at each of the campuses, there have been a series of issues in which the chancellors have sought presidential intervention in a variety of areas. The president has way too much to do to displace any one of the chancellors in his or her role, either fully or partially, but it's good to know that these close-working relationships are developing.

Organizational Structure

As you know, over the last year we've had numerous conversations on the subjects raised in the Statement. Those discussions have been important to all of us who love this University and seek to preserve and enhance its distinguished reputation, especially in the wake of the governance crisis that the current Board of Trustees was appointed to address.

The Board is responsible for formulating and adopting the *Statutes* and *The General Rules* and takes that responsibility seriously. We've tried to be clear in our explanation of these documents. While you may think the documents lack clarity (e.g., Article 1, Section 1 of *The General Rules*), let me assure you that nothing in the documents compromises the distinct missions and identities of our three campuses.

Further, in our interpretation of "organic whole," we don't divide it into separate terms (i.e., "organic" vs. "whole"). You ask, "Are there three universities or one?" The *Statutes*, *The General Rules*, the Board and the senior leadership team are all in agreement that it is one University with three campuses, each with distinct missions, but none autonomous. As any member of a large family knows, one can be unique without being separate. The Urbana-Champaign campus has a vice president/chancellor, but that does not indicate separateness. The vice president/chancellor of each campus reports to the president of the University of Illinois, who is president of each part of the University. The *Statutes* and *The General Rules* not only provide for, but emphasize, a chain-of-command proceeding up through the vice presidents/chancellors to the president and then to the Board. The president reports to the Board on behalf of the whole University. There are numerous references throughout to this organizational structure, several of which are shown below. As has been

demonstrated, a disregard for that structure can unnecessarily expose the University to harm. I have attached the relevant sections of the *Statutes* and *The General Rules*, which have informed our point of view.

In light of these provisions, we feel that focusing on a handful of selected words or phrases in the governing documents or on a University or campus website “misses the big picture.” With all due respect, the debate about whether the University is “one university” or a “system” is, in this instance, a question that has been asked and answered repeatedly and with clarity by the Board, President Hogan, and senior staff; we are one University, with three campuses, each distinct. Moreover, the fundamental organizational structure and chain-of-command are clear. We believe the responsibilities of the vice presidents/chancellors are denoted in our governing documents or delegated by the president. We believe the *Statutes* and *The General Rules* are clear that the president has the authority to determine what other responsibilities will be delegated to the vice presidents/chancellors. We also believe we’ve made it clear that the relationship between the president and the vice presidents/chancellors parallels the relationship between the vice presidents/chancellors and deans, and the relationship between deans and department chairs.

Interim Chancellor

As you know, Bob Easter was appointed by the Board to serve as interim provost/chancellor in November 2009, some fifteen months ago (his title is now interim vice president/chancellor). It is our view that the campus should have a permanent vice president/chancellor as soon as possible. Bob has done commendable service in that role. I enjoyed our conversation on this subject, and the Board is very grateful to him and will appreciate his guidance as a transition to a new vice president/chancellor begins. I appreciate your observations about the extraordinary service which Bob has provided to the University. Your comments echo my own feelings that we all owe Bob a debt of gratitude for the outstanding job he has done. I try to remind him of my thoughts on this subject each time I see him, but I am aware that I could never say enough about all that he has done.

Permanent Chancellor

It is our understanding that a search advisory committee is working and a position description is about to be posted. Like the faculty and the president, the trustees want to attract a strong individual to this position who is not just an able administrator but is a charismatic leader capable of nurturing the elements at Urbana that distinguish it as one of the leading universities in the world. We are optimistic about the prospects for that search with these governance issues behind us.

The position of Vice President/Chancellor of the Urbana-Champaign campus has always been one of the premier academic leadership positions in the country, and we want to amplify this role. The University of Illinois at Urbana-Champaign is among the nation's leading public research universities and we have provided this experience to our state's leading students in a manner that presents the Urbana experience as one of the "best values" in higher education. Its resources include one of the world's largest public university libraries, outstanding centers for the arts, and such world-class research facilities as the National Center for Supercomputing Applications and the Institute for Genomic Biology. Among its alumni and faculty are winners of the most prestigious awards, including Nobel and Pulitzer prizes, Guggenheim Fellowships, Tony Awards, and National Medals of Science and Technology. Undergraduate students from every state and more than 100 other nations choose from more than 150 programs of study and some 1,000 student organizations. The University of Illinois at Urbana-Champaign is a recognized leader among public research universities in teaching and scholarship across the humanities and social sciences, the sciences and engineering, and the arts; engagement and public service; the transfer and application of knowledge; and global reach. The

campus serves 43,000 students, including more than 12,000 graduate students. The vice president/chancellor will administer an overall budget of \$1.8 billion, including \$520 million in external grants and contracts that support the campus' outstanding research and academic programs. Working with 3,000 full-time faculty and 7,700 staff, the vice president/chancellor will play a pivotal role in advancing the campus' mission of transforming lives and serving society by educating, creating knowledge and putting knowledge to work on a large scale and with excellence. I have spoken with the chair of the search committee as well as with the principal at the search firm, and I have repeated the Board's view that we expect a great leader to emerge through the search process.

Search Process

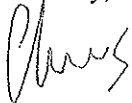
I hope with the clarity that I provided during our call yesterday morning and with this letter that you understand that the Board believes that the concept that the University of Illinois is one university with three campuses, each with unique missions but none fully autonomous embedded in our organizational documents, as part of the University's long history. This is clear to us as Trustees and to the senior leadership team, as well as to the leadership on each of the campuses. We realize that this organizational arrangement is not the focus of the activities of most professors on the Urbana campus. The Board members believe the organization of the University is sufficiently clear to continue the search for a vice president/chancellor for the Urbana campus. I was happy to hear your commitment that the faculty leadership group at the Urbana campus is determined to have a chancellor in place by the beginning of the next academic year.

The Future Organizational Structure and Roles

As we discussed this morning and as we've noted so many times before, the University does not exist in a vacuum, and all around us, things are changing quickly. Our competitive peer group is evolving; some are getting stronger, others weaker. Our sponsoring organizations, like the State and federal government, are having a harder time living up to the commitments they have made in the past, and the landscape continues to change. As a result of all of this, we need to position the University for success in the future, and it may be worth entering into a University-wide dialogue about the future of the University. To have that discussion with all of the University's constituents would be an ambitious task but one which I think will ultimately be necessary, and it's certainly something in which we would be happy to have your engagement and your suggestions about how to proceed.

I hope this clarifies the Board's view on these issues and allows us all to move forward to continue to advance our great University.

Sincerely,



Christopher G. Kennedy

c: Members of the Board of Trustees
President Michael J. Hogan

ATTACHMENT

University *Statutes*: Preamble

Within the limits fixed by the Illinois constitution and laws, the Board of Trustees exercises final authority over the University. For the proper use of funds appropriated by the General Assembly and for the proper administration and government of the University, the board is responsible to the people of Illinois, on whose behalf its members are appointed. The board is the governing body of the University and exercises jurisdiction in all matters except those for which it has delegated authority to the president, other officers, or bodies of the University. The educational policy, organization, and governance of the University as delegated by the Board of Trustees are promulgated in these *Statutes*... The Board of Trustees delegates to the President of the University the authority to promulgate regulations and rules implementing *The General Rules Concerning University Organization and Procedure*. [*Statutes*, Preamble].

* * *

ARTICLE I. UNIVERSITY ADMINISTRATION

Section 1. Functions of the Board of Trustees

The Board of Trustees formulates university policies but leaves the execution of those policies to its administrative agents, acting under its general supervision.

Section 2. The President of the University

The president is the chief executive officer of the University and a member of the faculty of each college, school, institute, division, and academic unit therein. The president shall be elected by the Board of Trustees, and the president's term of office shall be at the pleasure of the board. The president shall attend the meetings of the board and participate in its deliberations; may act with freedom within the lines of general policy approved by the board; shall prepare the annual budgets for presentation to the board; and shall recommend to the board suitable persons for positions in the University, including appointments to appropriate administrative positions, other than academic, which are not provided for in the *Statutes*... The president is responsible for the enforcement of the rules and regulations of the University; shall make such recommendations to the board and to the senates as the president may deem desirable for the proper conduct and development of the University; and shall issue diplomas conferring degrees, but only on the recommendation of the appropriate senate and by authority of the Board of Trustees. The president may designate the administrative officer(s) who shall exercise the functions of the president during the absence of the president from duty, which designation(s) shall be subject to change by the Board of Trustees. [*Statutes*, Art. I, Secs. 1, 2].

* * *

Section 4. Other University Administrative Officers

There may be additional administrative officers with university-wide responsibilities and duties as delegated by the President of the University. The president may make changes in titles and assignment of responsibilities of officers and may recommend to the Board of Trustees additional administrative positions as provided for in Section 2 of this Article.

Section 5. Vice Presidents and Campus Chancellors

There shall be a vice president, University of Illinois and chancellor at each campus of the University (vice president/chancellor). The vice president/chancellor, under the direction of the president, shall serve as the chief executive officer for the campus. The vice president/chancellor shall perform such duties as may be delegated and assigned by the president and as may be consistent with the *Statutes* of the University, *The General Rules*, and actions of the Board of Trustees. The vice president/chancellor shall be appointed annually by the Board of Trustees on the recommendation of the president. [*Statutes*, Art. I, Secs. 4, 5].

* * *

ARTICLE XIII. GENERAL PROVISIONS

Section 7. Reservation of Powers

The Board of Trustees is charged by law with full responsibility for administering the University. Although the board may properly delegate authority to its duly designated officers and agencies, as indeed it has done since the establishment of the University in practical recognition of its own limitations to determine and resolve, in the first instance, complex and continuing problems of internal organization and educational policy, it cannot divest itself of the ultimate responsibility, imposed upon it by law, of governance of the University. Accordingly, the board expressly reserves to itself the power to act on its own initiative in all matters affecting the University, notwithstanding that such action may be in conflict or may not be in conformance with the provisions of these *Statutes*. [*Statutes*, Art. XIII, Sec. 7].

* * *

General Rules Concerning University Organization and Procedure

ARTICLE I. UNIVERSITY ORGANIZATION

SECTION 1. THE UNIVERSITY AND THE CAMPUS

The role of the University of Illinois in the state as a leader in public graduate and professional education rests upon its organic wholeness. It is not a loose federation of universities, nor is it a system of totally independent units. The mission to which the University is committed, and upon which its development thus far has been based, starts with an emphasis on the fundamental responsibility of the University as a whole. The specific contributions that each campus makes to the University's mission are diverse, since they reflect the needs and methodologies appropriate to different settings; but the campuses are alike in the broad nature of their public responsibilities, in their basic educational policies, and in their institutional quality; and they are integrated by a University-wide organization designed to maximize their educational effectiveness and the efficient use of their academic resources.

The campuses of the University of Illinois share common goals, even though each makes a highly differentiated contribution to the University's mission. The campuses are assisted and strengthened by intercampus cooperation and by University-wide services, while carrying out their academic functions with a high degree of delegated authority...

SECTION 2. FUNCTIONS OF THE UNIVERSITY ADMINISTRATION

(a) The University administration has general responsibility for the entire operation of the University and has the following specific functions to be executed consonant with the policies and actions of the Board of Trustees...

(b) In addition to the president, the University officers are the vice presidents, including the vice president for academic affairs, the vice president/chief financial officer, the vice president for research, the vice president for health affairs, the vice presidents/chancellors, the university counsel, the secretary of the University, all of whom report directly to the president, and such additional administrative officers as shall be designated by the president after consultation with the University Senates Conference...

(c) The vice president/chancellor, under the direction of the president, is the chief executive officer for the campus. The vice president/chancellor has responsibilities and performs duties delegated by the president of the University. Among those responsibilities and duties are: participation in the University's overall planning, allocation, and evaluation operations; application of University-wide policies; review of academic programs and policies; student affairs; and safety of personnel and property.

(d) There may be additional administrative officers with University-wide responsibilities and duties as delegated by the president of the University. The president may make changes in titles and assignment of responsibilities of officers and may recommend to the Board of Trustees additional administrative positions as provided for in Article I, Section 2 of the University *Statutes*. [*The General Rules*, Art. 1, Secs. 1, 2 (a), (b), (c), (g)].