

AGENDA

Senate of the Urbana-Champaign Campus
September 16, 2013; 3:10 pm
Illini Union – Illini Room C

- I. **Call to Order** – Chancellor Phyllis Wise
- II. **Approval of Minutes** – April 22, 2013 and April 29, 2013
- 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/130916.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.13.40	Proposal from the College of Education to establish a non-licensure Bachelors of Science in Learning and Education Studies with concentrations in: 1) Applied Learning Science; 2) Educational Equality and Cultural Understanding; and 3) Workplace Training and Development.	Educational Policy <i>(G. Miller, Chair)</i>
EP.14.02	Proposal from the School of Social Work to establish an undergraduate minor in Social Work	Educational Policy <i>(G. Miller, Chair)</i>
EP.14.03	Proposal from the College of Engineering and the Graduate College to establish a Bioengineering concentration in the Master of Science Bioinformatics	Educational Policy <i>(G. Miller, Chair)</i>
EP.14.04	Proposal from the College of Education and the Graduate College to terminate the Doctorate of Education (EdD) in Special Education	Educational Policy <i>(G. Miller, Chair)</i>
EP.14.05	Proposal from the College of Education and the Graduate College to terminate the Doctorate of Education (EdD) in Human Resource Education	Educational Policy <i>(G. Miller, Chair)</i>
EP.14.06	Proposal from the College of Fine and Applied Arts to establish an undergraduate minor in Art and Design	Educational Policy <i>(G. Miller, Chair)</i>

VII. Proposals (enclosed)

CC.14.03	Nominations for Membership on Standing Committees of the Senate	Committee on Committees (<i>P. Kalita</i>)	1
CC.14.04	Nominations for Membership on the Seventh Senate Review Commission	Committee on Committees (<i>P. Kalita</i>)	3
SP.13.08	Revision to <i>Standing Rule 14</i>	University Statutes and Senate Procedures (<i>W. Maher</i>)	5
SP.14.05	Proposed Revisions to the <i>Bylaws</i> , Part D.12 – Committee on Honorary Degrees	University Statutes and Senate Procedures (<i>W. Maher</i>)	11
EP.14.01	Proposal from the Senate Committee on Educational Policy to revise the 2013-2014 Academic Calendar	Educational Policy (<i>G. Miller, Chair</i>)	13

VIII. Current Benefits Issues (5 min.)– John Kindt, Chair of Faculty and Academic Staff Benefits**IX. Reports (enclosed)**

HE.13.09	FAC/ IBHE Report – May 17, 2013	A. Aminmansour	15
SC.14.03	BOT Observer Report – July 25, 2013	N. Burbules	17
UC.13.09	USC Report – May 15, 2013	J. Tolliver	19
UC.13.10	USC Report – June 18, 2013	J. Tolliver	21
HD.14.01	Request for Nominations for Honorary Degrees	J. Tyson	23

X. Committee of the Whole

XFC.14.01	Task Force Report on Faculty Issues and Concerns		27
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XI. New Business**XII. Adjournment**

Minutes
Urbana-Champaign Senate Organizational Meeting
April 22, 2013

The organizational meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:15 pm on the 3rd floor of Levis Center with Chancellor Phyllis Wise presiding and Professor Emeritus Kenneth E. Andersen as Parliamentarian.

Senate Executive Committee Report

Faculty senator and Chair of the Senate Executive Committee (SEC) Matthew Wheeler (ACES) welcomed new and continuing senators. He reminded senators that the Open Meetings Act (OMA) does not allow for anonymous voting and asked that senators write their name at the top of any ballot.

Tellers for the meeting were faculty senators Roy Campbell (ENGR), H. F. Williamson (LAS), Kevin Waspi (BUS), Mary Mallory (LIBR), and student senators Calvin Lear (GRAD) and Kevin Seymour (GRAD).

Chancellor's Remarks

Chancellor Phyllis Wise welcomed all newly elected senators and expressed her gratitude to continuing senators. Wise reiterated the necessity and importance of the Senate. Visioning Future Excellence has been able to address the strategic planning initiated by President Robert Easter. Wise noted that Vice Chancellor and Provost Ilesanmi Adesida outlined the current initiatives, initiatives planned in the future, and initiatives that this campus dreams of accomplishing. Wise added that administration will continue to request advice in all initiatives.

Proposals for Action

04/22/13-01 CC.14.01* Nominations for Membership on the University Senates Conference (USC)

On behalf of Committee on Committees, faculty committee member David O'Brien moved approval of the three nominees on CC.14.01. Student senator Calvin Lear (GRAD) nominated faculty senator William Maher (LIBR) from the floor. Faculty Senator Maher's (LIBR) written willingness to serve was submitted and a bio was distributed with the meeting materials. There were no other floor nominations and nominations were declared closed.

Tellers reported the following vote totals:

Andrew Alleyne	ENGR	40
Prasanta Kalita	ACES	59
William Maher	LIBR	57
Gay Miller	VMED	63

04/22/13-02 Faculty Senators Kalita, Maher, and Miller were declared elected.

Chair of the Senate Committee on Educational Policy, Gay Miller, explained the role of the Educational Policy Committee while ballots were tallied.

04/22/13-03 SC.13.02* Election of One Member of the Urbana Delegation to the USC to Serve on the Senate Executive Committee (SEC)

Joyce Tolliver, Prasanta Kalita, and Gay Miller requested removal of their names from the ballot. The nominations were declared closed.

Ballots were collected and tellers reported the following vote totals:

George Francis	LAS	26
Matthew Wheeler	ACES	62

04/22/13-04 Faculty senator Wheeler was declared elected.

04/22/13-05 CC.14.02* Nominations for Membership on Standing Committees of the Senate, General Education Board, and the Military Education Council

On behalf of the Senate Committee on Committees, faculty senator and Committee Chair Prasanta Kalita (ACES) moved approval of the slate of committee nominees on CC.14.02.

04/22/13-06 By voice vote, the slate of committee nominees was approved as distributed.

Professor Emeritus Kenneth E. Andersen as Parliamentarian reviewed basic parliamentary procedure and pointed senators to the parliamentary procedure document distributed with the meeting materials.

04/22/13-07 SS.14.01* Election of Committee Chairs to the Senate Executive Committee

Chancellor Wise presented the ballot of committee chairs willing to serve.

Preliminary ballots were collected and tellers reported the following vote totals:

Michael Sandretto	BUS	37
Ben McCall	LAS	32
Harry Hilton	ENGR	45
John Kindt	BUS	42
Michel Bellini	LAS	41
Pat Gill	LAS	38

Final ballots were distributed and senators voted from the names of the five nominees receiving the highest number of votes on the preliminary ballot.

Final ballots were collected and tellers reported the following vote totals:

Michael Sandretto	BUS	35
Harry Hilton	ENGR	59
John Kindt	BUS	46
Michel Bellini	LAS	50
Pat Gill	LAS	50

04/22/13-08 Committee Chairs Bellini, Gill, and Hilton were declared elected to serve as members of the SEC.

Reports for Information

04/22/13-09 SC.14.01* Results of the Election for Senate Executive Committee Chair and Vice Chair and Faculty and Student Members of the Committee on Committees

04/22/13-10 SP.14.01* Faculty, Academic Professional, and Student Electorate and Senator Distribution

04/22/13-11 SP.14.02* 2013-2014 Urbana-Champaign Senate Membership

Adjournment

The meeting adjourned at 4:10pm.

Jenny Roether, Senate Clerk

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

Minutes
Urbana-Champaign Senate Meeting
April 29, 2013

A regular meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:13 pm on the 3rd floor of the Levis Center with Chancellor Phyllis Wise presiding and Professor Emeritus Kenneth E. Andersen as Parliamentarian.

Approval of Minutes

04/29/13-01 The minutes from March 4, 2013 were approved as written.

Senate Executive Committee Report

04/29/13-02 Faculty senator Joyce Tolliver (LAS) moved to amend the agenda to add the document distributed at the door under New Business. This document was authored by faculty senators Nicholas Burbules (EDUC) and Randy McCarthy (LAS). The motion was seconded, and approved by voice vote.

Matthew Wheeler (ACES), Faculty Senator and Chair of the Senate Executive Committee (SEC), requested floor privileges on behalf of Edward Kolodziej to speak to EP13.23, Alex Winter-Nelson to speak to EP13.26, Laurie Kramer and Rich Martin to speak to EP13.30, Spencer Schaffner to speak to EP13.31, Rich Martin and Julian Parrott to speak to EP13.32, Melissa Bowles to speak to EP13.33, William Stewart to speak to EP13.34, Jennifer Quirk to speak to EP13.35, Rod Hoewing and Kristi Kuntz to speak to EP13.37, Laurie Kramer, Bob Hughes, Chris Span, Mary Kalantzis, and Aaron Ebata to speak to EP13.40, Bill Simmons to speak to EP13.41, and Karen Carney to speak to all LAS related Ed Pol proposals. Also Chuck Tucker, Anne Kopera and Abbas Aminmansour to speak to CG13.01, and Jan Novakofski, Paul Hixson, Abbas Aminmansour, and Peter Loeb to speak to NB13.01.

04/29/13-03 Floor privileges were granted as requested without objection.

Faculty senators John Hart (ENGR), H. F. (Bill) Williamson (LAS), and student senator Kevin Seymour (GRAD) served as tellers for the meeting.

SEC Chair Wheeler reported that the Senate Committee on Educational Policy (EP) requested proposal EP.13.40 be returned to committee. At the SEC meeting on April 8, 2013, the committee discussed the Senate listserv and invited Joseph Yun from Campus Information Technologies and Educational Services (CITES) to discuss IdeaScale as a possible alternative for holding discussions. An ad hoc group has been appointed to discuss this option in further detail. SEC also discussed a proposed amendment to *Standing Rule 14*.

SEC Chair Wheeler announced Professor Emeritus Kenneth E. Andersen's retirement from the Senate. SEC Chair Wheeler read and presented Andersen with a Resolution of Appreciation for all of his dedicated years of service to the Senate and the many different roles during that service. After robust applause, Andersen thanked everyone for the opportunity to serve the Senate.

SEC Chair Wheeler also asked SEC members to stand and he thanked those members for their thoughtful discussions and advice. SEC Chair Wheeler also thanked the Senate Office staff and members of Campus Administration for their work for the Senate. The Notice of Appointment (NOA) will be revised to remove the statement regarding furloughs. This will be effective with the beginning of the new appointment cycle. This is one example of how shared governance works for the benefit of all. SEC Chair Wheeler again thanked everyone for electing him to serve as SEC chair and wished everyone a rewarding summer.

Faculty senator Mary Mallory (LIBR) asked for the status of the survey on shared governance in departments that was previously conducted. SEC Chair Wheeler responded that the Senate

Committee on General University Policy (GUP) is working to analyze the collected data and the results will be distributed. SEC Chair Wheeler also clarified that the Burbules/McCarthy letter distributed at the door is not in response to the shared governance survey. The survey is sponsored by the SEC and the letter distributed at the door is from two individual senators. Faculty senator and GUP member Tolliver (LAS) noted that GUP very recently received the raw data from the shared governance survey. GUP plans to meet soon to analyze and discuss the collected data, and then a report will be presented to the SEC. After the report is presented to the SEC, the report will be posted on the Senate website for public review.

Chancellor's Remarks

Chancellor Wise read and presented a Resolution of Appreciation to SEC Chair Matthew B. Wheeler for his work on the Senate. Wise expressed her gratitude for all of Wheeler's leadership roles.

Wise invited all senators to a reception after the meeting in appreciation for all of the hard work of the Senate.

Both Provost Ilesanmi Adesida and Chancellor Wise were present at the Town Hall meeting when a fairly ambitious set of plans were announced for moving the campus forward. The transcript and video of the Town Hall meeting are available on the Office of the Chancellor website. Provost Adesida stated that Illinois is going to be the preeminent public research university with a land grant mission and with global impact. One item announced at the meeting was the hiring of approximately 500 faculty members over the next 5-7 years. These 500 positions include filling vacant positions and also the creation of new positions. Recruiting faculty is only the first step. Retaining faculty members is extremely important. A salary program based on merit will be announced once details have been finalized.

Wise invited Associate Chancellor and Vice Provost for Budgets and Resource Planning Michael Andrechak to address questions related to the budget. There have been changes in the University's financial state since Andrechak last addressed the Senate this past fall. One continuing concern is the balances and how they are used. The billion dollars show in reserves is misleading. This includes funds from all three campuses and much of the funds are restricted.

Flexibility is needed to allow for investment in the future. This campus has these funds due to the issues being addressed. In the past, Illinois spent into a large deficit. These numbers will come down as faculty lines are filled and classroom space is renovated. Some of the debts are being paid. There are still cash flow concerns with the state. There is a need to transform undergraduate education. The state is currently behind on payments to the University for approximately \$304 million. The state is attempting to make payments, but is still struggling. The state is putting every cent available towards pensions that were not paid in the past. In approximately 3-5 years there will be significant challenges. Current cash is being used for such items as repaying long-term debts and repairing infrastructure. The University is entering a difficult financial period.

The budget presentation can be found online at:
<http://www.senate.illinois.edu/130429budget.pdf>

Questions/Discussion

No questions.

Consent Agenda

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

- 04/29/13-04 EP.13.20* Proposal from the College of Liberal Arts and Sciences to revise the BALAS in History, in the Department of History
- 04/29/13-05 EP.13.23* Proposal from the Graduate College and the College of Liberal Arts and Sciences to Establish a New Graduate Minor in Global Studies
- 04/29/13-06 EP.13.26* Proposal from the Graduate College and the College of Agricultural, Consumer and Environmental Sciences (ACES) to Establish a new option in the Master of Science in Agricultural and Applied Economics
- 04/29/13-07 EP.13.30* Proposal from the Graduate College and the College of Agricultural, Consumer and Environmental Sciences to transfer the Master of Science in Agricultural Education from the Department of Human and Community Development to the Agricultural Education Program
- 04/29/13-08 EP.13.31* Proposal from the College of Liberal Arts and Sciences (LAS) Department of English to revise the Major in the Science and Letters Curriculum: BALAS English- English Concentration and English Teaching Concentration
- 04/29/13-09 EP.13.32* Proposal from the College of Media Journalism Department to reorganize and revise the News Editorial major and Broadcast Journalism major as a new unitary Journalism major
- 04/29/13-10 EP.13.33* Proposal from the College of Liberal Arts and Sciences (LAS) to Establish a Graduate Concentration in Second Language Acquisition and Teacher Education (SLATE)
- 04/29/13-11 EP.13.34* Proposal from the College of Applied Health Sciences to Change the Name of the Bachelor of Science Degree in Health to the Bachelor of Science in Interdisciplinary Health
- 04/29/13-12 EP.13.38* Proposal from the College of Liberal Arts and Sciences (LAS) to Establish a Minor in Slavic Language, Literature, and Culture, in the Department of Slavic Languages and Literatures
- 04/29/13-13 EP.13.39* Proposal from the College of Engineering to establish a Combined Bachelor of Science in Computer Science and Master of Computer Science in the Department of Computer Science
- 04/29/13-14 EP.13.41* Proposal from the College of College of Agricultural, Consumer and Environmental Sciences (ACES) to Revise Requirements for Ph.D. in Natural Resources and Environmental Sciences
- Proposals (enclosed)**
- 04/29/13-15 CC.13.09* Approval of Nominations for the Athletic Board
- On behalf of the Senate Committee on Committees, Chair Prasanta Kalita moved approval of the four nominees presented on CC.13.09. Matthew Wheeler (ACES) nominated Thomas Ulen from the floor. Ulen's willingness to serve was submitted. Nominations were declared closed.
- 04/29/13-16 By ballot, Beller, Diaz, Johnson and Ulen will go forward to the Chancellor for consideration in filling the two vacancies.
- 04/29/13-17 SP.13.06* Revisions to *Standing Rule 3* – Proposed Amendments to Documents
- On behalf of University Statutes and Senate Procedures (USSP), committee Chair William Maher introduced and moved approval of SC.13.06. The proposal is intended to show insertions and deletions to documents in a new format.
- 04/29/13-18 By voice vote, Revisions to *Standing Rule 3* were approved.
- 04/29/13-19 SP.13.07* Revisions to the *Bylaws*, Part D. 5 – Committee on Campus Operations
- On behalf of USSP, committee Chair Maher introduced and moved approval of SC.13.07. The Senate Committee on Campus Operations requested to add a component of sustainability to the duties of the committee and also add two additional *ex officio* members.

- 04/29/13-20 By voice vote, Revisions to the *Bylaws*, Part D. 5 were approved.
- 04/29/13-21 EP.13.35* Proposal to Establish the Institute for Universal Biology (IUB)
On behalf of the Senate Committee on Educational Policy (EP), committee Chair Gay Miller introduced EP.13.35. Miller added that EP is now taking on the responsibility of institute proposals that GUP previously reviewed. This Institute would be part of the Institute for Genomic Biology (IGB). The institute is fully funded by NASA. EP fully supports this proposal. Miller noted that the sentence in red under the "Academic Implications" section should be in black and end in a period rather than a question mark. Miller moved approval of EP.13.35.
- 04/29/13-22 By voice vote, EP.13.35 was approved.
- 04/29/13-23 EP.13.37* Revisions to 2017-2018 Academic Calendar
On behalf of EP, committee Chair Gay Miller introduced EP.13.37. These changes are the same that were implemented in 2012-2013. This institutes Saturday finals, removes one day for faculty to submit grades, and compresses other time frames. There is also a report included, EP.13.36, that is an analysis of the process of making changes to the 2012-13 calendar. Miller then moved approval of EP.13.37.
- 04/29/13-24 By voice vote, EP.13.37 was approved.
- 04/29/13-25 EP.13.40* Proposal from the College of Education to establish a non-licensure Bachelors of Science in Learning and Education Studies with concentrations in: 1) Applied Learning Science; 2) Education, Globalization, and Social Justice; 3) Workplace Training and Development; and 4) International and Cultural Perspectives in Early Schooling.
- 04/29/13-26 EP.13.40 was returned to committee at the request of EP at the start of the meeting.
- 04/29/13-27 CG.13.01* Revisions to the Academic Integrity Portions of the Student Code
On behalf of the Senate Conference on Conduct Governance (CCG), committee Chair George Gollin introduced CG.13.01. Chair Gollin moved approval of CG.13.01.
Gollin stated that the proposed changes have been worked on for several years beginning in 2008. CCG and EP have both endorsed this new language. The code has been restructured to make it easier to understand. There are student members required on all cases. Gollin invited Charles Tucker to address the Senate. Tucker described the changes outlined in the proposal.
Faculty senator O'Brien (FAA) noted that many students are unaware of the code and do not know the definition of plagiarism. O'Brien asked if this is this being addressed. Gollin replied that there have been informal discussions about this topic, but that those discussions are not included in this particular proposal.
- 04/29/13-28 Student senator Lear (GRAD) moved to amend the proposal by striking "that information proves conclusively that the student did not commit the violation" in section 1-403, part b, number 2. *Burden of Proof; Grounds for Appeal*, part D and inserting "this information makes it more probably true than not true that the student did not commit the violation". The motion was seconded and discussion followed. Gollin noted that the majority of the committee voted in favor of the proposed language.
- 04/29/13-29 By show of hands, the amendment was approved.
- 04/29/13-30 Lear then moved to amend section 1-403, part c, number 3 by adding the sentence "No hearing shall be held without the student's consent during 1. a final exam period, 2. the fall, winter, or spring breaks, 3. a summer session in which the student is not enrolled, or 4. a term in which the student is studying abroad". This sentence is to appear after the following language. "Both the

student and the Instructor shall be permitted to be present throughout the hearing but are not required to attend." The motion was seconded and discussion was held.

Gollin responded that the committee did discuss how to avoid the types of situations that Lear's amendment explicitly outlines. There are provisions in the policy in order address this concern.

04/29/13-31 Lear moved to amend his amendment by adding "accept in cases of graduation, suspension or dismissal" to the previous amendment. The motion was seconded and discussion followed.

04/29/13-32 By voice, the motion to amend the amendment did not pass.

04/29/13-33 By voice, the amendment did not pass.

04/29/13-34 By voice vote, CG.13.01 was approved as amended.

04/29/13-35 NB.13.01* Electronic Communications Policy

On behalf of Campus IT Security and Privacy Committee, committee Chair Abbas Aminmansour introduced the Policy. This is one of several IT committees on campus. Two years ago this policy was removed from the Senate agenda due to some serious concerns. This version has been shared with several Senate committees, Office of University Counsel, American Association of University Professors (AAUP), and other stake holders. Chair Aminmansour moved approval of NB.13.01. A short discussion followed.

04/29/13-36 By voice vote, NB.13.01 was approved.

04/29/13-37 SC.13.14* 2013-2014 Senate/SEC Calendar

On behalf of SEC, Chair Matthew Wheeler introduced and moved approval of SC.13.14.

04/29/13-38 By voice vote, SC.13.14 was approved.

Current Benefits Issues

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

Kindt thanked the Benefits committee members and *ex officio* members for their hard work this year. He also noted that the State Universities Retirement System Members Advisory Committee (SURSMAC) report included in the meeting packet and the document FB.13.02 distributed at the door contain important information. Kindt suggested the State Universities Annuitants Associate website <http://suaa.org> and also the University of Illinois Human Resources interactive website, NESSIE <https://nessie.uihr.uillinois.edu> as resources for benefits information. Kindt reported that there have not been any increases in employee costs in the past couple of years, but this year there will be significant increases in copays and premiums.

Reports

04/29/13-39 HE.13.07* FAC/ IBHE Report – March 15, 2013

04/29/13-40 HE.13.08* FAC/ IBHE Report – April 2, 2013

04/29/13-41 SC.13.13* BOT Observer Report – March 7, 2013

04/29/13-42 UC.13.06* USC Report – February 19, 2013

04/29/13-43 UC.13.07* USC Report – March 27, 2013

04/29/13-44 UC.13.08* USC Report – April 18, 2013

04/29/13-45 SUR.13.02* SURSMAC Report – April 9, 2013

New Business

On behalf of Nicholas Burbules, Tolliver gave apologies for his absence. McCarthy read the letter distributed at the door written by himself and Nicholas Burbules. Tolliver noted that this letter is not about collective bargaining. Mallory noted that many of the issues addressed in this letter overlap with the shared governance survey and gave her opinion that the survey results should be reviewed before addressing concerns in the distributed letter. Chair Wheeler noted SEC has not discussed this letter, and that as new business this is only a discussion and no vote will be taken. Mallory requested that SEC bring the issues outlined in the distributed letter back to the full Senate in fall 2013.

Adjournment

The meeting adjourned at 5:13 pm.

Jenny Roether, Senate Clerk

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

DRAFT

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

Committee on Committees
(Final;Action)

CC.14.03 Nominations for Membership on Standing Committees of the Senate

Conference on Conduct Governance

To fill one student vacancy created by the resignation of Sara Halko (LAS).

Scott Grubczak	DGS	Term Expires 2014
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Educational Policy Committee

To fill two student vacancies created by the resignation of Joshua Baalman (LAS) and Anthony Fiorentino (LAW).

Stephanie Sowl	GRAD	Term Expires 2014
Danielle Maynard	EDUC	Term Expires 2014

Library

To fill two faculty vacancies created by the resignation of Fernando Elichirigoity (MDA) and Barry Ackerson (SSW).

Alex Kirlik	ENGR	Term Expires 2014
George Ordal	MED	Term Expires 2015

Committee on Committees

- Sara Benson
- Anthony Fiorentino
- Tim Flanagan
- William Gropp
- Shao Guo
- Rachel Heller
- Prasanta Kalita
- David O'Brien
- Joyce Tolliver
- Jenny Roether, *ex officio*

Nominations from the floor must be accompanied by the nominee's signed statement of willingness to serve if elected. The statement shall be dated and include the name of the position to be filled. If present, the nominee's oral statement will suffice.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
 Committee on Committees
 (Final; Action)

CC.14.04 Nominations for Membership on the Seventh Senate Review Commission

Background

According to Article VI, Section 9 of the Senate *Constitution*, periodically the Senate shall provide for a comprehensive review of its size, organization, structure, and operation by a commission composed of members of the faculty and student electorates, and administrative officials. Such commission shall report its findings and make recommendations. The report of the commission shall be made public and distributed as all other reports of the Senate.

The Committee on Committees recommends approval of the following slate of nominees.

Nominations

Faculty:

Kim Graber (AHS), *Chair*
 Abbas Aminmansour (FAA)
 Anna-Maria Marshall (LAS)
 Randy McCarthy (LAS)
 Kevin Waspi (BUS)

Academic Professional:

Konstantinos Yfantis (CITES)

Students:

Shao-Hai Guo (ACES)
 Calvin Lear (GRAD)

Administrative Officials:

Barbara Wilson (Office of the Provost)
 Kristi Kuntz (Office of the Provost)

Administrative Liaison: (ex officio)

Reginald Alston (Office of the Chancellor)

COMMITTEE ON COMMITTEES

Prasanta Kalita, *Chair*
 Sara Benson
 Anthony Fiorentino
 Tim Flanagan
 William Gropp
 Shao Guo
 Rachel Heller
 David O'Brien
 Joyce Tolliver
 Jenny Roether, *ex officio*

Nominations from the floor must be accompanied by the nominee's signed statement of willingness to serve if elected. The statement shall be dated and include the name of the position to be filled. If present, the nominee's oral statement will suffice.

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

SP.13.08 Revision to *Standing Rule 14*

BACKGROUND

In February 2011, the Urbana-Champaign Senate took up a proposal to clarify the process by which items of business are placed on the Senate’s agenda. Based on provisions of *Bylaw A.3*, the Senate adopted *Standing Rule 14* to describe that process, to set deadlines for proposals to be submitted to the Office of the Senate, and to prescribe the form such proposals must take. Recent discussions have revisited the issues from 2011 and have also raised some questions about the extent of the Senate Executive Committee’s latitude in setting the agenda.

Following an April 2013 request from the Senate Committee on General University Policy, the Senate Committee on University Statutes and Senate Procedures reviewed *Standing Rule 14*, as well as committee reports and Senate minutes documenting the creation of the Senate Executive Committee and describing its authority. A summary of those documents is appended to this proposal. The text proposed below is intended to replace the existing language of *Standing Rule 14* in its entirety to clarify the process and its requirements.

RECOMMENDATION

The Senate Committee on University Statutes and Senate Procedures recommends that the Senate adopt new text for *Standing Rule 14*. The proposed text follows the existing language.

CURRENT LANGUAGE

1 **Setting the Agenda for Senate Meetings**

2 A. To submit an item for inclusion on the agenda of a specific regular Senate meeting, as
3 required in the Senate Bylaws, Part A, paragraph 3, the proposing committee or senator must
4 provide notice of the proposed item to the Office of the Senate not later than 5:00 p.m. on the
5 business day prior to the meeting at which the Senate Executive Committee is scheduled to set
6 the agenda. Dates of these meetings shall appear on the published Senate calendar. Notice may
7 be made by delivery in paper form or by email to the Senate Office, received not later than the
8 above mentioned deadline, and must be sufficiently explicit to be used as the basis for listing the
9 item on the Senate agenda. It is preferable, though not required, that the complete proposal be

10 submitted at this time. It is required that the complete proposal be submitted to the Office of the
11 Senate not later than 12:00 noon on the day on which the Senate packet is to be distributed. If the
12 complete proposal is not submitted by this deadline, the item shall be deleted from the Senate
13 agenda, unless the Senate Executive Committee has provided otherwise. Packet distribution
14 dates for regular Senate meetings shall appear on the published Senate calendar.

15 B. Any item meeting the requirements of A above shall be placed on the agenda of the indicated
16 meeting by the Senate Executive Committee. This Committee shall arrange the items on the
17 agenda as seems most suited to the efficient organization of the Senate's business. In the event
18 that, in the opinion of the Senate Executive Committee, too much business has been proposed for
19 the agenda of a regular Senate meeting, except for the last meeting of the academic year, the
20 Committee may postpone one or more items of business for not more than one meeting.

21 **PROPOSED LANGUAGE**

22 **Setting the Agenda for Senate Meetings**

23 A. Under the Senate By-Laws, the Senate Executive Committee (SEC) is responsible for
24 preparing the agenda for Senate meetings.

25 B. Any Senator or Senate Committee may submit an item for inclusion on the agenda of a
26 specific regular Senate meeting.

27 C. To place an item on the Senate agenda, any Senator or Senate Committee must provide
28 written notice of the proposed item – on paper or electronically – to the Office of the Senate no
29 later than 5:00 pm on the business day prior to the SEC meeting during which the agenda is set.
30 The published Senate calendar shall include the dates of these SEC meetings.

- 31 1. Senate Committees must submit written notice of items of business for the agenda that
32 are sufficiently explicit to describe an agenda item.
- 33 2. Individual Senators proposing items of business for the agenda must submit them in
34 complete draft form.
- 35 D. The SEC may postpone any item of business for not more than one Senate meeting. No item
36 may be postponed beyond the last meeting of the academic year. It may also refer the item to a
37 Senate Committee for further discussion; such a referral shall not further postpone the item being
38 placed on the Senate’s agenda, except by consent of the sponsor. If the item is postponed, the
39 SEC must provide the sponsor with a rationale for the postponement, and, where appropriate,
40 suggestions for revision.
- 41 E. In all cases, Senators and Senate Committees must submit complete final forms of their items
42 of business to the Office of the Senate no later than noon on the day on which the Senate packets
43 are distributed. If the complete final proposal is not submitted by this deadline, the item shall be
44 deleted from the Senate agenda, unless the SEC has provided otherwise. The published Senate
45 calendar shall include the dates for packet distribution for regular Senate meetings.
- 46 F. Nothing in this Standing Rule precludes any individual Senator from submitting proposals to
47 the SEC for its discussion and advice at any time, provided that all items submitted for inclusion
48 on the Senate agenda must follow this Standing Rule’s requirements on deadlines and form of
49 submission.

UNIVERSITY STATUTES AND SENATE

PROCEDURES

William Maher, Chair

Jennifer Baldwin

H. George Friedman

Wendy Harris

Scott Jacobs

Calvin Lear

Anna-Maria Marshall

Mark Roszkowski

Sandy Jones, *Ex officio* (designee)

Jenny Roether, *Ex officio*

Dedra Williams, Observer

APPENDIX

The Senate Executive Committee's predecessor, the Senate Council, was first created in September 1968 and "given authority to supervise the agenda of the Senate meeting and to coordinate the work of Senate Committees." (*Guide to the Urbana-Champaign Senate*, February 10, 1969.) This action was based on the prior report of the Senate Committee on the University Statutes and Senate Procedures (USSP) that stated: "A continuing concern of this committee has been the lack of coordination of Senate activities." The Council's "tasks would be to present the views of the faculty to the administration, to integrate and coordinate faculty activities through Senate committees, to evaluate the roles of existing committees, to act as an agenda committee, and to perform such other duties as the Senate may specify." (USSP Report U-C 6-68-14, included in Senate Minutes, September 3, 1968.)

The Council's role in regard to the agenda was clearly understood to be one of coordination and scheduling: "The Senate Council has been authorized to supervise the agenda, but if it does not act the Clerk prepares the agenda in the standard order listed above. . . Individual Senators who wish to bring matters before the Senate may do so directly from the floor." (*Guide to the Urbana-Champaign Senate*, February 10, 1969, p. 8.) The context of the *Guide* text reflects the rationale for Council's involvement as one of being able to make sure that notification of such matters could occur in advance so that materials could be distributed before meetings.

In a November 10, 1969 report, USSP noted that as of that time, the Senate had no Bylaws, and in putting forward proposed provisions regarding the introduction of New Business, USSP noted: "At present, any idea of new business can be raised by any member of the Senate either by requesting Professor Charles Wert as chairman of the Senate Council, or the Clerk of the Senate, Dr. Charles Warwick, to include the item in the printed agenda sent out with the Senate mailing, or by rising in the Senate at the time that new business is called for."

The Senate Council role and scope of responsibility for the agenda remained virtually the same with the 1970 reconstitution of the Senate. The *Bylaws* for the new Senate, approved November 9, 1970 stated in B.1: "The function of the Senate Council shall be to coordinate the activities of the Senate committees, to evaluate the functions of these committees, to supervise the agenda for Senate meetings, and to perform such other duties as the Senate may specify." *Bylaw* B.3 read: "Items of business submitted to the Senate Council by any Senator shall be placed on the agenda, provided that such items are submitted prior to preparation and distribution of the agenda." Except for the addition, sometime between 1970 and 1978, of the words "in writing" between "submitted" and "prior," as well as some differences in paragraph numbering, these provisions remained the same in the June 1978 *Bylaws* and today.¹

Following comments from Chancellor W. P. Gerberding and Vice-Chancellor Morton Weir about the Senate's lack of prestige and its need to reconstitute itself into separate faculty and student senates, an Ad Hoc Committee on Faculty and Student Participation in University

¹Bylaw B.3 currently states: "Items of business submitted to the Senate Council by any senator or Senate committee shall be placed on the agenda, provided that such items are submitted in writing prior to preparation and distribution of the agenda."

Governance was established in November, 1979. Its 28-page report of January, 1981 (XGV.81.1) contained broad ranging insights and suggestions for changes. Interestingly, the Ad Hoc Committee's commentary noted many of the issues that still haunt the Senate today. In regard to the Council, it noted: "In addition to continuing to set the agenda for Senate meetings, the Executive Council will also be charged with initiating and shaping the work of the Senate." (3.21, p. 14). Its reasoning was that the

...Council should not merely respond to problems that have already arisen, but should help the Senate undertake the study of long range problems and itself take a formative role in determining in which direction the University should go. If the Senate is to be the responsible organization in shaping the policies of this University, it is crucial that the...Council be an initiator in suggesting to the Senate problems that should be studied.... Only if faculty become involved at the early stages of problem solving will they be able to have a truly effective role in shaping university policy.

Although the report covered many issues and contained many suggestions later discussed by Council and the full Senate, only a limited number were moved forward for implementation. Relating to the Council's role, on April 11, 1983, the Senate approved revisions to the *Bylaws* to add the words "initiate and guide the work of the Senate" as the first item on the list of the Council's duties. Notably, these documents did not prescribe any changes in the way that the Council should treat member-initiated agenda items. Thus, in the absence of any historical or legislative record regarding member-initiated business, the language authorizing the Council to "initiate and guide" the work of the Senate was limited to identifying important issues for Senate consideration. It did not extend the scope of authority of the Council to exercise any additional discretion or control over the agenda.

The Senate Council was retitled as the "Senate Executive Committee" in December 2001. This change grew out of a recommendation made by the Fifth Senate Review Commission which had stated ". . . the current title of 'Senate Council' should be changed to 'Senate Executive Committee.' The change in title more closely reflects the function of the committee and is also in keeping with titles used by other CIC and University of Illinois campuses." USSP researched the titles at other CIC institutions and determined that there was not a consistency among such titles. Instead, USSP noted that other areas on campus (colleges, departments, etc.) typically referred to their top committee as the "executive" committee and this reasoning would support the change from Senate Council to Senate Executive Committee.

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

University Statutes and Senate Procedures
(Final; Action)

SP.14.05 Proposed Revisions to the *Bylaws*, Part D.12 – Committee on Honorary Degrees

BACKGROUND

At the March 4, 2013 Senate meeting, the Senate went into Executive Session, as per its standing practice, to consider a nomination for an honorary degree. Subsequently, the use of an Executive Session was called into question as not being consistent with those exceptions allowed to close public meetings as outlined in Section 2 (c) of the Illinois Open Meetings Act (5 ILCS 120/). See the following URL: <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=84&chapterID=2> After Public Affairs examined the matter, it released, to local news media, an audio recording of the Senate’s discussion of the honorary degree nomination.

RECOMMENDATION

Because the Senate has a record of working for openness and consistency with the Open Meetings Act and to avoid potential confusion, the Senate Committee on University Statutes and Senate Procedures hereby recommends that the *Bylaws* be amended to remove the reference to “executive session” from the provisions for the Senate Committee on Honorary Degrees.

Text to be deleted is marked by ~~strikeout~~ (e.g. ~~sample text for deletion~~).

PROPOSED REVISIONS TO THE *BYLAWS*, PART D.12

- 1 12. Committee on Honorary Degrees
2
3 (a) Duties
4
5 The Committee shall initiate and review nominations for honorary degrees and make
6 recommendations to the Senate ~~in executive session~~.
7
8 (b) Candidate selection criteria
9 The prime, controlling consideration for an honorary degree should be distinction. The
10 nominee should have made a distinguished contribution in the relevant field of endeavor,
11 and should have shown sustained activity of uncommon merit. The contributions may be
12 made in a wide range of activities, including, but not limited to:
- 13 • Scholarship, in any discipline: major breakthroughs in knowledge in fields of scholarly
14 work.
 - 15 • Creative Arts, in the broad sense of the term: literature, music, architecture,
16 engineering, science, etc.; the development of new frontiers of creativity.

- 17 • Professions: distinguished contributions, innovative work of distinction.
18 • Public Service: outstanding achievement in statesmanship, administration, legislative
19 activity, the judiciary, non-governmental civic activity.
20 • Business, Industry, Labor: outstanding, innovative activity.

21 (c) Membership

22
23 The Committee shall consist of:

- 24
25 1. Five faculty members, and
26 2. Two students.

27

UNIVERSITY STATUTES AND SENATE PROCEDURES

William Maher, Chair
Jennifer Baldwin
H. George Friedman
Wendy Harris
Scott Jacobs
Calvin Lear
Anna-Maria Marshall
Mark Roszkowski
Sandy Jones, *Ex officio (designee)*
Jenny Roether, *Ex officio*
Dedra Williams, *Observer*

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

**Committee on Educational Policy
(Final; Action)**

EP.14.01 Revisions to the 2013-2014 Academic Calendar

Background:

Renovation of the Assembly Hall (now State Farm Center) will not be completed by the end of Spring semester 2014. Thus, the commencement ceremonies cannot be held in the State Farm Center. The only venue large enough for campus-wide commencement ceremonies is Memorial Stadium. With the need to move the venue, the Committee on Commencement's recommendation is to hold the campus-wide ceremony on Saturday, rather than Sunday because of practical considerations. For both invited guests and the students themselves, the Sunday Commencement ceremony often meant an extra day on campus. To avoid this, many students and their families simply left campus after their unit ceremonies, and did not attend Commencement. This tendency has been compounded by the fact that the Sunday Commencement often coincided with Mother's Day. In 2011, the Commencement speaker (Cokie Roberts) did not speak at the afternoon Commencement because she wished to spend at least a part of Mother's Day with her elderly mother. The Committee on Commencement thinks that holding the ceremony on Saturday may alleviate some of these problems and induce more students (and possibly more faculty) to attend Commencement.

This proposal, if passed, would supersede EP.07.33, which states that the 2014 Commencement occurs on Sunday, May 18 2014. EP.07.033 is the currently approved 2013-2014 Academic Calendar.

Impact

The conferral date for awarded degrees appears on official student transcripts and diplomas. For this reason, the Office of the Registrar website communicates the conferral date of awarded degrees so that external agencies can confirm the accuracy of Illinois transcripts and diplomas. Also, the conferral date configuration in the Student Information System must be set prior to any student applying for graduation to the Spring 2014 term (Nov. 1, 2013).

Additional impacts occur with respect to the other events of Commencement weekend, notably the unit convocations, many of which need to be rescheduled, and some of which need to be moved to a different venue. It must be stressed that some of these changes are independent of the occurrence of a campus-wide Commencement ceremony on Saturday, since several unit convocations have been held in the State Farm Center, which will not be available. Thus, considerable shifting of times and venues is inevitable.

[Hyperlink to FAQs](#)

Recommendation:

The Senate Committee on Educational Policy recommends revising the 2013-2014 Academic Calendar by moving the date of commencement from Sunday, May 18, 2014 to Saturday, May 17, 2014. The Committee also recommends holding a single campus-wide commencement ceremony on the morning of Saturday, May 17, 2014 in Memorial Stadium with the college ceremonies following. Altering the date of commencement to Saturday, May 17, 2014 also changes the degree conferral date to Saturday, May 17, 2014.

Finally, the Committee also recommends that the Chancellor’s Office and the Committee on Commencement evaluate the success of the campus-wide Commencement ceremony immediately after the 2014 Commencement to determine whether this format should be maintained for the remaining years of construction at the State Farm Center and report the findings to the Senate Committee on Educational Policy and others by various communications.

The revised calendar for Spring 2014 would appear as follows:

Spring Semester 2014

M. L. King Day	Monday, January 20 (no classes)
Instruction Begins	Tuesday, January 21
Spring Vacation Begins	Saturday, March 22, 1 p.m.
Instruction Resumes	Monday, March 31, 7 a.m.
Instruction Ends	Wednesday, May 7
Reading Day	Thursday, May 8
Final Examinations Begin	Friday, May 9
End	Friday, May 16
Commencement	Saturday, May 17

This alteration is formulated in accordance with *Synopsis of Policies Governing the Academic Calendar at UIUC*, adopted by the Senate on December 5, 2005.

Senate Committee on Educational Policy

- | | | |
|-------------------|-----------------|-------------------------------------|
| Gay Miller, Chair | Randy McCarthy | William Buttlar, <i>ex officio</i> |
| Juan Bernal | Eric Meyer | Karen Carney, <i>ex officio</i> |
| Susan Curtis | Steve Michael | Brenda Clevenger, <i>ex officio</i> |
| Bettina Francis | Isabel Molina | Stacey Kostell, <i>ex officio</i> |
| Phillip H. Geil | Charles Roseman | Kristi Kuntz, <i>ex officio</i> |
| Sarah Halko | Jeremy Tyson | Faye Lesht, <i>ex officio</i> |
| Matthew Hill | Pratap Vanka | |
| Gary Kling | Michelle Wander | |

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

HE.13.09 Report on the May 17, 2013 meeting of the Faculty Advisory Council to the Illinois Board of Higher Education.

The [Faculty Advisory Council \(FAC\)](#) of the [Illinois Board of Higher Education \(IBHE\)](#) held a regularly scheduled meeting on Friday May 17, 2013 at the Monmouth College with 26 member institutions present. Special guests from IBHE present at this meeting included Executive Director Harry Berman; Senior Associate Director for Research, Analysis, Policy Development and Publications Karen Helland; Deputy Director for Advancement, External and Government Relations Jonathan Lackland; Associate Directors for Academic Affairs Debbie Meisner-Bertauski, and Ocheng Jany.

Chair Aminmansour called the meeting to order at 9:00 AM. After introduction of members present, Professor David Timmerman, Dean of the Faculty at Monmouth welcomed the group to his campus. Timmerman noted that enrollment at Monmouth had dropped to 600 in the 1990s. However, because of expansion and improvements since then, current enrollment at Monmouth is at 1300 with 95% of students coming from Illinois. He added the goal is to reach an enrollment of 1500 in the future. Every student at Monmouth takes a common course every year.

Aminmansour reported that he had attended the IBHE's Performance Based Funding Steering Committee meeting on May 8th. He noted that a refinement subcommittee of the group is working on developing ideas for possible changes in the criteria/metrics with an eye on maintaining quality.

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately and reported back to the Council. The following members have been elected by their respective caucuses as Caucus Chairs for the 2013-14 academic year: Shawn Schumacher of Devry University (private institutions caucus); Sonya Armstrong of Northern Illinois University (public universities caucus) and Steve Depasquale of Kankakee Community College (community colleges caucus).

IBHE Deputy Director for Advancement, External and Government Relations Jonathan Lackland noted that SB 1900 (open access of faculty publications) has passed the Illinois House and Senate and that if signed into law, a task force would look at implementation. IBHE would report on how campuses comply. Lackland added that a textbook affordability resolution has been drafted. The situation and details are uncertain. IBHE will have a role in this issue.

IBHE Executive Director Harry Berman and Senior Associate Director for Research, Analysis, Policy Development and Publications Karen Helland reported on the progress in establishing an IBHE Faculty Fellows Program originally recommended by the Council. The idea will be presented to the Board over the summer with an implementation target of Spring 2014, if possible. The Council will have three representatives on the Steering Committee overseeing advertisement and selection of the fellows.

FAC Members received a tour of the new Center for Science and Business building at Monmouth after lunch.

During the Business portion of the meeting, the Council approved the minutes of its April 2nd meeting. Further, Council officers for the 2013-14 academic were elected (Abbas Aminmansour: Chair, Marie Donovan: Vice Chair, and Steven Rock: Secretary). The election of the Caucus Chairs was affirmed by the Council. Nominees for participation in the IAI panels include: from the Privates (Cyrus Grant, Dominican, Computer Science; Sujin Huggins, Dominican, Sociology), from the Community Colleges (Douglas Okey, Theater; Lyle Hicks, Business, Sally Mullan (panel TBD); Eric Gorder, Joliet, Visual Arts), Publics (Steve R., Social Science; Aida Shekib, and Les Hyder).

IBHE Associate Director for Academic Affairs Debbie Meisner-Bertauski and Dr. Brenda Klostermann, Associate Director of the Illinois Education Research Council (IERC) provided background, history, purpose, components, who is included, and next steps relative to the High School to College Success Report.

The meeting adjourned at 3:30 PM. The next IBHE-FAC meeting is scheduled for June 14, 2013 at the Lincoln College.

Respectfully submitted

Abbas Aminmansour

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**
Urbana Senate Observer
(Final; Information)

SC.14.03 Report on the July 25, 2013 meeting of the Board of Trustees held at the University of Illinois Chicago campus.

(10:00 am) The meeting began, as usual, with a performance of the state song.

Chairman Kennedy began with opening comments, including thanks to other members of the Board for organizing the retreat on health affairs.

President Easter introduced university officers and other guests. He reported on events in Springfield – a flat, not declining state appropriation.

Trustee Hasara introduced the three new student trustees, who were formally inducted as new members of the Board.

Chancellor Allen-Meares gave welcoming comments from UIC and highlighted a few news items from her campus, faculty accomplishments, and an overview of its strategic planning process.

Trustee McMillen gave a report from the Audit and Budget committee.

Trustee Hasara gave a report from the Academic and Student Affairs committee. She announced that VPHA Joseph Garcia was leaving the university, and that Jerry Bauman would be appointed as Interim VPHA.

Trustee Strobel gave a report from the Governance and Personnel committee. This included a report on new policies for the rehiring of retirees.

Trustee Koritz gave a report from the Hospital and Health Affairs committee.

Board actions:

President Easter's term of appointment was extended.

Dean appointments were approved for Agricultural, Consumer and Environmental Sciences, Engineering, School of Labor and Employment Relations, College of Liberal Arts and Sciences, and the College of Media.

Approved members of the Athletic Board, appointments to the Center for Advanced Study, and tenure and promotion candidates.

A number of new and revised degree programs were approved.

Repair plans for the Pennsylvania Avenue Residence Halls were approved.

The three chancellors gave campus dashboard reports. Chancellor Wise's report featured research accomplishments. Research funding is benchmarked against peer universities, most of which have medical schools. Texas and Berkeley are truer peers, in that sense. We compete well for federal R&D, less well for corporate and foundation funding. NSF funding is very strong. The number of patents is high relative to peers. The number of start-ups is trending upwards. She concluded by mentioning a few highlights and new grants, including \$25 million from the Gates Foundation.

Bryan Becker from the university hospital gave a report on financial, health care quality, and patient satisfaction performance at the hospital.

BREAK

(1:30) After lunch, the meeting was entertained by the UIC Summer Jazz Camp band.

Graduates Jamie Kelleher and Tory Cross gave a presentation on the Illini 4000 for cancer, a student-run nonprofit raising funds for cancer research.

Dean Michael Mikhail gave a presentation on the College of Business Administration at UIC.

VPR Larry Schook gave a presentation on UI LABS. Its first major project is an initiative on advanced manufacturing. They have put together a strong consortium to apply for a \$70 million Digital Manufacturing and Design Innovation grant, to be matched by \$70 million in raised funds.

VP Finance Walter Knorr gave a presentation on the university's financial situation. The state just sent in \$60 million in overdue payments. We still have a \$120 million receivable from the last fiscal year, 2013. Our credit rating with Moody's has been downgraded and is "under watch," partly because the state rating keeps going down. Our GRF state funding for next year is flat; any increases in state funding are going into SURS. There is no capital bill for next year (2014).

Loren Taylor gave a presentation on the UI Alumni Association.

Tom Farrell gave a presentation on the UI Foundation. Fundraising is up sharply at Urbana, partly but not entirely because of the \$100 million Grainger gift.

Outgoing USC chair Nicholas Burbules gave a report on the state of shared governance at the university.

There was a closing Public Comment from the UIC student government on housing scholarships for homeless students.

Respectfully Submitted,
Nicholas Burbules

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

UC.13.09 Report on the May 15, 2013 meeting of the University Senates Conference held at the University of Illinois Chicago campus.

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-0515.13.pdf>

The Conference was joined by President Robert Easter, Vice-President of Academic Affairs Christophe Pierre, Senior Communication and Evaluation Coordinator Jason Kosovski (Urbana), and incoming members Gay Miller (Urbana), Brian McKay and Sandy DeGroot (UIC).

The meeting was convened at 10:00 AM.

I. Meeting with President Easter, Vice-President Pierre, and Dr. Kosovski

President Easter reported on ongoing discussions with legislators regarding **pensions**. The current expectation is that universities will be asked to assume the cost of pensions. If this occurs, President Easter's intention is that the University request no decrease in our appropriation. If the transfer of cost does occur, it would be phased in gradually, over a number of years. The President discussed various potential scenarios with members of the Conference, and ways in which the University would respond in order to safeguard our power to attract and retain excellent faculty.

Dr. Kosovski represented Visiting Senior Advisor to the President Bill Adams, who was unable to attend the meeting. He gave a detailed report of the progress of the **review of University Administration**, which is in its final stages. (Information on the University Administration review can be found here: <http://www.uillinois.edu/uareview>.) All seven review teams have submitted reports to the units they reviewed, and most of those units have now responded to the draft reports. The team reports will be posted on the Review website, all reports being released at the same time.

The UA Review steering team will process the final reports and forward a list of concise recommendations to the Vice-President of Academic Affairs and to the Provosts, who, along with a representative of the University Senates Conference, will assess the teams' recommendations and forward final recommendations to the President and to the Chancellors. Implementation of some of the recommendations could begin as early as this summer.

Vice-President Pierre noted that each of the review teams recommended implementing a yearly review of each UA unit, as well as a structured budgetary allocation process.

Chair Burbules noted that the UA review reflects a fundamental shift in how the role of UA is viewed by the current president: UA is considered to play a supporting and coordinating role vis-a-vis the campuses.

Vice-President Pierre discussed the **campus resource strategic management plans** with the Conference. President Easter has requested that each campus forward a three-year plan for use of resources (including reserves), taking into account risks that are on the horizon. Plans should be completed by June 30. In order to carry out this task, each of the campuses has appointed a committee that includes representation of the faculty. (The composition of the Urbana committee can be found here: http://www.provost.illinois.edu/committees/strategic_working_group.html)

In Urbana, the plans will be coordinated with the Visioning Future Excellence initiative.

Regarding the need to plan campus budgets for a multi-year period, Chair Burbules suggested that, rather than waiting until the legislature has decided on our appropriation each year, we should **plan salary increment programs over a multi-year stretch**. The Conference voted unanimously to ask the USC Budget and Benefits committee to draft a resolution encouraging the president to adopt such a strategy. The USC Budget and Benefits committee convened during the lunch session to draft such a resolution, which was then approved during the afternoon business meeting.

HIGHLIGHTS FROM THE BUSINESS MEETING:

Information was shared about the annual Board retreat, which will be held in Chicago on July 24. The retreat will focus on issues related to our health affairs and hospital operations. It was noted that, while recent practice has been to invite all USC members to participate in the retreats, this retreat will be smaller and will include only those Conference members integrally involved in hospital operations. Chair Burbules stated that he has conveyed to President Easter his sense that this exclusivity should be seen as an anomaly.

The Conference approved the following actions:

1. To transmit a document drafted by Urbana professors Randy McCarthy and Nicholas Burbules for presentation to the Urbana senate at the April 29, 2013 meeting. (That document can be found here: <http://www.senate.illinois.edu/130429letter.pdf>.) It was clarified that the document did not constitute an official statement on the part of the Urbana senate or any of its committees, but rather represented the views of two individual faculty members. The Conference voted to transmit the document to the three senates, the three chancellors, the President, and members of the Board, noting that we considered it worthy of attention.
2. To formally request of the President that an in-depth review be performed of the Office of the Vice-President for Health Affairs, including its "vision, structure, function, outcomes, and relationship to medical education."
3. To formally urge the Vice-President of Academic Affairs, the Vice-President and Chief Financial Officer, and the campus provosts to "develop and maintain multi-year plans for progressive salary programs at all levels for each campus."

The meeting was adjourned at 3:30 p.m.

Respectfully submitted,
Joyce Tolliver, USC Liaison to Senate Executive Committee

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

UC.13.10 Report on the June 18, 2013 meeting of the University Senates Conference held at the University of Illinois Urbana campus.

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/sites/usc.uillinois.edu/files/images/AGN-061813.pdf>

The Conference was joined by President Robert Easter, Chairman of the Board of Trustees Christopher Kennedy, Interim Special Assistant to the President Margaret (Peg) O'Donogue, Assistant Director of University Relations Jan Dennis, and incoming members Gay Miller, Prasanta Kalita, and William Maher (Urbana), and Sandy DeGroot (UIC).

The meeting was convened at 10:00 AM.

Meeting with President Easter

President Easter reported on ongoing **discussions with legislators** regarding pensions and other issues. His impression was that the proposal of the IGPA was gaining momentum. The presidents of all fourteen Illinois universities have endorsed this proposal, even though none of them would claim it is perfect. The IGPA plan can be found here:

<http://igpa.uillinois.edu/system/files/Six-Simple-Steps-for-Reforming-SURS.pdf>.

The President also briefly discussed Senator Biss's proposed legislation that would impose new limits on the rehiring of retirees by state entities.

The President discussed plans to closely examine the operations of the University's **health enterprise**, which will form the focus of the July Board retreat. He announced that, in contrast to recent retreats, the list of participants will be more closely focused on those directly involved in our health operations. All members of the Conference's Health Affairs committee have been included in the list of Retreat participants.

Plans for a **salary program** were also discussed. President Easter informed the Conference that a communication from Vice President of Academic Affairs Pierre would be sent to the campuses explaining the salary program, and he indicated his agreement with the Conference that it is best to conceive of the salary program in multi-year terms, rather than planning only from one year to the next.

The President encouraged the Conference to think of ways in which **faculty members could more actively participate in discussions about budgetary priorities** on each campus. He mentioned the Urbana campus's **Campus Budget Oversight Committee**, which provides one model for robust faculty participation in campus decisions about budgetary priorities. Prof. Gay Miller (Urbana), who chaired CBOC some years ago, described the committee as the place "where vision meets budget." Prof. Miller described the workings of the CBOC: Each of the colleges submit a budgetary proposal, supported by the expression of a strategic vision, to the provost. The provost forwards those proposals to CBOC, who meet with representatives of each college and then make recommendations to the provost regarding relative allocations to each college. President Easter expressed his intention to **encourage all three provosts and chancellors to consult**

robustly with faculty groups about budgetary priorities, and suggested that UIC and UIS should consider setting up committees like CBOC if they do not have them. It was also pointed out that the *University Statutes* require the EOs to prepare their unit budgets in consultation with their advisory or executive committees.

Interim Special Assistant O'Donogue provided a follow-up report on the Conference's earlier request that the President's Office investigate why University ID cards were not available to emeritus professors. She reported that she had worked with the person who oversees the distribution of I-Cards, and that they had worked out a solution that would allow Banner to process these cards. Full implementation of **ID cards for emeritus professors** was projected for mid-July.

LUNCH GUEST: Chris Kennedy, Chair of the Board of Trustees

Chair Kennedy spoke with Conference members at length about the challenges facing the University of Illinois Hospital and the health services operation, one aspect of which is the considerable overlap between the patient base of the UI Hospital and that of Cook County Hospital. The Board Chairman has asked President Easter to confer with a consulting group, the Huron Group, about potential ways forward for our health services operation and to forward recommendations for the Board to consider. The Huron Group will be involved in the July Board retreat.

ORGANIZATIONAL MEETING

Prof. Kim Graber, chair of the Nominating Committee, reviewed the process followed in securing nominations for USC Chair, USC Vice Chair, and members of the USC Executive Committee and other committees for 2013-14. All members of USC were consulted by members of the nominating committee.

Floor nominations were requested for Chair and Vice-Chair. None were offered. Elections were held by paper ballot for Chair, Vice-Chair, and the members of the Executive Committee. Jorge Villegas (UIS) was elected 2013-14 Chair, and Don Chambers (UIC) was elected 2013-14 Vice Chair. Members elected to the USC Executive Committee were Jorge Villegas (UIS), Don Chambers (UIC), Lynn Fisher (UIS), Kouros Mohammadian (UIC), Roy Campbell, and Joyce Tolliver (Urbana).

HIGHLIGHTS FROM THE BUSINESS MEETING:

The Conference approved a **revision to ST-79**, which proposes a revision to the *Statutes* that would allow USC to propose revisions to the *Statutes*. The revisions to the proposal which responded to requests from the Chairs of the UIC and UIS Senates would make the processes parallel whether a proposed *Statutes* amendment had initiated with the Senates or with the Conference.

A draft document providing **guidelines for the conduct of USC business** was discussed and revisions were recommended. The Conference agreed to reconsider a revised version of the document at the following meeting.

Chair Burbules provided an update on the **Academy on Capitalism and Limited Government**, reporting that he had enjoyed a productive conversation on the topic with the University of Illinois Foundation President Thomas Farrell. Chair Burbules shared his understanding that some concerns about the structure of the ACLGF's Board have been addressed.

Last but by no means least, several members were presented with plaques in recognition of their years of service to the Conference. The fifteen years of service of Prof. **Kenneth Anderson (Urbana)**, including two terms as its Chair, were warmly acknowledged, as were the contributions of Profs. **Leslie Strubel (Urbana)**, **Geula Gibori (UIS)** and **Tim Shanahan (UIC)**, whose terms on the Conference were ending.

Vice Chair Don Chambers presented a plaque to outgoing Conference Chair **Nicholas C. Burbules (Urbana)** in gratitude for his outstanding leadership throughout the year.

The meeting was adjourned at 4:10 p.m.

Respectfully submitted,
Joyce Tolliver, USC Liaison to Senate Executive Committee

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

HD.14.01 Request for Nominations for Honorary Degrees

Conferral of an honorary degree (degree *honoris causa*) recognizes an individual’s exceptional achievement or distinction in a field or activity consonant with the mission of the university. The individual should have made a distinguished contribution to knowledge and creativity and have shown sustained activity of uncommon merit. Through the awarding of an honorary degree, the University seeks both to honor the recipient and to bring honor upon itself by association with that individual. Conferral of such degrees at commencement is intended to inspire and encourage graduating students and others attending the ceremony.

Honorary degrees at the University of Illinois have been conferred for work in a variety of fields, including scholarship (in any discipline), the creative arts, public service, business, industry and labor. The following types of honorary degrees are used on this campus: Doctor of Engineering, Doctor of Fine Arts, Doctor of Humane Letters, Doctor of Jurisprudence, Doctor of Laws, Doctor of Letters, Doctor of Literature, Doctor of Music, Doctor of Public Administration, Doctor of Science, Doctor of Science and Letters, Doctor of Social Service and Doctor of University Administration.

Nominations may be submitted by any individual associated with the university, however, Senate guidelines emphasize nominations made by or supported by departments or other academic units. Consideration may be given to the extent to which the candidate has a prior association with either the University of Illinois or the State of Illinois. Current employees of the University and elected officials of the State of Illinois are ordinarily not eligible. Alumni and former employees of the University, whose professional and societal contributions merit such recognition, may be considered.

Former recipients of honorary degrees from the University of Illinois include:

Barry Bearak (2003): reporter, New York Times Magazine; visiting professor of journalism, Columbia University. Recipient of the 2002 Pulitzer Prize for International Reporting.
Rita Colwell (2003): former director, National Science Foundation.
Lani Guinier (2004): professor of law, Harvard, University; former head, voting rights project, NAACP Legal Defense Fund.
Judith Krug (2005): director, Office for Intellectual Freedom, American Library Association; cofounder of ‘Banned Books Week’.
Burt Rutan (2006): aerospace engineer; president and CEO of Scaled Composites, Inc. Designed Voyager (first aircraft to circle the world nonstop without refueling), SpaceShipOne (first privately-built manned spacecraft to reach space)
Fred Volkmar (2013): Irving B. Harris Professor of Pediatrics and Psychiatry, Yale University. Recognized for pioneering research in the treatment of autism spectrum disorders.

Request for Nominations for Honorary Degrees

The Senate Committee on Honorary Degrees is pleased to invite nominations for the May 2015 honorary degree awards. Nomination procedures are detailed below. You are urged to nominate, through your unit (department, school, college, etc.), outstanding candidates for Honorary Degree awards.

Nominations may be submitted at any time; however, nominations to be considered for the May 2015 commencement must be received by November 1. Please note that in order to maintain absolute confidentiality, under no circumstances is any potential candidate to be contacted even to obtain lists of references and/or vitae. Please use only non-University of Illinois persons for references. Only the President and/or Chancellor may contact candidates.

The Committee appreciates your help in identifying outstanding individuals whom the University can honor and, in so doing, honor itself. If you have any questions or need additional information, please contact the Senate Office (333-6805). For your convenience, a nomination form is at (http://www.senate.illinois.edu/hd_form.pdf).

REQUEST FOR NOMINATIONS FOR HONORARY DEGREES

The prime, controlling consideration should be distinction. The person should have made a distinguished contribution to knowledge and creativity in the relevant field of endeavor, and have shown sustained activity of uncommon merit. The contributions may be made in a wide range of activities; the following list is not exhaustive:

Scholarship, any discipline: major breakthroughs in knowledge in fields of scholarly work.

Creative Arts (literature, music, architecture, engineering, et al): the development of new frontiers of creativity.

Professions: distinguished contributions, innovative work of distinction.

Public Service: outstanding achievement in statesmanship, administration, legislative activity, the judiciary, or in non-governmental civic activities.

Business, Industry and Labor: outstanding, innovative activity in the business and/or labor community.

Following Senate guidelines, the Committee will consider, but not be bound by, the degree to which the candidate has had some association with Illinois - the University or the State. While alumni of the University should not be excluded, honorary degrees are not a means of recognizing their contributions; other awards exist for this purpose. Current administrators, faculty, or staff of the University ordinarily are not eligible; while emeriti are eligible even if engaged in teaching or research at the University. Elected officials of the State of Illinois and its subordinate units and members of the Legislature, during their terms of office, ordinarily are not eligible.

Senate guidelines emphasize recommendations by departments and other academic units. A nomination coming to the Committee from a member of the Board of Trustees, an alumnus/alumna, or a friend of the University will be referred to the proper academic unit for support of the faculty.

For full consideration of the nomination by the Committee for the May 2015 commencement, the nominator or nominating unit should supply the following information to the Committee by November 1:

1. A brief letter of nomination, summarizing the candidate's qualifications for this honor, and certifying the support of the appropriate academic unit.
2. A brief curriculum vitae of the nominee, including addresses, telephone numbers, or other means by which the nominee can be reached. If the nomination finds substantial initial support in the Honorary Degrees Committee, additional information may be requested from the department to develop the case and to provide the Senate with the materials it needs for the final decision.
3. The names and addresses of at least four professionally-distinguished individuals who could be contacted for letters of support or further information about the candidate. It is hoped that oral communications among professional colleagues will help assure the confidentiality of the decision process.

Nominations and full dossiers should be marked confidential and sent to the Committee on Honorary Degrees, c/o Senate Office, 228 English Building, MC-461.

XFC.14.01
September 16, 2013

**REPORT FROM THE SENATE EXECUTIVE COMMITTEE TASK FORCE
ON FACULTY ISSUES AND CONCERNS**

SEPTEMBER 9, 2013

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REPORT FROM THE S.E.C. TASK FORCE ON FACULTY ISSUES AND CONCERNS

This Task Force was established by the Senate Executive Committee at its May 13, 2013 meeting, and charged by SEC Chair Matthew Wheeler to meet with representatives of campus administration to collect information and to discuss current and proposed initiatives related to the faculty concerns presented to the Senate on April 29, 2013 in a joint letter authored by Senators Nicholas Burbules and Randy McCarthy (see Appendices A and B.).

The Task Force has completed its work and hereby submits its findings and recommendations to the Senate Executive Committee.

The Task Force did most of its work in three separate subcommittees, chaired by Nicholas Burbules, Randy McCarthy, and Joyce Tolliver, which divided up the original list of ten topics. Because of the cross-related aspect of many of these issues, we are submitting a single jointly authored report, broadly organized around the themes in the original letter. As we discussed the issues, we also identified some additional related topics not raised in the original letter.

In ongoing conversations with members of the Provost and Chancellor offices, we believe that we have made significant progress in proposing realistic, achievable approaches to the salary, benefits, budget, promotion and tenure, and governance issues we were asked to address. We also learned more about initiatives already in place or underway in these areas that are not known to most faculty. We appreciate the time and effort of our administrative colleagues in meeting with us over multiple working sessions. This process has been an exercise in shared governance and collaborative problem-solving at its very best.

The result is, we believe, a major step toward further strengthening shared governance on this campus.

Nicholas Burbules
Randy McCarthy
(co-chairs)

Jeff Brown
Roy Campbell
Adrienne Dixon
Kim Graber
Harry Hilton

Eric Johnson
Prasanta Kalita
John Kindt
William Maher
Ben McCall
Joyce Tolliver
Matt Wheeler

CONTEXT

The primary challenge before our campus in the years ahead is how to continue to pursue excellence in the face of significant financial, competitive, and technological headwinds. The financial headwinds are well-known: a fiscally strapped state, enormous unfunded pension and retiree health care obligations, cutbacks in federal support for research, and relatively flat tuition trajectories are among the many factors that are stressing the university's financial models. A need to stay competitive with peer institutions – not all of which face the same daunting combination of financial challenges – will require difficult choices about resource allocation. Finally, the emergence of technologies with the potential to disrupt the traditional model of higher education finances will require us to be nimble and adaptive. We will need to manage new resources judiciously, but also rely on strategic reallocation internally.

Rising to this challenge will require our university to become increasingly adaptable and efficient. This, in turn, will require organizational changes, as it is highly unlikely that the organizational structures and processes of the past will be the same ones that promote excellence in the future. In recognition of the knowledge and expertise of many members of the faculty on issues related to the challenges we face, our traditions of shared governance, and our belief that faculty working in partnership with administration leads to *better* long-term outcomes, we believe that it will be critical for faculty to have a strong voice in making resource allocation decisions moving forward. However, we also recognize that with this right and opportunity comes an immense responsibility to provide constructive input on how to best position ourselves for future excellence, to design and execute a faculty governance process that allows us to be agile and forward-looking, and to ensure that we make decisions on the basis of the long-term good of the institution as a whole rather than the narrow interests of individual faculty or units.

SALARY

Maintaining the excellence of the university requires strength in all major areas of campus. Past practices have left some departments with serious deficiencies in their salaries as compared to their external peers, which has made it difficult to retain strong faculty and hire new faculty of comparable quality. Moreover, it has left faculty in some departments believing that they are underappreciated by the campus as whole. For several years, the campus has conducted a review of average salaries in each department by rank, compared with those of self-identified peer institutions. This past year, the Provost has begun to systematically address the pay discrepancies that these reviews revealed, focusing especially on faculty in the arts and in the humanities. It will take a substantial influx of salary revenue, on the order of \$10 million, to realign salaries across the entire campus.

The latest AAUP ranking of faculty salaries (<http://chronicle.com/article/2013-AAUP-Faculty-Salary/138291/>) has Urbana 16th among four-year public universities for average full professor salaries; 40th for associate professors; and 10th for assistant

professors. Many of the public and private universities that we consider peers or competitors rank ahead of us in these ratings. Within those totals, moreover, the data also indicate a noticeable gender gap on our campus, varying from 6%-10%, depending on rank.

Recommendation 1: The steps made this year begin to address salary inequities, and the campus should be committed to a general multi-year salary program to bring faculty salaries up to a highly competitive level within the next 5 years. The low comparative ranking for Associate Professors, if accurate, is a particular concern.

Faculty should be involved, along with administrators, in the ongoing process of monitoring our progress toward achieving comparative salary equity in relation to our peers. (This could be one activity of the proposed Compensation Review Committee, described below.) Causes for the gender gap in salaries, as well as any other persistent inequities within the campus, should be analyzed and addressed.

It is not recommended that higher salaries for tenured faculty be accomplished by heavily relying on non-tenure track faculty as has been done at some institutions, for example UC Berkeley, but by maintaining to the extent possible our history of offering undergraduate and graduate classes taught by active tenure-track researchers. The recent commitment from the Chancellor and Provost to hire 500 (new and replacement) faculty over the next 5-7 years is an encouraging step in this direction: but the resources needed to hire these faculty members (competitive salaries, start-up packages, etc.) should not come at the expense of rewarding deserving, committed faculty who are already here.

The current State budget situation, especially with pension and health care concerns, makes these goals difficult to achieve. It is likely that some funds will need to be shifted from other current expenditures (such as through reduction of other spending or increased efficiencies in operations) in order to allow more money to be available for faculty salaries. The administration should work with the Senate, and Senate committees, to determine how this can best be accomplished. The Campus Budget Oversight Committee (CBOC) is one likely place for these discussions to be focused.

BENEFITS

The excellence of an academic institution depends on attracting and retaining world-class faculty, which requires that we be able to provide a total compensation package that is competitive with peer institutions. Total compensation includes not only salary, but also research support, scholarly travel support, retirement and health plans, and a range of other benefits (e.g., family leave, tuition waivers, access to high-quality pre-K-12 educational opportunities for family members).

Recommendation 2: The campus should develop a comparison model that combines various aspects of salary and benefits into a set of overall compensation metrics and benchmarks these against peer institutions.

A competitive compensation package requires significant financial resources, again underscoring the need for the campus to become more efficient. Trade-offs abound: between number and quality of faculty, between various forms of compensation (e.g., pay versus pension versus research support), and between the need for efficient scale of operations and the desire for unit-level autonomy, among others. Gains in some areas, such as salary, may end up being offset by increased costs in other areas, such as health care premiums.¹

Although faculty oversight of this process is critical, many aspects of the total compensation package are highly technical and complex (e.g., how the value of various retirement plans compare across peer institutions). Further, the goal of transparency often runs headlong into concerns about confidentiality.

Recommendation 3: The campus should create a Compensation Review Committee (CRC), similar in composition to the Campus Budget Oversight Committee (CBOC) that would be charged with:

- **Benchmarking all aspects of total compensation against peer institutions**
- **Analyzing trends**
- **Making recommendations regarding the mix of benefits and salary that maximizes our ability to compete, while recognizing the fiscal constraints facing the university**
- **This committee, like CBOC, would include faculty nominees from the colleges, recommended by Deans to the Provost, and nominees from the Senate. The chair of the SEC would meet with the Provost to determine the final membership of the CRC each year. (This is one of several possible models; the committee might also be a subcommittee of CBOC. The important thing is that this committee needs to work with CBOC, one committee helping to set compensation goals and priorities, the other helping to formulate budgetary and reallocation strategies for achieving them, both in conversation with the Provost.)**
- **This committee would have access to the full range of data about faculty compensation, comparative data against peer institutions, including data on health, dental, and vision care options, retirement plans, insurance options, leave policies, and salary equity and compression. It would make recommendations to the Provost for short-term and long-term strategic**

¹ It is also important to keep in mind that different universities have greater or lesser control over elements in their benefits package; for Illinois, pension and health benefits are provided via the state.

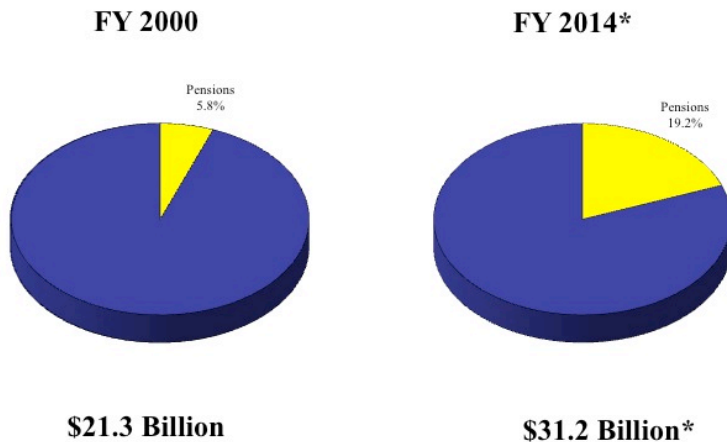
priorities in improving our competitiveness in recruiting, retaining, and rewarding deserving faculty, taking a holistic view across all compensation areas

- **Depending on the organization and functions of this committee, the current Faculty/Staff Benefits Committee might be reconfigured, or even eliminated**

THE STATE PENSION SITUATION

We think it is long past time for a serious, realistic conversation about the state pension situation. Notwithstanding the provision in the state constitution that says benefits “shall not be diminished or impaired,” (<http://www.ilga.gov/commission/lrb/con13.htm>), there is a broad consensus among serious analysts that the state cannot continue to fund the current defined benefit pension system without modification. Although we share the frustration of current retirees and workers who made their contributions to fund the system while the state did not, this recognition does not alter the economic, fiscal, and political reality that change is required. Pensions as a share of the Illinois state tax appropriations have grown from 5.8 percent in fiscal year 2000 to 19.2 percent in the Governor’s proposed 2014 budget. Even if the state were to include revenue increases as part of the solution, these pension expenditures are unsustainable, and threaten to crowd out numerous other high priority public expenditures, including direct support to higher education:

Pensions as a % of State Tax Appropriations FY 2000 – FY 2014



*Governor’s proposed budget.

In our view, the best opportunity to influence the nature of legislative action is to actively engage the question of *how* the current pension program will need to change. We endorse the principles set forth in a document prepared by University of Illinois faculty members and released through IGPA that any reform must be constitutional, fiscally responsible, and provide a secure retirement system for members. (http://igpa.uillinois.edu/system/files/A_Time_for_Action_on_SURS.pdf)

As discussed previously in this report, pensions are one part of the overall compensation package for employees: our ability to attract and retain world-class faculty depends critically on offering a highly competitive compensation package. Unlike other plans introduced in the General Assembly, which would make deep cuts to benefits or force employees to choose between cost of living adjustments and health care (while still not resolving the long-term fiscal imbalance), we view the “Six Step” plan developed by campus researchers, released through IGPA, and endorsed by the university administration (<http://igpa.uillinois.edu/system/files/Six-Simple-Steps-for-Reforming-SURS.pdf>) as the best among a range of less-than-ideal options. The “Six Step” plan provides the university with more control over funding the pension system, fixes the unacceptably weak Tier II program option for newer campus employees, and requires that the state fulfill its obligation to pay down the unfunded liability.²

A key objective of any pension reform should be to revamp the Tier II program for employees hired after January 2011. No alternative proposal addresses this problem. The existing program is a serious impediment to faculty hiring and recruitment, since a new faculty member who comes to Illinois and spends six years striving for tenure, but does not succeed, will receive no credit from Social Security, no public pension, and no employer pension. We support replacing the current Tier II program with a hybrid plan, as called for in the proposal issued through IGPA. This hybrid plan includes both defined benefit (DB) and defined contribution (DC) components. All new employees would be enrolled in both components of the plan and current employees could switch to this plan if they choose. The DB component would provide guaranteed benefits — about one third less than now — that, like the Social Security system, cannot be outlived. The DC component will offer additional opportunity to accumulate assets for retirement through a combination of employee and employer contributions that the employee would invest in a selected portfolio of low cost investments made available to them.

The hybrid plan would cost employees and the state no more than the current plan. Employees would make the same contribution, which would now be credited to both the DB and the DC components. All universities and colleges would put additional monies into each employee's DC account in the form of fixed and matching contributions. The amount of matching contribution could vary by institution depending on the competitive environment they face in recruiting faculty and staff. This way each university and college in Illinois can tailor the program to its own needs. This revised plan would also reduce the vesting period so faculty who leave long before they have been here for 10 years would be entitled to a portion of their retirement benefits earned while at the University of Illinois.

² Significantly, relief from other regulatory constraints, especially procurement restrictions, which is an ongoing concern for faculty, is also being discussed in these negotiations.

Recommendation 4: We support the ongoing efforts of the university to use the six-point IGPA plan as a framework for pension reform. While less than perfect, it is vastly superior to the other alternatives realistically in play, and it seriously addresses the long-term sustainability of the pension program, including revamping the Tier II program, which other proposals do not.³

If there are other approaches to the pension problem that can be fed into the debate, we welcome them. The key principle is to be engaged and realistic in trying to influence the ongoing policy process.

OTHER BENEFITS

There are a range of other benefits that are important to faculty, some formally counted as part of our compensation package, others that provide additional resources to support personal or professional well-being. Taken as a whole they create the kind of environment that helps recruit and retain our best people. We list several of these below.

Health benefits

The current requirements of the campus health care plan, including premiums and co-payments, are negotiated at the state level by AFSCME. Because of that union's constituency, the terms of this arrangement are relatively unfavorable for higher income employees (although one can argue that this is fair for a progressive system).

No campus or university entity, including campus unions – even the local branch of AFSCME – has any significant input or influence into those negotiations. While there is some frustration with the recent shift of payments to campus employees, our committee did not see any constructive role we could play in addressing that problem in the context of this report.

Family leave and related programs

Our campus program regarding family leaves is fairly generous, compared with peers. In 2010, The Collaborative on Academic Careers in Higher Education cited the University of Illinois at Urbana-Champaign as one of four exemplar doctoral institutions based on tenure-track faculty ratings of "work and home balance and supports." In 2011, Academic Human Resources commissioned a comparison of our family-friendly benefits with those at several peer institutions. Comparisons were made to the Universities of Maryland, Michigan, California, Texas, Stanford and Cornell.

³ If other, campus-oriented programs are ultimately needed, either in place of or in addition to state programs, we need to ensure that we look not only at peer data but input from our most recent hires in the assistant professor rank.

The results indicated that the University of Illinois is very competitive in the family-friendly benefits that we offer.

Nevertheless, marketing of our benefits as well as uniform implementation of policies across units need to be improved. The Office of the Provost recently created a single source website that summarizes faculty-related work-life balance and family-friendly benefits (<http://provost.illinois.edu/worklife/index.html>). This information is also presented each year at the Illinois New Faculty Orientation and at annual programming for midcareer faculty. There are numerous additional benefits such as sick leave, Family Medical Leave, tuition waiver support for children, etc. that are provided to all employees. Clearly, additional efforts in communicating these benefits to faculty are needed on an ongoing basis.

Tuition waiver program

This state-mandated program provides a 50% waiver to children of current employees who have worked for a state public university for at least seven years. The current program is disadvantageous to our campus because more faculty at other state universities want to send their dependents to our campus than vice versa. It is, in effect, another unfunded liability for our campus costing several million dollars per year. If the state were to eliminate the program, the Chancellor and the Provost have indicated that some internal program would be devised to replace it. In fact, it could be advantageous for our campus as a whole, because it would allow us to develop our own internal policies for reduced tuition for our own faculty and staff and their dependents. We could, for example, have a program within the University of Illinois campuses that allows children of employees to attend any of the three campuses to which they are admitted for a discounted tuition rate. Because our campus would no longer have to support lower tuition for students of non-U of I state public university employees, it would be possible to develop a more generous program, in terms of reduced length of qualifying employment or percent of costs funded, at the same current price tag to our campus.

University High

Access to high quality educational opportunities is a major factor in the recruitment and retention of many faculty. Although there is a range of public and private options for elementary and middle school aged dependents, at the high school level a prime attraction for faculty is Uni High, which is a selective admission, public, laboratory school associated with the University of Illinois at Urbana-Champaign. Currently, however, Uni is able to accommodate only a fraction of the academically talented students who apply. We think it is worth exploring whether to expand this educational benefit to a greater number of university faculty and staff. As part of its ongoing strategic planning efforts, we encourage the campus and Uni High to review the size, organization, and management of Uni High and its relationship to the university.

Workplace health/wellness

Staggering health-care costs, rising levels of cancer, diabetes, and heart disease, and epidemic obesity rates have created a health crisis in our society. Lifestyle choices and modifiable behaviors are major causes of morbidity and mortality in the United States. Our national health care system has been designed to treat, rather than prevent, disease and disability. Yet college campuses and worksites across the country are recognizing that health promotion efforts are key to fostering wellness among employees and, in turn, reduced health care costs. A campus-wide wellness culture will require widespread support and collaboration, innovative programming, and a multidimensional approach to personal health. We encourage the campus to explore ways to ensure that Illinois is a leader in this approach. For example, an incentive-based wellness initiative could be considered that rewards employees for participating in wellness-related activities and programs.

All of these benefit areas, and others, would be part of the total compensation review and oversight function of the proposed Compensation Review Committee.

We have argued here for a holistic view of all salary and benefits issues as part of an overall compensation package in order to promote greater equity internally and competitiveness externally. One major impediment is a lack of clear information about what our current benefits programs are. All of this information is available somewhere on the web, but in scattered locations. The NESSIE site does not address campus issues, and the state benefits handbook is poorly written and not user friendly. In certain areas, such as family leave policies, we actually have quite strong programs compared against peers, but awareness of them varies from unit to unit, so that some faculty benefit from them while others are not even made aware of them. New faculty candidates being interviewed for positions often want information about benefits, but there isn't a "one stop" resource to which they can be directed.

Recommendation 5: The benefits situation on campus is complex and includes many elements. Information about these several programs is available online, but in different places. We recommend the development of a single faculty benefits handbook, available in print or via PDF, that brings together in one place a clear, concise explanation of the various benefits programs, written in a user-friendly form.

BUDGET TRANSPARENCY

The ability of the Senate Budget Committee to provide the campus with informed advice and analysis is hampered by the difficulty of assembling meaningful information about current and projected campus budgets. While most of the university's budget information is available on the web, it is presented in a fragmented and scattered way. Statutory requirements that unit budgets be formulated in consultation with executive committees are inconsistently followed across the campus.

Recommendation 6: In order to promote greater budget transparency and improve shared governance:

- 1. The campus and university administrations should post budget data and annual reports in one or two web sites to provide easy access to information for governance bodies and for faculty generally. The Senate Budget Committee should work with these offices to help develop the preferred format, organization, and level of detail for such reports.**
- 2. The campus and university administrations should continue the practice of giving annual presentations to the Senate with budget details including but not limited to salaries, benefits, maintenance, supplies, operations, etc. The slides and materials should be available in advance, and these presentations should provide opportunities for live Q&A as well.**
- 3. The Senate Budget Committee should report each year to the full Senate its own detailed budget analysis and recommendations for future improvements.**
- 4. Since deans/directors/heads/chairs are required by the Statutes (Sections III.3.d(8)/IV.3.d.d./IV.2.d.) to “prepare the unit budget in consultation with” their advisory/executive committees, the Senate Budget Committee should communicate regularly with these college and department advisory/executive committees to ensure that this statutory requirement is being met.**

RENOVATION AND DEFERRED MAINTENANCE

As was the case at many American universities, the dramatic expansion of our campus’s gross square footage in the middle of the last century was not accompanied by a corresponding increase in funds for regular maintenance. As a result, by the beginning of this century it became clear that a staggering amount of maintenance had been systematically deferred. In 2002, the cost of deferred maintenance (DM) for our campus was estimated to be \$307M. The key metric in evaluating DM is the ratio of the DM to the current replacement value (CRV; the cost of rebuilding the campus from scratch); this ratio is called the facility condition index, or FCI. An FCI of 0.1 is generally considered the borderline between a well-maintained campus and a campus that is deteriorating.

In 2002, our campus FCI was estimated to be 0.15. By 2007, due to a continued lack of investment, the FCI rose to a staggering 0.235. Over the past several years, the campus has made a concerted effort to reduce the deferred maintenance backlog, through a combination of bonds, a student fee (AFMFA), and funds from the University Administration. As a result, by the end of 2012, the estimated FCI was down to 0.16. This is still higher than the 2002 value, although a direct comparison is complicated by definitional changes of what is counted in DM.

Nevertheless, the gap between our current FCI of 0.16 and the generally recognized target of 0.1 is about \$213M. At the present time, the only recurring funding stream dedicated to DM reduction is the AFMFA, which brings in about \$20M per year. A 2002

report recommended that our campus annually provide at least 1.2% of our CRV for deferred maintenance deficiencies; this would be \$43M per year, given our current CRV of around \$3.5B. However, this recommendation should be reevaluated to ensure that it remains appropriate.

We welcome the Chancellor's and Provost's recently announced plan to invest \$70M in renovating classrooms, a highly visible feature of our campus and one to which the AFMFA fee is rightly allocated. But laboratories, faculty offices, lounges, and meeting rooms also have a significant impact on the quality of faculty working conditions. The physical aesthetics of our campus are its public face to students, parents, alumni, and donors.

Recommendation 7: In order to prevent further deterioration of our campus, a realistic plan must be developed to bring our campus Facility Condition Index down to 0.1 within a period of several years. We recommend that the Senate Committee on Campus Operations work with Facilities and Services to better refine what level of annual investment will be required to achieve this objective. We recommend that the Senate Budget Committee and the Campus Budget Oversight Committee collaborate with the Chancellor's and Provost's offices to develop a strategy to fully fund the required expenditures. In any arrangement, it is important that new ways be found to ensure that campus operations and maintenance use resources effectively and efficiently.

PROMOTION AND TENURE (P&T)

Our review of the current campus procedures and policies regarding promotion and tenure decisions suggests that, in general, P&T committee members and executive officers weigh their decisions conscientiously and responsibly. This is particularly evident at the level of the campus. In 2006-07, the Provost charged a faculty committee to carry out an in-depth examination of these processes. The committee wrote an extensive report (<http://www.provost.illinois.edu/committees/reports/PromotionTenureReform.pdf>), recommending several changes to Provost's Communications 9 and 10, almost all of which have been implemented.

Our discussions have revealed some further areas in which Promotion and Tenure processes could be improved. A decision process that has such a great impact on the research and teaching profile of our campus, and that so strongly determines faculty career paths, must be functioning at the highest level, both in terms of procedural integrity and perceived fairness.

Our review of our Promotion and Tenure practices has been guided by an attention to how well they enact the principles of fairness, transparency, and consistency and predictability of process. We recommend that the following aspects of our P&T processes be reconsidered to bring them more closely in line with these principles, while preserving both the decentralized nature of our campus and established channels

of campus shared decision-making. Clearly, any alteration in our P&T policies or procedures should be implemented only after thoughtful and wide-ranging discussion. We hope that what follows will serve as a starting point for such discussions.

Variation in number of levels of review: In some small colleges, P&T cases are effectively given only one level of review before they are considered by the Campus P&T committee. On the other hand, cases originating in departments that belong to Schools housed within colleges must undergo three levels of review before arriving at the campus level, so that four separate P&T committees review the case.

Recommendation 8: In keeping with the principles of consistency and fairness, the wide range of levels of P&T review across campus should be reduced. We are not proposing any particular remedy, but, among other possibilities, we suggest exploring the merits of eliminating School-level reviews in cases in which Schools are embedded in Colleges, and of establishing a new committee to review cases from small colleges before they reach the campus level.

Varying levels (department or college, etc.) at which faculty members review P&T cases: Provost Communication 9 states clearly that no individual faculty member should participate actively (review, vote) on a case at two levels (department, college, campus). However, there is variation across campus in the level that is used for such participation. In some colleges, individuals must participate at the department level and are recused at higher levels. In other colleges, individuals can choose the level that they wish to participate. The lack of a policy regarding this aspect leaves us open to inequities, particularly when it is left up to the individual faculty member to decide at which level to vote. In this scenario, the committee member may make *ad hoc* strategic decisions about where his/her vote is likely to have most influence. Furthermore, colleagues may pressure the committee member to choose one level or another. This aspect, like every aspect of our P&T decision-making process, should be consistent and rule-driven rather than left up to individual choices.

Recommendation 9: Each college should formulate a consistent rule about the level at which faculty vote on P&T cases, make sure it is codified in its Bylaws, and apply it equally to all cases.

Lack of explicit procedures for off-cycle P&T reviews: When a unit wants to recruit a faculty member directly into a tenured position, an expedited P&T review is done at the department level and college levels, and then the case goes to the campus level for review. The methods of review at these various levels are less clear than those used for on-campus cases. We are not aware of any abuses of this practice, but it fosters the potential for such reviews to be less rigorous, and could allow for a disproportionate degree of administrative control over the decision.

Recommendation 10: Explicit policies specifying the parameters of off-cycle reviews, including, for instance, the composition of off cycle P&T committees should be formulated.

Clarifying appeals of tenure and promotion denials: The appeal path that is outlined in Communication 10 dictates that appeals of negative decisions will normally be taken back to the committee that originally issued that decision, even though it also stipulates that “on occasion...it may be advisable to convene a specially-constituted committee to consider the request for reconsideration.” Candidates who do not want their appeals to be returned to the committee that issued the denial may request that they be heard by “a specially-constituted committee,” but they must make “a compelling argument, in the written request for reconsideration, that a fair hearing cannot occur within the unit.” It is then up to the executive officer to decide whether or not to grant requests for consideration by a different committee, and to determine the composition of such a committee if the request is granted (See p. 7 of <http://provost.illinois.edu/communication/10/index.html>). While we are not aware of such requests having been rejected, we believe that the principles of fairness, transparency, and consistency would be better served if the campus adopted a more straightforward policy regarding these requests.

We believe that the appeals process outlined in Communication 10 would be both more efficient and more consistent if appeals were heard by the original committee only upon the candidate’s request; that is, if appeals normally were heard by a new committee. While we make no specific recommendation about whether such a committee should be a standing committee or a specially appointed one, we note that a process that relies on elected standing committees for appeals is more transparent and consistent than one that delegates these important decisions to a committee composed entirely of faculty members selected by the executive officer who will receive the appeals committee’s recommendation.

When an appeals committee separate from the original committee issues a recommendation to overturn a promotion or tenure denial, the executive officer must weigh two conflicting recommendations, each of which was made by a faculty committee. Both recommendations must be given serious consideration. If the executive officer accepts the recommendation to overturn the original committee’s decision, the original committee should be apprised of this decision, even though it need not approve it.

Recommendation 11: The campus should adopt the policy that appeals of tenure and promotion denials will be forwarded to a committee separate from the one that originally considered the case, unless the candidate requests otherwise. If such a policy is adopted, Communication 10 should be revised accordingly.

Communication 10 should also be revised: (1) to reconcile the multiple terms used to refer to appeals ("request for reconsideration," "appeal," grievance"); (2) to clarify that in the case of an appeal to a separate committee, both the original recommendation and that of the appeals committee need to be weighed carefully by the executive officer receiving them; and (3) to clarify that if the executive officer accepts an appeal committee’s recommendation to overturn a tenure or

promotion denial, the original committee should be apprised of this decision, although it need not approve it.

Lack of an appeals process for nonreappointment of specialized members of the academic staff who are not on the tenure track: We note that, while Communication 10 details a process for the nonreappointment of such employees, it provides no information on appeals procedures.

Recommendation 12: Consistent, campus-wide policies and procedures for appeals of nonreappointment of specialized academic staff should be developed and reflected in a Provost’s Communication.

Improving the training for unit executive officers in the preparation of successful promotion and tenure materials: The Provost’s Office provides robust guidance at the campus level for faculty members on the path toward promotion and tenure, which include workshops and retreats on teaching, on the tenure process, and on mid-career development, as well as competitive opportunities for released time to build research portfolios. Likewise, there are regular training opportunities offered at the campus level for department heads on preparing successful cases for promotion and tenure. Nevertheless, given the crucial place in the P&T dossier of the materials provided by the executive officers, we do not think this training should be voluntary or left to chance.

Recommendation 13: Training for unit officers in P&T processes, including the preparation of review letters, should be strongly encouraged by deans and emphasized in offer letters to new unit officers. We also suggest that the Provost’s staff consider including presentations from the FAC Chair as well as the Chair of the campus P&T committee in these training sessions.

In general, we find that, at the college and department levels, more attention could be paid to the road leading up to P&T decisions. While some departments do an exemplary job at mentoring assistant professors, others do not. The production of a campus-level document to guide executive officers in the mentoring of their faculty would be helpful. (The 2006-07 Task Force also recommended the production of such a document.) Mentoring goes hand in hand with regular evaluation. Provost’s Communication 21 mandates an annual review of every tenure-line faculty member, and stipulates that “each administrator who provides second-level review . . . is responsible for the evaluation of procedure(s) for faculty review in units reporting to that administrator every five to seven years.”

Recommendation 14: The campus should provide departments and colleges with guidelines and best practices for mentoring of assistant and associate professors, and should strictly enforce the requirement of formal annual performance reviews for all faculty members.

FACULTY ADVISORY COMMITTEE (FAC)

Originally created by the Senate, the *Statutes* now provide that the Faculty Advisory Committee is composed of colleagues chosen through a campus-wide election. It provides guidance to faculty members on personnel matters, and serves as a formal faculty grievance committee once other avenues of appeal have been exhausted. Its annual report typically summarizes the number and types of consultations and grievance cases the committee has dealt with, as well as issuing recommendations on certain campus processes and procedures. All faculty members should be aware of this Statutorily-mandated campus resource.

Recommendation 15: We recommend that the annual report of the FAC be forwarded to the Senate as an information item, and that Communication 10 be revised to reflect the availability of this body to provide advice at any stage in the appeals process.

OTHER SHARED GOVERNANCE ISSUES

Many of the current practices on our campus supplement and enrich the more formal channels of decision-making through shared governance and support the professional development and well being of our faculty members. For instance, all new faculty members and all new deans are introduced to the structures and concepts of shared governance in their orientation sessions; the Provost's Office sponsors workshops on tenure and promotion for assistant professors, and on professional development for mid-career associate professors; and the Chancellor's Gender Equity Council is developing a series of initiatives to support female faculty members, including the establishment of a mentoring system. Faculty play active roles in our general campus planning, notably through the Campus Budget Oversight Committee, the annual Strategic Planning retreats, and regular meetings between elected Senate leaders and the Provost's leadership team (including the Provost).

The University Senates Conference, which includes elected faculty representatives from Urbana and the other two campuses, has played a central role in resolving some of the most dramatic governance crises of recent years, from the argument over the Global Campus to the controversies that resulted in two Presidential resignations. But university-wide governance has also worked with administration to identify and address areas of faculty concern. For example, it was in response to a request from the USC that the Humanities and Social Sciences (HASS) research accounts were first established. This program created funded research accounts for faculty in areas where the opportunity to write grants and earn ICR is limited, in order to provide them with funds that they control to support their scholarship and professional development. On our campus, this program currently serves about 350 faculty members in the arts and in the humanities. This year it is being increased from \$1000 per year to \$1500 per year.

The strength of these shared governance processes is itself a significant "market advantage" in recruiting and attracting faculty. Faculty want to be on a campus where

they can play an active role in policy and decision-making. They want to be on a campus where the relations of faculty and administration are amicable and constructive. It will become increasingly important to protect and develop these strengths in the face of the new challenges we can expect in upcoming years.

Balancing the need for responsiveness to time-sensitive opportunities with the requirements of careful deliberation and due respect for governance processes: Our shared governance deliberation structures were developed at a time when it was acceptable to take months or even years to approve new initiatives. There are several areas requiring review for which this can no longer be the case. The pace of change in technology, in funding opportunities, in the competitive landscape among peer institutions, and in the decisions of the State Legislature no longer allows our campus community the latitude to deliberate on certain matters over the course of many months. At the same time, careful, consultative decision-making, particularly about academic matters, is an integral part of our campus's culture, and must be maintained. We need to make decisions that are reflective but timely, that balance due processes of faculty review with the sometimes short time frame of external opportunities.

We are therefore faced with the imperative to develop new or supplementary processes for time-sensitive shared decision-making, or to make more frequent use of existing efficiencies. We are not proposing the adoption of any particular model, but possible avenues of more efficient and fair decision-making could include more extensive and frequent consultation between executive officers and unit Executive/Advisory Committees, the delegation of more direct authority to some Senate committees, clearer specification of the authority of the Senate Executive Committee to act on behalf of the Senate under exceptional circumstances, and/or the formalization of regular consultation meetings between campus administrators and elected faculty leaders. Such processes must always respect the principles of transparency, accountability, and democratic faculty participation that are at the heart of our system of shared governance.

Recommendation 16: The Seventh Senate Review Commission should give serious consideration to how the decision-making processes of the Senate and its committees can be modified to make them more efficient while maintaining transparency, accountability, and democratic participation.

Ensuring that program and unit changes occur according to due process: It is important to distinguish between changes to academic programs and changes to academic units. There are different, but clearly-marked, procedural paths for consideration of proposals for both kinds of changes.

Given the budgetary situation of the State and of the university, all indications are that some decisions about unit restructuring, consolidation, and program modification will be necessary moving forward. These decisions must always preserve a commitment to our core academic mission, even if they are triggered by an awareness of the need to respond to new fiscal realities. The faculty members constituting the Campus Budget

Oversight Committee already play a key role in decisions about resource allocation and academic strategic planning.

The University *Statutes* stipulate that, in proposals for changes to academic units, “the advice of each unit involved shall be taken and recorded by vote of the faculty by secret written ballot in accordance with the bylaws of that unit” (Article VIII, section 4 (<http://www.bot.uillinois.edu/statutes>)). Our campus’s Senate Standing Rule 13 supplements that mandate with a more detailed process. We are not aware of obvious violations of the procedures outlined in Statutes VIII.4 and Standing Rule 13 since their adoption.

However, one area in which substantial changes to academic units have occurred is through the transfer of faculty members out of one unit and into another. There is a continuum between individual faculty transfers, which can happen any time and for many reasons, and explicit program elimination or mergers. In practice, a series of the first type of decision can *de facto* result in the latter; therefore, administrators should err on the side of greater consultation than might be formally necessary in situations where the *de facto* result is a real possibility. Academic program eliminations or mergers are a fundamental concern of faculty governance and oversight, whether they happen gradually or all at once, whether *de facto* or intentionally.

Recommendation 17: Include language in the Campus Administrative Manual, or in a Provost’s Communication, establishing general principles about when faculty transfers from unit to unit might be desirable, the appropriateness of prior consultation with faculty in all units affected by these transfers, and guidelines for handling the budgetary implications of such transfers.

Maintaining a tone of mutual respect between faculty and administrators at all levels of the campus, and seeking to ensure that the processes of shared governance are fully implemented at each of those levels: It is crucial that these two aims be seen in relation to each other. It is easy to think that respect and trust are merely interpersonal matters of feeling and personality, as opposed to the rule-governed processes and procedures of governance. In fact, each of these depends on the other, and it is the responsibility of all those who value shared governance and effective administration to maintain a healthy environment between faculty and administrators.⁴

For example, deviations from proper procedures, or adhering to them only at the most superficial, token level, fosters mistrust. But a lack of respect or trust, in either direction between faculty and administrators, undermines the functioning of proper procedure. Conversely, an administrator’s demonstration of a consistent commitment to transparency and engagement fosters trust, and earns credibility with faculty even when the workings of procedure are difficult or complex.

⁴ Of course, most senior administrators are also faculty.

The maintenance of a tone of mutual respect is fundamental to successful navigation of the entire range of issues addressed by this Task Force. Indeed, maintaining mutual respect provides the oxygen on which shared governance depends. In general, when there are regular interactions between faculty and administrators in small-group settings, such as those participated in by the Senate leadership, relations can be respectful, cordial, and productive. For example, many Senate committees include administrators as *ex-officio* members; the Chancellor and Provost consult regularly with Senate leaders and are present at SEC meetings; the Chancellor, Provost, and other administrators attend Senate meetings; and the Chancellor is available for questions on any matter at both the SEC and Senate. Such regular meetings and consultations need to be standard practice at all administrative levels of the campus.

Recommendation 18: Broad sharing of information and knowledge of campus and university policies among both faculty and administrators contributes to productive exchanges with greater collegiality and less conflict. Thus, it is important that information about our policies and procedures be easily accessible to all and that there be open, respectful conversations about instances where existing procedures and policies have had less than optimal results.

APPENDIX A: BURBULES/McCARTHY LETTER TO THE SENATE

April 29, 2013

Dear colleagues,

A few months ago we stood on opposite sides of the lectern, presenting opposing views to the Senate on the pros and cons of faculty unionization. We haven't changed our views on those differences, but today we stand together, and we ask our colleagues to stand with us in addressing some of the basic challenges facing our campus.

In the end, the issue isn't unionization: it's how best to make progress on solving these issues. Some think unionization is part of that solution; others do not. But the two of us agree that whatever is done must be done together to face the large budgetary, legislative, and institutional challenges confronting us. We want to change the focus to what we agree about, and what can be done about working on these shared concerns within existing governance structures and relationships.

To this end, we want to see the conversation move from a divisive debate to a problem-solving orientation. We ask our Senate colleagues for support and we call upon the Senate leadership and campus administration to work with us in making progress on these matters.

We believe that the most important issues of concern to faculty campus-wide include the following:

1. Addressing salary disparities between faculty on this campus and at peer institutions, and addressing salary inequities that may exist within this campus.
2. Working with the other campuses of the University of Illinois and other universities across the state to protect faculty pension and health care programs and to promote new policies to put these programs on a sustainable financial footing.
3. Identifying and resolving any unfair practices in the tenure review process, and balancing appropriate faculty and administrative roles in that process.
4. Reviewing our family leave practices, and benchmarking our policies against those of peer institutions.
5. Developing consistent policies for budget review at all levels of campus, from departments up to the campus and university levels, which ensure that statutory faculty rights are part of the budgetary process and protected at each of those levels.
6. Ensuring that the desire to make the campus responsive to new opportunities does not come at the expense of transparency, appropriate consultation and review by

authorized governance bodies, and careful deliberation about the merits of those initiatives.

7. Guaranteeing that during any process of academic program and financial re-evaluation, which may involve program reductions, there is no short-circuiting of due process or the rights of faculty.

8. Developing a realistic plan to address deferred maintenance issues on the campus over the next several years, including long overdue classroom, laboratory, and office renovations.

9. Protecting, and perhaps expanding, the tuition waiver guarantees to faculty, which remains a crucial benefit.

10. Maintaining a tone of mutual respect between faculty and administration at all levels of the campus, and seeking to ensure that the processes of shared governance are fully implemented at each of those levels.

We recognize the realities of difficult budgets and uncertain state funding, and none of these issues can be solved overnight. But we invite our faculty colleagues, Senate leadership, and administrative leaders to join us in a shared focus on pragmatic problem-solving.

We hope that we can begin a discussion now and through the summer that seeks concrete strategies for addressing the issues recounted here. We leave it to Senate leadership and the Executive Committee to define a process for doing so. We expect that by Fall this process will result in a public report that lays out specific plans for moving forward on each of these concerns.

We all want a better campus for ourselves, our staff colleagues, and our students. Let's focus together on how to do that.

Nick Burbules
Randy McCarthy

APPENDIX B: S.E.C. CHARGE LETTER TO THE TASK FORCE

June 5, 2013

Jeff Brown Nick Burbules, GUP Adrienne Dixson, Budget Kim Graber Harry Hilton, EQ Eric Johnson, AFT Prasanta Kalita, CoC John Kindt, Benefits Bill Maher, USSP Ben McCall, Campus Ops Randy McCarthy Joyce Tolliver

RE: Committee(s) to Develop Plans for “10 points to Consider”

Dear Colleagues:

I am writing to ask you to serve as members of a task force to review the “10 points to consider” document presented at the April 29, 2013 Senate meeting (attached). The committee includes the chairs of the several key Senate committees that deal with matters related to these concerns. This will allow them to consult with their committee members over the summer, though these committees do not normally meet. Over the summer this committee will meet regularly with representatives of the administration to discuss current and proposed initiatives that respond to the ten items listed in the Senate document with a report to be provided to the SEC and the full Senate in the fall. Given the size of the committee, it may decide to divide into two or three smaller committees, to allow each to focus in depth on a subset of the issues, and work on more than one in parallel.

One possible outline for organizing the document would be to have a section for each issue:

- The nature of the problem(s)?
- What is currently being done to address them?
- What new initiatives are being proposed to address them?

Because of the delicate nature of these discussions, conversations and draft documents should be kept confidential until there is a complete draft acceptable to all parties, which will be submitted to the full Senate for review in the fall. These meetings deal with personnel matters, and so will not be subject to OMA.

The target date for a completion of a draft document should be **Sept 9, 2013**, in time for the SEC to put this item on the first Senate meeting of the new academic year. In the fall the appropriate Senate Committees will also be engaged as necessary.

The Steering Group will consist of Roy Campbell, Kim Graber and myself. The Steering group will meet with the whole committee initially and then as needed. Jenny Roether from the Senate Office will either provide or assign staff support for these committees. At the first meeting we will determine if the following break out committees make sense for the tasks at hand.

Potential Committee(s) to Develop Plans for “10 points to Consider”

- 1) Committee on Budget and Related Issues (Items 1, 5, & 8) Adrienne Dixson, Budget
Ben McCall, Campus Ops Randy McCarthy Harry Hilton, D&I
- 2) Committee on Benefits (Items 2, 4 & 9) John Kindt, Benefits Kim Graber Nick
Burbules, GUP Jeff Brown
- 3) Committee on Academic Issues and Governance (Items 3, 6, 7 & 10) Joyce Tolliver
Eric Johnson, CAFT Prasanta Kalita, COC Bill Maher, USSP

In conducting your review, we ask that the task force review reports/documents and consult experts within the units and related units as well as internal and external stakeholders who will have valuable insights on these issues.

We very much appreciate the commitment you are making on behalf of the SEC, Senate and Campus to serve on this important committee. If you have any questions please let me know.

Sincerely yours,

Matthew B. Wheeler, Chair Senate Executive Committee

cc: Roy Campbell, Kim Graber