

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

UC.13.03 Report to the Senate of the Urbana-Champaign Campus on the October 15-16, 2012 meeting and retreat of the University Senates Conference held at the I-Hotel and Allerton Retreat Center, Monticello

The Conference membership list for 2012-13 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/AGN-1016.12.pdf>

RETREAT (October 15)

The Retreat is an annual event whose purpose is to allow expansive discussion of the general issues the Conference anticipates facing in the upcoming year. The Conference convened at the I-Hotel, Champaign, from 10:00 AM - 2:30 PM on October 15, and again at Allerton from approximately 7:30 PM - 9:00 PM. (Between sessions, several of the USC representatives of the Urbana campus attended a meeting of the Urbana Senate Executive Committee.)

During the lunch break, each of the four USC committees held its first formal meeting. The committees, approved at the September 16, 2012 meeting, are:

Academic Affairs and Research Committee: Profs. Carol Leff and Matthew Wheeler, Urbana; Prof. Lynn Fisher, UIS; Profs. Donald Chambers and Shahrbanoo Fadavi, UIC. Chair: Matthew Wheeler.

Finance, Budget, and Benefits Committee: Profs. Mary Mallory, Roy Campbell, and George Francis, Urbana; Prof. Peter Boltuc, UIS; Profs. Benet Deberry Spence (replacing Prof. Philip Patston on USC) and Danilo Errico, UIC. Chair: Peter Boltuc

Hospital and Health Affairs Committee: Profs. Leslie Strubel and Kim Graber, Urbana; Prof. Jorge Villegas, UIS; Profs. Donald Chambers and Geula Gibori, UIC. Chair: Donald Chambers

Statutes, Governance, and Ethics Committee: Profs. Ken Anderson and Joyce Tolliver, Urbana; Profs. Timothy Shanahan and Kouros Mohammadian, UIC; Prof. Lynn Fisher, UIS. Chair: Joyce Tolliver

Remarks from the USC Chair:

Chair Burbules provided an update on the work of the ad hoc committee to examine inconsistencies, ambiguities, and other areas for potential revision and updating in the *University Statutes* and *General Rules*. Chair Burbules reported that the committee had already met twice, and would be sending proposed revisions to the Conference for its advice.

According to the *Statutes* themselves, the advice of the campus senates must be sought on proposed revisions of the *Statutes*; only the advice of the University Senates Conference must be sought regarding proposed

changes to the *General Rules*. Nevertheless, Chair Burbules proposed that the Conference forward all proposed revisions to the senates, including changes to the *General Rules*, once the Conference receives them. The USC Committee on Statutes and Governance agreed to discuss how to structure its own involvement in the coordination of the consultative process.

Highlights of discussion about Retreat agenda items:

1. Long-term funding trends: Conference members continue to be concerned about the increasing difficulty of relying solely on traditional sources of revenue -the State, tuition, and federal grant money. The need to communicate clearly with legislators was noted, as well as the increasing importance of donor gifts. Corporate partnerships are becoming, and will continue to be, a major source of new funding, and the Conference discussed how to pursue these in way that maintain university autonomy and the integrity of our core educational and research missions. Members agreed that it will be crucial to maintain clarity about these missions of our university, and that faculty members should participate more actively in discussions about long-term budgetary planning. The Conference now has a structure for such discussions, in its Finance, Budget, and Benefits Committee.

2. Review of University Administration: The Conference continued the discussion begun at the last meeting regarding the plan for a review of the efficiency of University Administration offices (that is, offices that oversee general University functions beyond those of each campus). Chair Burbules reported that seven review committees are being formed to examine different aspects of UA. Each committee will be small, with about five members. At the President's request, Chair Burbules forwarded names of seven faculty members from across the University to serve on these committees. In generating these names, he requested nominations from each Senate chair. The Conference advised the members of its Budget and Benefits committee to be attentive to any news about this initiative, which will take place throughout the current academic year.

Conference members commented on the fact that this review is taking place at the initiative of the Board, with the enthusiastic support of President Easter and Vice-President Pierre, and that they have underlined the importance of faculty participation on the review committees. The President and the Vice-President aim to trim the budget of UA, as well as finding ways to make it more responsive to campus needs. Both President Easter and Vice-President Pierre have commented on the importance of marshaling our resources in support our academic mission. Conference members expressed their strong approval of the plan.

3. Improving advancement: Conference members discussed the articulation of advancement with the role of alumni, as well as with the role of faculty members as stewards of the future of the University. Interest was expressed in inviting the new president of the University of Illinois Foundation, as well as the new leader of the Alumni Association, to future meetings, to discuss what faculty might do in order to be more involved in the advancement efforts of our university.

4. Challenges to diversity: Members of the Conference discussed the notion expressed by Dr. James Duderstadt, President Emeritus of University of Michigan, that diversity is not a goal but rather a reality of changing demographics across the nation. We discussed many aspects of the challenges to creating an inclusive environment for members of all populations, focusing our discussion on providing both access and support for our students from underrepresented groups once they are admitted to a campus of the University of Illinois. This discussion was related to our discussion about working with community colleges, and alternative approaches to admissions.

5. Collective bargaining and shared governance: Because the faculty of the UIC East Campus has now voted to form a collective bargaining unit, Conference members will be attentive to developments in this area over the

upcoming year, as the UIC contract is negotiated. (Faculty on the West Campus, where the health services units are housed, are exempt (?) from joining collective bargaining units.)

Conference members discussed two general models for university campuses that feature both a Senate and a collective bargaining unit: two parallel tracks in which areas of decision-making are divided between the collective bargaining unit and the senate; and a model in which areas of senate oversight are incorporated into and controlled/defined by the collective bargaining unit.

Few "Research I" universities feature collective bargaining agreements for faculty members; in addition to UIC, Conference members mentioned Rutgers, the University of Florida, and (most recently) the University of Oregon. Because of the paucity of models for collective bargaining and shared governance at peer institutions, little information is available on how the two decision-making systems have coexisted. Members of the Conference expressed interest in the final results of the collective bargaining contract to be negotiated at UIC.

The retreat ended at 9:00 pm, after the Conference members watched WILL's live interview with President Easter on "The Future of the University of Illinois." The interview is viewable here:

<http://vimeo.com/51552973>

REGULAR MEETING OF THE UNIVERSITY SENATES CONFERENCE
OCTOBER 16, 2012
ALLERTON RETREAT CENTER
Monticello, Illinois

The Conference was joined by President Robert Easter, Vice-President of Academic Affairs Christophe Pierre, Senior Advisor to the President Bill Adams, and Vice-President of Research Larry Schook. The meeting was convened at 10:00 AM.

Remarks from the USC Chair: Chair Burbules briefly reviewed the results of the previous day's discussions, and requested and received the Conference members' agreement that the topics raised would form our overarching agenda for the upcoming year. He also provided the names of the seven faculty members who had been nominated to serve on the seven review committees that will examine University Administration operations. The three nominees from the Urbana campus are Jeff Dawson, Kim Graber, and Leslie Strubel.

HIGHLIGHTS OF USC MEETING WITH PRES. EASTER AND SENIOR ADVISOR TO THE PRESIDENT BILL ADAMS

1. Review of University Administration operations were discussed with the President and his Senior Advisor, Bill Adams, who used to be the budget director of the Urbana campus and who will now be coordinating the UA review.

Dr. Adams explained the general process to be used, which is similar to the structure of Stewarding Excellence at Illinois: each small committee will examine one aspect of the UA structure, and will produce a report that will then be available for response from the UA unit reviewed. Each committee will include a dean, a non-administrative faculty member, members of the University community with knowledge about the area being reviewed, and an at-large member. The project is scheduled to begin in early November, with twenty-page reports due early in March. Implementation of recommendations should begin in summer 2013.

Several aspects of the structure of University Administration will be examined, including the appropriateness of its budgetary allocation and of its reporting lines; structures of accountability; and the respective portfolios of members of the University Administration. Dr. Adams explained that any budgetary deallocation that may result from the review will be implemented by the units themselves, rather than units being subjected to quick deallocations resulting in lay-offs.

2. Academic Program Assessments: Vice-President Christophe Pierre spoke with Conference members about assessment of academic programs across the three campuses, the primary goal of which would be to ensure that each program is doing everything possible to become the top-rated program in its class, while also operating efficiently. He reported that the three campus provosts had expressed their support for plans for the ongoing assessments, and clarified that University-wide assessments should in no way replace the work already being done by provosts.

A set of general draft metrics will be formulated, with the input of the USC committee on Academic Affairs and Research and the full Conference. A dry run of the draft metrics can be expected by late spring. Initial assessments will provide units with preliminary data; any apparent anomalies in the data could then be examined and addressed.

Conference members expressed their reservations about crude, unexamined data being used as a basis for any planning. Vice-President Pierre clarified that initial data would only be used to signal potential anomalies in units' apparent productivity, which would then be examined by the units themselves in a much fuller multidimensional review. He expressed his awareness that no set of metrics can be accurately relied on in

isolation as a substitute for a robust examination of unit progress. Finally, he emphasized that the assessment metrics will be presented as a resource for units, and that any decisions about changes to academic programs that might arise as a result of the assessments would be made by the units themselves.

3. UI Labs: Vice-President Schook and members of the Conference discussed preliminary ideas about a potential initiative to be called UI Labs, modeled after Bell Labs. Vice-President Schook first began considering the idea a little over a year ago, when he served on the Governor's Innovations Council. Currently, the thought is to create a not-for-profit entity that is structurally separate from the University of Illinois but allied with it. (This is the structure of the UI Foundation and Research Park also.) The mission of UI Labs would be to allow UI researchers to carry out intensive practically-oriented research in ways not currently practicable within a traditional academic appointment. The general framework of UI Labs would involve agreements between private companies and the University. While UI Labs may be located in Chicago, Vice-President Schook emphasized that the initiative would not be specific to UIC, but would rather bring together researchers from the entire University. Vice-President Schook emphasized that discussions about UI Labs are still preliminary.

Conference members expressed their general support for such an initiative, while also making it clear that it would be essential to create the initiative in such a way that faculty always maintain close oversight over our academic and research mission. President Schook was invited to give presentations outlining the proposal at all three campus Senates.

HIGHLIGHTS OF USC BUSINESS MEETING

1. In beginning the business portion of the meeting, the Conference members discussed ways in which a University-wide initiative such as a potential UI Labs might change governance structures, perhaps making the USC act, at times, in ways analogous to a campus senate. Members will continue considering this issue.
2. Members voted to revise section I.B of the University Senates Conference Organization and Functions document (<http://www.usc.uillinois.edu/Documents/OT-266OrgFunctions0823-12.pdf>), as follows: "On the occasion when the chair of a campus senate executive committee is not [elected to] a member of USC, the person will be offered ex officio membership without vote but otherwise with full privileges to participate."
3. The Ad Hoc committee on USC presentation to the Board of Trustees proposed that four of the regular six presentations made by USC during Board meetings be focused on the work of the four new USC committees. Conference members agreed with the proposal, understanding that the system would be applied flexibly to allow topical presentations on issues of the moment as needed.
4. Chair Burbules announced that Matt Wheeler, Chair of the Urbana Senate Executive Committee, has been invited by the Board of Trustees to present an update on regulatory burdens on research at their November 8 meeting.
5. Once the ad hoc committee on proposed revisions to the Statutes and General Rules has forwarded its proposals to the Conference, the Conference will present the proposed changes to the campus senates as soon as it can. The Conference's Statutes and Governance Committee plans to work with the ad hoc committee to prepare the proposals in such a way that discussion by members of the campus senates will be both reflective and efficient.

The meeting adjourned at approximately 3:15 p.m.