

AGENDA

Urbana-Champaign Senate
September 10, 2012; 3:10 pm
Levis Faculty Center

- I. **Call to Order** – Chancellor Phyllis Wise
- II. **Approval of Minutes**—April 23, 2012 and April 30, 2012
- III. **Senate Executive Committee Report**—Matthew Wheeler
- IV. **Presentations:**
 - A. Coursera
 - B. US Ignite – Jon Gant
- V. **Chancellor’s Remarks** – Chancellor Phyllis Wise
- VI. **Questions/Discussion**

VII. Consent Agenda

These items will be distributed via www.senate.illinois.edu/120910a.asp. If a senator wishes to move an item to Proposals for Action and have copies at the meeting, he/she must notify the Senate Office two business days in advance. At the meeting, any senator can request that an item be moved from the Consent Agenda.

EP.13.02	Proposal to terminate the Master of Science in General Engineering, in the Department of Industrial and Enterprise Systems Engineering, College of Engineering	Educational Policy (G. Miller, Chair)
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VIII. Proposals for Action (enclosed)

CC.13.03	Nominations for Membership on Standing Committees of the Senate and the Military Education Council	Committee on Committees	1
GP.12.05	Transfer the Beckman Institute from the Office of the Vice Chancellor for Academic Affairs to the Office of the Vice Chancellor for Research	General University Policy (N. Burbules, Chair)	3
GP.12.10	Policy Governing Electronic Surveys and Questionnaires	General University Policy (N. Burbules, Chair)	7
GP.12.11	Proposal to Temporarily Establish the Center for Digital Inclusion	General University Policy (N. Burbules, Chair)	13

IX. Proposed Revisions to the *Constitution* and *Bylaws* (First Reading; Information)

SP.12.06	Revisions to the <i>Constitution</i> and the <i>Bylaws</i> Regarding Conduct of Senate Meetings and Formulation of Meeting Agendas	University Statues and Senate Procedures (W. Maher, Chair)	29
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X. Reports for Information (enclosed)

HE.12.08	FAC/IBHE Report – May 18, 2012	A. Aminmansour	31
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SC.13.04	SEC Statement on Faculty Representation and Shared Governance	Senate Executive Committee	41
SC.13.05	BOT Observer Report – May 31, 2012	A. Aminmansour	45
SUR.12.02	SURSMAC – May 8, 2012	K. E. Andersen H. F. Williamson	49
UC.13.01	USC Report – August 23, 2012	J. Tolliver	53

XI. New Business**XII. Adjournment**

Minutes
Urbana-Champaign Senate Organizational Meeting
April 23, 2012

The organizational meeting of the University of Illinois at Urbana-Champaign Senate was called to order at 3:19 pm on the 3rd floor of the Levis Faculty Center with Chancellor Phyllis Wise presiding and Professor Emeritus H. George Friedman, Jr. as Parliamentarian.

Senate Executive Committee Report

Faculty senator Matthew Wheeler (ACES), Chair of the Senate Executive Committee (SEC) reminded senators that nominations from the floor must include the nominee's willingness to serve, and the college the nominee represents. In addition, for nominations to the University Senates Conference (USC), the nomination should include a short biographical statement. Chair Wheeler read the names of outgoing and proposed incoming committee chairs. The committee chairs were asked to stand when their name was announced.

Tellers for the meeting were Nicholas Burbules (EDUC), John Hart (ENGR), Kathryn Martensen (AP), Brock Gebhardt (LAS), Drew Tavernor (FAA), and Mary Mallory (LIBR).

Chancellor's Remarks

Chancellor Phyllis Wise welcomed all newly elected senators and expressed thanks to continuing senators.

Wise noted that Professor Mathew Wheeler has been serving as the Faculty Representative on the Athletic Board for the past ten years. She indicated that several NCAA and Big 10 committees are in the middle of deliberations and it is important that there be continuity and include an experienced person. As Wise is new to this campus, she indicated her desire to have Professor Wheeler continue on the Athletic Board beyond the usual ten years in order to provide continuity and experience, and asked for proposed up to an additional five years, with reappointment every year to allow for flexibility.

The *Bylaws* Part E, 1. Athletic Board (c) (1) states that "The Faculty Representatives shall serve at the pleasure of the Chancellor, but for a period normally not to exceed ten years. The Senate shall approve any extensions beyond ten years."

A motion was made to extend Professor Matthew Wheeler's term as the Faculty Representative on the Athletic Board for up to an additional five years with the reappointment every year to allow for flexibility.

04/23/12-01 By voice vote, the motion to extend Professor Wheeler's term as the Faculty Representative on the Athletic Board was approved.

Proposals for Action

04/23/12-02 CC.13.01* Nominations for Membership on the University Senates Conference (USC)

Faculty senator Mary Mallory (LIBR) nominated faculty senator Joyce Tolliver (LAS) and faculty senator Kathryn Oberdeck (LAS) nominated faculty senator Stephen Taylor (FAA). Faculty Senators Tolliver (LAS) and Taylor (FAA) indicated their willingness to serve. There were no other floor nominations and nominations were declared closed.

Tellers reported the following vote totals:

Roy Campbell	ENGR	63
George Francis	LAS	54

Prasanta Kalita	ACES	46
Stephen Taylor	FAA	43
Joyce Tolliver	LAS	71

04/23/12-03 Faculty Senators Campbell, Francis, and Tolliver were declared elected.

04/23/12-04 SC.13.02* Election of One Member of the Urbana Delegation to the USC to Serve on the Senate Executive Committee (SEC)

There were no floor nominations and nominations were declared closed.

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

George Francis	LAS	20
Kim Graber	AHS	19
Leslie Struble	ENGR	14
Joyce Tolliver	LAS	41

As no candidate received a majority of votes, runoff ballots were distributed with the names of the two candidates who received the highest number of votes.

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

George Francis	LAS	35
Joyce Tolliver	LAS	51

04/23/12-05 Faculty senator Tolliver was declared elected.

04/23/12-06 CC.13.02* Nominations for Membership on Standing Committees of the Senate and the Military Education Council

Faculty senator Bettina Francis (LAS) as Committee on Committees Chair moved approval of the slate of committee nominees on CC.13.02. There were no floor nominations and nominations were declared closed.

04/23/12-07 By voice vote, the slate of committee nominees was approved as distributed.

04/23/12-08 SS.13.01* 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:

Eric Johnson	LAW	34
Michael Biehl	VMED	29
Adrienne Dixson	EDUC	28
Harry Hilton	ENGR	33
John Kindt	BUS	29
Andreas Cangellaris	ENGR	24
Terry Weech	LISC	20
Laura Payne	AHS	19
Kevin Waspi	BUS	14
Jonathan Makela	ENGR	31

Final ballots containing the names of the five nominees receiving the highest number of votes were distributed.

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

Eric Johnson	LAW	60
Michael Biehl	VMED	45
Harry Hilton	ENGR	53
John Kindt	BUS	48
Jonathan Makela	ENGR	40

04/23/12-09 Faculty senators Johnson, Hilton, and Kindt 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.

Reports for Information

04/23/12-10 SC.13.01* Results of the Election for Senate Executive Committee Chair and Vice Chair and Faculty Members of the Committee on Committees

04/23/12-11 SP.13.01* Faculty, Academic Professional, and Student Electorate and Senator Distribution

04/23/12-12 SP.13.02* 2012-2013 Urbana-Champaign Senate Membership

Adjournment

The meeting adjourned at 4:23pm.

Jenny Roether, Senate Clerk

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

Minutes
Urbana-Champaign Senate Meeting
April 30, 2012

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 Interim Provost Richard Wheeler presiding and Professor Emeritus Kenneth E. Andersen as Parliamentarian.

Approval of Minutes

04/30/12-01 The minutes from March 26, 2012 were approved as written.

Senate Executive Committee Report

Faculty Senator Matthew Wheeler (ACES) and Chair of the Senate Executive Committee (SEC) gave the following report.

Unofficial St. Patrick's Day task force was put forward by Provost Herman and President White. Reports and letters will be posted on the website. Vice Chancellor Romano has a committee that discusses these issues and welcomes faculty and student input.

SEC Chair Wheeler thanked SEC Vice-Chair Joyce Tolliver (LAS) for her time as Vice-Chair. A round of applause followed.

SEC Chair Wheeler thanked Interim Provost Wheeler and read remarks from Chancellor Wise. The Chancellor's remarks included thanks for the privilege of working with the Senate.

SEC Chair Wheeler then read a resolution of appreciation for Interim Provost Wheeler and invited him to accept the resolution.

Tellers for the meeting were H F Williamson (LAS), Jim Maskeri (LAS), and Ryan Young (LAS).

Floor privileges were requested for Jan Slater (Interim Dean, College of Media) and Michelle Nelson (Acting Department Head of Advertising) to speak to EP.12.25 if necessary, and Harriet Murav (President of CFA) to speak about the pension issue.

04/30/12-02 Hearing no objections, Interim Provost Richard Wheeler pronounced that floor privileges had been granted as requested.

Chancellor's Remarks

Interim Provost Richard Wheeler thanked the Senate for the resolution of appreciation.

At the March 26 Senate meeting, there was discussion of Article IX, Section 6. The campus had not adopted a process; however, there was a process that was worked on by the Senate in 2003. At that time the Senate approved a process, but was not adopted by the Chancellor. Omitting the knowledge of the 2003 documents was not meant to mislead anyone. SEC Chair Wheeler added that the 2003 document called for the formation of a Senate committee that was never formed.

Questions/Discussion

No questions were asked.

Consent Agenda

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

04/30/12-03 EP.12.24* Proposal from the College of Liberal Arts and Sciences to rename the BALAS in Rhetoric as the BALAS in Creative Writing

04/30/12-04 EP.12.25* Proposal from the College of Media to revise the B.S. in Advertising in the Charles H. Sandage Department of Advertising

Proposals for Action (enclosed)

04/30/12-05 GP.12.10* Policy Governing Electronic Surveys and Questionnaires

Faculty senator Nicholas Burbules (EDUC), as Chair of the General University Policy (GUP) committee, introduced GP.12.10.

Associate Provost for Management Information and member of GUP, Carol Livingstone noted that GP.12.10 puts the practice for the last ten years into policy. It does not affect any voluntary organization of people, and does not affect communication between members. The policy prevents a non-union person to send a survey to a union person. University Human Resources asked for this inclusion in the policy.

Livingstone gave the example that the EDW (Enterprise Data Warehouse) has a list of all network IDs, and anyone with access to the EDW has access to all NetIDs. The only way to prevent someone from sending these types of surveys is this policy.

Several senators voiced their opinion that GP.12.10 was not written in such a way to clearly convey the intention of the policy.

After a robust discussion, a motion was made to send GP.12.10 back to committee.

04/30/12-06 By voice vote, the motion to send GP.12.10 back to the GUP committee passed.

04/30/12-07 SP.12.09* Re-Authorizing the Campus Student Election Commission (CSEC) to Conduct Student Senator Elections

This proposal provides a formal written authorization for the CSEC to perform student elections. A historical written record of authorization could not be found.

University Statutes and Senate Procedures (USSP) Chair William Maher made a motion to approve SP.12.09.

04/30/12-08 By voice vote, SP.12.09 was approved.

04/30/12-09 SP.12.10* Revisions to the *Senate Elections for the Student Electorate*

The proposals purpose is to align the University of Illinois at Urbana-Champaign Senate governing documents with the document that the Illinois Student Senate (ISS) previously passed.

Student senator Jim Maskeri (LAS) made a motion to remove the language “and consent” from 16.3 (iii).

04/30/12-10 By voice vote, the motion to revise SP.12.10 was approved.

USSP Chair Maher made a motion to approve the revised SP.12.10 proposal.

04/30/12-11 By voice vote, the revised SP.12.10 proposal was approved.

04/30/12-12 SC.12.14* Senate Comments on the “Strategic Enrollment Management; The Path Forward” document

SEC Chair Wheeler invited Enrollment Management Task Force Chair Michael Biehl (VMED) to present SC.12.14. Biehl noted the purpose of the task force was to review Enrollment

Management documents and make recommendations. Biehl read the SP.12.14 background statement and recommendations of the task force.

A motion was made to replace the phrase “local campus” with “campus”.

04/30/12--13 By voice vote, the motion to amend SC.12.14 passed.

SEC Chair Wheeler made a motion to approve the revised SC.12.14 proposal.

04/30/12-14 By voice vote, the revised SC.12.14 proposal was approved.

04/30/12-15 SC.12.13* 2012-2013 Senate/SEC Calendar

SEC Chair Wheeler made a motion to approve the 2012-2013 Senate/SEC Calendar.

04/30/12-16 By voice vote, SC.12.13 was approved.

Reports for Information

04/30/12-17 FB.12.07* Current Benefits Issues and Events

John Kindt, Chair of Faculty and Academic Benefits, encouraged everyone to keep abreast of any information or changes with pensions.

SEC Chair Wheeler noted that a document related to FB.12.07 was sent out earlier today on pensions and came from the University Senates Conference (USC) as a resolution. He added that the Chicago and Springfield Senates have concluded meetings for the academic year and would not be able to take action on such resolution.

Chair Kindt moved endorsement of the USC resolution.

Discussion in support of the endorsement followed. Several senators wanted to ensure the consultation process mentioned in the document was upheld in order to ensure a faculty voice.

04/30/12-18 By voice vote, the motion to endorse the USC resolution passed unanimously.

04/30/12-19 UC.12.06* USC Report – March 27, 2012

04/30/12-20 HE.12.07* FAC/IBHE Report – April 10, 2012

04/30/12-21 SUR.12.01* SURSMAC

Executive Session

The Senate move into executive session at 4:34pm.

All non-senators were asked to leave before the Senate considered nominations for 2013 honorary degrees from the Senate Committee on Honorary Degrees.

The Senate moved out of executive session at 4:40pm.

New Business

No new business.

Adjournment

The meeting adjourned at 4:44pm.

Jenny Roether, Senate Clerk

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

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

Committee on Committees
(Final;Action)

CC.13.03 Nominations for Membership on Standing Committees of the Senate and the Military Education Council

Conference on Conduct Governance

To fill three student vacancies created by the resignation of Jeffrey Elliott and Vilas Jagannath.

Kevin Seymour	GRAD	Term Expires 2013
Miranda Terry	GRAD	Term Expires 2013

Educational Policy Committee

To fill one student vacancy created by the resignation of Ryan Young.

Leah Dinh	BUS	Term Expires 2013
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Military Education Council

To fill one student vacancy unfilled during the Spring 2012 elections.

Sean Musil	GRAD	Term Expires 2013
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Committee on Committees

Michael Biehl
Harley T. Johnson
Tim Flanagan
Prasanta Kalita
Steve Leturneau
Jim Maskeri
Daniel Michaelson
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.



Proposal to the General University Policy Committee

PROPOSAL TITLE: Transfer the Beckman Institute from the Office of Vice Chancellor for Academic Affairs and Provost to the Office of the Vice Chancellor for Research

SPONSOR: Robert Easter, Interim Designate Vice Chancellor for Research – 244-7179 – reaster@illinois.edu
 Melanie Loots, Associate Vice Chancellor for Research – 333-0034 – mloots@illinois.edu
 Michael J. Devocelle, Associate Director for Administration, Beckman Institute – 244-8380 – mdevocel@illinois.edu

BRIEF DESCRIPTION:

It was determined through the campus administrative structure review that the Beckman Institute for Advanced Science and Technology Institute should be a part of the Office of Vice Chancellor for Research portfolio. A copy of the transmittal letter from Robert Easter, Interim Vice President, University of Illinois and Interim Chancellor, University of Illinois at Urbana-Champaign is attached.

JUSTIFICATION:

The Urbana campus has four major interdisciplinary research institutes: National Center for Supercomputing Applications (NCSA) established in 1986; Beckman Institute for Advanced Science and Technology (BI) established in 1989; Institute for Genomic Biology (IGB) established in 2006; and the Prairie Research Institute (PRI) formed in 2008 by bringing the four Illinois State Surveys into the University system. Of the four institutes, all but the BI report to the Vice Chancellor for Research. As a part of the campus administrative structure review it was determined that the BI would be part of the OVCR portfolio.

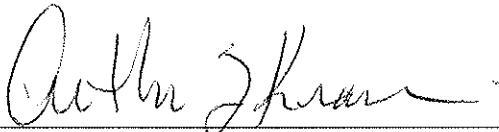
BUDGETARY AND FACULTY/STAFF IMPLICATIONS:

- a. As a result of this request there will be no effects on the funding structure of BI; it will remain the same as is currently in place. This change will be a reporting line change only.

- b. Tenure-stream faculty members do currently hold appointments in BI, but the appointments are 0% appointments with their appointment lines held within their departmental unit. There will be no change in how these appointments work as a result of this requested change.


CLEARANCES:

Signatures:



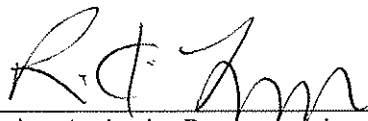
Unit Representative – Beckman Institute
Arthur F. Kramer, Director

12-12-2011
Date



Reporting Authority Representative
Richard P. Wheeler, Interim Vice Chancellor
For Academic Affairs and Provost

12-12-2011
Date



Reporting Authority Representative
Ravi K. Iyer, Interim Vice Chancellor for Research

12/5/11
Date

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Vice Chancellor for Research
Fourth Floor Swanlund Building
601 East John Street
Champaign, IL 61820-5711



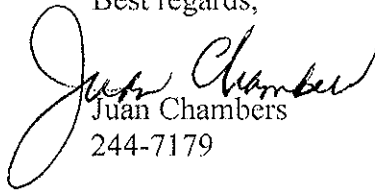
December 16, 2011

Ms. Jenny Roether, Senate Clerk
Office of the Senate
University of Illinois at Urbana-Champaign
228 English Building
MC 461

Dear Ms. Roether:

Vice Chancellor Iyer asked that I forward the attached proposal to the General University Policy Committee. Please let us know if there are any questions or if additional information is needed.

Best regards,


Juan Chambers
244-7179

Policy Governing Electronic Surveys and Questionnaires
Directed to Students, Faculty Members, or Staff of the
University of Illinois at Urbana-Champaign

Background

The development over the past decade of free, easy-to-use tools for developing and launching web surveys has been a great boon to faculty and students seeking cost-effective ways to obtain responses to research surveys and to administrators who want feedback on the effectiveness of campus services and initiatives. Because the cost of administering a survey no longer includes printing, mailing, and data entry expenses, electronic surveys can now reach thousands of subjects with almost zero incremental cost per subject. As a result, the number of these surveys has exploded and there is a natural desire for individuals or groups planning a survey to broadcast it to the maximum number of people possible, in order to increase statistical power and/or the scope of the results, instead of carefully selecting a more focused sample.

When electronic surveys were new, and few in number, response rates were fairly high due in part to the novelty of the medium. However, response rates in recent years have dropped significantly, certainly in part as a result of “survey fatigue”; there are so many surveys that many faculty members, staff, and students are just not responding any more. Hence the effectiveness of all surveys, even very important ones, is diminished. As an example, since 2004, the campus has participated every two years in the National Survey of Student Engagement, inviting a sample of freshmen and seniors to answer important questions about how engaged they are in learning. The response rate in 2004 was 35%; in 2012, the response rate was down to 17%, and of the 17%, only about three-quarters of the respondents actually completed the full survey. Such response rates make it very difficult to derive meaningful results from any survey and threaten the ability of all members of our community to obtain important results from survey research.

Some kind of screening or review of these surveys is clearly needed. Yet there currently is no policy to guide the campus with respect to requests for access to faculty, students, and staff via electronic means for the purposes of surveys. The following policy was developed in order to place some reasonable boundaries on electronic surveys of our employees, and to ensure that survey research is conducted in a way that respects the privacy and confidentiality of respondents. By establishing a formal, representative review committee and process, the intention is to make such screening and review more impartial, consistent, and transparent.

Policy Governing Electronic Surveys and Questionnaires
Directed to Students, Faculty Members, or Staff of the
University of Illinois at Urbana-Champaign

1. Purpose

Electronic surveys are cost-effective tools for conducting research and for obtaining feedback to improve campus services or to inform campus administrators.

Unfortunately, when the same populations are surveyed repeatedly, response rates decline and the accuracy of survey results becomes questionable. This policy is intended to balance the need of members of the campus community for survey-based research and for feedback with the growing demands that electronic surveys make on the valuable time of students, faculty, and staff. Additionally, limits on the numbers of surveys distributed to the same individuals should improve the response rates and effectiveness of each survey. Finally, this policy contains provisions designed to protect the confidentiality of the respondents.

2. Scope

This policy applies to all unsolicited web-based or e-mail surveys and questionnaires sent to a group of students, faculty, or staff by a member of the university community as part of his or her administrative duties, as part of a research project, or as part of a thesis or class assignment. It also applies to surveys of campus students, faculty, and staff conducted by external groups or person; however, such external surveys may be subject to additional requirements and conditions. It does not restrict in any way:

- Surveys sent by voluntary associations to their own members; for example, a registered student organization may freely poll its own members or a union may survey its own members;
- Surveys sent out to all members of a voluntary e-mail list
- Electronic collection of information required for employment or matriculation.
- Electronic communication between a faculty member and his or her students

In addition, as spelled out below, colleges and other campus units can develop their own policies on surveys for internal purposes. The main focus of concern for this policy is unsolicited requests for access to campus-wide populations for large-scale surveys. In other cases, the focus of the campus-level review committee (4.a) would simply be to ensure that other elements of this policy (IRB oversight for example, and appropriate privacy protections) were being followed.

3. Oversight provided by the campus Institutional Review Board (IRB)

This policy does not change the oversight required by the IRB. While some surveys do not constitute human subjects research, any that do must be either reviewed by the IRB or explicitly exempted by IRB staff from a full review. See <http://www.irb.illinois.edu> for the process of obtaining IRB approval or exemption for a survey and for information on mandated training for all human subjects researchers.

4. Administration of this policy

- a. Oversight: An Electronic Survey Administration Committee, reporting to the Chancellor, will be appointed to administer this policy. The Director of the Division of Management Information will chair the committee, and one additional member will be appointed annually each by the Chancellor, the Provost, the Dean of Students, the Dean of the Graduate College, the IRB Office, the Urbana-Champaign Senate, the Illinois Student Senate, and the Council of Deans. The committee should meet at least annually to evaluate the effectiveness of the policy and, if needed, recommend revisions.
- b. Survey approval: The Dean of Students shall designate a person to be responsible for reviewing and approving any campus-wide surveys that target student groups. The Associate Provost for Human Resources is responsible for reviewing and approving any surveys that target employees campus-wide. The process for obtaining approval for any campus-wide survey shall be posted on the Management Information web site: <http://www.dmi.illinois.edu>. Deans and other executive officers are responsible for creating a process for approving unit-wide surveys within their units.
- c. Monitoring: The Division of Management Information shall publish a record of approved campus-wide surveys which should include the purpose of the survey, the population or sample surveyed, the survey dates, and the approving officer. Any exceptions made to this policy should be noted. Colleges are encouraged to maintain similar records or to submit their survey information for inclusion on the campus-wide survey record maintained by Management Information to permit monitoring of the numbers of surveys that are underway at any point in time.
- d. Exceptions: Where noted, exceptions to provisions in the policy may be granted by a campus, college, or unit administrative officer whose scope of responsibility includes the full group being surveyed. For example, a dean may approve a full-population survey of any groups within that dean's college or the Associate Provost for Human Resources may approve surveys of various employee groups.

5. Sampling vs. full population surveys

Rarely does a survey require distribution to a full population to obtain valid results. Examples of a "full population" include all students, all juniors, all faculty members, all academic professionals in one college, and all female staff employees. Unless an exception is granted by a person authorized to approve surveys as described in Section 4, surveys may not be distributed to a full population. Instead, surveys should be distributed to a random sample of the desired population. The Division of Management Information can assist in creating random samples for survey projects, and the Survey Research Lab can advise about appropriate sample sizes and sampling techniques (fees may apply). The annual Senior Survey and the Instructor-Course Evaluation System surveys conducted by the Center for Teaching Excellence are examples of full-population surveys that are approved.

6. Restrictions on sample selection

- a. Students who have notified the Registrar that they wish to suppress all directory information under the provisions of the Family Educational Rights and Privacy Act (FERPA) should never be included in a sample that is provided to a surveyor.
- b. By law, no person under the age of 18 may be surveyed without permission of a parent or guardian. All survey sample selections, including approved full-population surveys, should exclude such persons. If it is not possible to exclude them from the invitation (e.g. when using a campus Mass Mail facility), the survey consent form must include a statement requiring the respondent to be at least 18 years of age.

7. Confidentiality issues

- a. Samples based on private information
When a survey sample is drawn based on non-directory information for students (see FERPA policy at <http://www.registrar.illinois.edu/staff/ferpa>) or sensitive or confidential information (for faculty and staff), the identities of the persons sampled may not be provided to the surveyor. Examples of private information include samples based on race/ethnicity, gender, age, and grade point average.
- b. Ensuring the confidentiality of respondents
Surveyors must obtain IRB approval for procedures to ensure the confidentiality of respondents. When an IRB-approved informed consent agreement promises that responses will be confidential, the surveyor must aggregate responses to ensure that no individual responses are identifiable. In addition, the surveyor must ensure that all electronic records are secured adequately and access is limited to a small number of persons who understand the confidentiality requirements.

Where respondent identity is collected, e.g. by requiring the respondent to enter a unique code or using an authentication method such as network id and password, the identities of the respondents should be maintained separately from the responses. Unless the approved research design requires on-going contact with the respondents, respondent identity information should be destroyed after the survey is completed.

Free-form comments must be screened and parts of any comments that identify a respondent or other person must be redacted before publication.

Any promise of confidentiality may be superseded by a legal duty to take action when a survey response reveals a potentially dangerous situation or illegal activity or is the subject of a legal process. Surveyors should consult University Counsel in such situations.

- c. Incentives: Incentives such as prize drawings or giveaways can improve survey response rates but may compromise the confidentiality of the responses. Surveys should follow procedures for incentives approved by the IRB Office such as redirecting users to a second web site to register for or receive the incentive.
- d. Anonymity

An anonymous survey would require that the surveyor have no way to link the respondent with his/her responses. The security logs maintained by most modern computers make it almost impossible to guarantee anonymity. Unless extraordinary measures are taken to eliminate electronic traces, surveyors should not promise anonymity.

8. Other use of samples or lists

Lists of e-mails or other contact information provided to surveyors may be used only for the one approved survey. Any other use is strictly forbidden. E-mail lists should be destroyed as soon as the survey is complete.

9. Timing of surveys

Surveys of students (other than course evaluations) are not permitted during the week before final examinations or the week of final examinations.

10. Use of outside contractors or services to collect survey responses

a. Participation in surveys managed by other organizations

With IRB approval and the approval of an administrator as described in Section 4, a unit may collaborate with an external agency to administer a survey to individual Illinois students, faculty members, and staff. A contract ensuring that the external agency will adhere to the provisions of this policy should be drawn up with the advice of University Counsel and signed by the Board of Trustees of the University of Illinois and the external agency. No confidential information may be provided to the external agency.

b. Use of external web survey services

Campus faculty, staff, and students should exercise caution when considering the use of an off-campus web site to design and administer a survey. Surveyors are encouraged to seek the advice of the University Office of Business and Financial Affairs Purchasing Division, CITES, and University Counsel before using such a site for any University-sponsored survey. The managers of the survey site must guarantee that the responses to survey questions will not be used for any other purpose, e.g. data mining or marketing. Survey respondents should not be subjected to inappropriate or annoying ads. Lists of University e-mail addresses may not be provided to these services unless there is a signed contract with the Board of Trustees ensuring that the e-mail addresses will not be used for any other purpose. No confidential information held by the university may be given to these services under any circumstances.

11. Reminders to non-respondents

After the initial invitation, only one reminder should be distributed to the survey sample. Any additional reminders are rare exceptions, which must be approved by the IRB and an administrator as described in Section 4.

12. Opt-out list

The Division of Management Information shall maintain a list of e-mail addresses of persons who do not wish to receive any campus-wide surveys and shall not include them in any campus-wide survey samples created by the Division. This list may be shared with other persons who create lists for surveys. However, it is not possible to exclude such persons from surveys which are sent to entire populations using the campus Massmail facility.

13. Contact information

Questions about this policy should be directed to the Division of Management Information (dmi@illinois.edu).

Date issued: ___/___/___

Approved by: Office of the Provost and Vice Chancellor for Academic Affairs

PROPOSAL TO THE GENERAL UNIVERSITY POLICY COMMITTEE

CENTER FOR DIGITAL INCLUSION

Graduate School of Library & Information Science

DESCRIPTION OF THE CHARTER

Full participation in our society increasingly relies on using information and communication technologies (ICT) for human development. Extensive inequalities persist, however, not only in access to ICT but also in digital literacy skills and know-how to effectively use these technologies. In the United States currently, there are 100 million people who are not connected; there are deeper divides in how people and organizations use ICT to address key social issues such as health and education.¹

Mission Statement

The mission of the Center for Digital Inclusion (CDI) is to foster inclusive and sustainable societies through research, teaching, and public engagement about information and communication technologies (ICT) and their impacts on communities, organizations, and governments.²

Digital inclusion encompasses not only access to the Internet but also the availability of hardware and software; relevant content and services; and training for the digital literacy skills required for effective use of ICT.³

Alignment with Strategic Direction of Campus

The Center for Digital Inclusion (CDI) at the Graduate School of Library & Information Science (GSLIS) will align well with the primary goals of the campus strategic plan, offering inclusive, hands-on, global leadership opportunities for undergraduate and graduate students; academic excellence by diverse faculty and staff; creation of knowledge and innovation with broad social impacts; transformational learning environments with tiers of undergraduate and graduate students involved in research groups; and access to the Illinois experience through intentional recruiting, mentoring, and support of students from underrepresented groups.⁴

¹“Executive Summary,” *National Broadband Plan* <http://www.broadband.gov/plan/>

²UNESCO describes it thus: “building inclusive knowledge societies for a sustainable future.” <http://www.unesco.org/new/en/communication-and-information/access-to-knowledge/ict-for-education-science-and-culture/>

³Definition based on *Communities Connect Network*, available at http://seattle.gov/tech/overview/What_is_Digital_Inclusion.pdf

⁴*Campus Strategic Plan*, p. 23.

Global Leadership Opportunities for Students

GSLIS is co-ranked no. 1 among library and information science schools, thus our students are among the best in the world, online and on campus. The Center will:

- Leverage national and international contacts with the iSchools consortium, a collective of Information Schools dedicated to advancing the information field in the twenty-first century.
- Offer opportunities for students to work internationally, including ongoing engagements in the Caribbean, for example.
- Work with the Center for Global Studies and the Study Abroad office to keep students and faculty aware of international options.
- Draw on the new informatics PhD and the informatics minor for student leaders, in collaboration with the Illinois Informatics Institute.
- Encourage student presentations at conferences.
- Engage students in research on digital inclusion worldwide.

Academic Excellence

The Center is structured to

- Foster a network of support from undergraduates into the master's and doctoral levels, with affiliates from the campus and community.
- Expand undergraduate opportunities by including students in research teams.
- Provide post-doctoral positions to support a rigorous intellectual environment.
- Work together to create knowledge about:
 - the roles of all types of libraries;
 - broadband policies;
 - citizen journalism and citizen science;
 - digital literacy and youth;
 - e-government and civic engagement;
 - informal education and e-learning;
 - cultural heritage digitization and preservation;
 - community archives;
 - community informatics;
 - community media;
 - critical information studies.

Broad Social Impacts

The Center is committed to weighing the tangible and intangible costs and benefits of information and communication technologies (ICT) for marginalized people around the world and directing research toward ameliorating the most serious crises that threaten us, including poverty, violence, food insecurity, climate change and disease. Our work will focus on policy as well as practice, examining ways in which factors combine to create or impede broad social impacts. Understanding barriers to technology adoption can serve as a catalyst to get more people digitally engaged.

CDI participants may address these questions:

- What does the information age mean for us as global citizens?
- What might inclusion mean for self-determination, self-definition and self-presentation by those just gaining access to information and communication technologies?
- While new opportunities are frequently lauded, what are the planned and unplanned consequences of ICT use by and for different interest groups that need to be carefully evaluated? In what ways do ICT uses by and for different interest groups support or challenge existing sociopolitical systems that institutionalize exclusion?
- As socio-technical structures change in relation to ICT, how might CDI become an information observatory that documents and maps shifting constellations of inclusion and exclusion and their impacts?

Transformational Learning

Given the many synergies on campus with other units, students from a variety of fields can find career-defining ways to participate in Center events. The Center's inclusive structure will:

- Promote engaged learning, rich with real-world experiences in which students are able to build on what they know and apply new ideas in diverse settings, such as Puerto Rico, where we have ongoing, funded research with Universidad del Turabo in Gurabo, P. R.
- Collaborate with the Office of Undergraduate Research and the Ethnography of the University Initiative (EUI).
- Coordinate the Certificate in Community Informatics (an option in place since Fall 2009).
- Draw on the expertise of faculty in area studies, communication, journalism, sociology, social, community and organizational informatics, human and community development, social work, art and design, and history.

Access to Illinois

The Center for Digital Inclusion will recruit, mentor and support diverse students across disciplines and at all levels to gain access to the University of Illinois by:

- Nurturing GSLIS connections locally (e.g., Parkland College, TAP In Leadership Academy, Urbana Free Library) as well as in Chicago, East St. Louis, and rural communities.
- Tapping alumni to help recruit more students from underrepresented populations.
- Seeking funds to provide assistance for students.
- Continuing involvement with programs such as the LIS Access Midwest Program (LAMP), a regional alliance of ten Midwestern universities and their libraries that encourages students from historically underrepresented groups to enter the field of library and information science.

Public Engagement

Digital inclusion means striving to understand and ameliorate technological exclusions. The Center aims not only to facilitate equitable access to ICT, but also the effective use of ICT by a variety of people. CDI aims beyond digital literacy to applications of research that promote digital excellence among communities, public entities, non-profit organizations, and businesses, and that intentionally address digital exclusion. ICT offers powerful tools for economic growth and employment, delivery of social and government services, and entrepreneurship; CDI will build capacity to satisfy local, national, and global human development needs with ICT, as appropriate, and implement strategies to sustain innovations. CDI will provide structures for incubating innovative public engagement and digital inclusion at various scales and across domains as well as a platform for analysis and evaluation of these activities.

Timeline

The GSLIS dean will review the Center annually, after an initial launch in Fall 2012.

JUSTIFICATION

“Information literacy... is a basic human right in a digital world.”⁵
Alexandria Proclamation 2005

If the twenty-first century is indeed aptly characterized as the Information Age and the Networked Society, far too many people are left out of the networks, people who are unable to access, evaluate, and create knowledge in a world that has excluded them for too long. CDI is committed to fostering inclusive and sustainable societies through research, teaching, and public engagement about information and communication technologies and their impacts on communities, organizations, and governments. As with any technology, information and communication technologies are *sociotechnical* in nature; thus CDI will combine rigorous social science with technical innovations to address social inequities and digital divides. Further, CDI instantiates one commitment by GSLIS to actively and always welcome and learn with those who are different from each of us, within the School, on the campus, and around the world.

Exclusions exist for a wide range of social reasons that may be further institutionalized or countered by ICT depending on design, implementation, and equitable access. These include racialization, economic class, sexual orientation, gender, age, or differences in mobility or abilities. The multidimensional causes of exclusion are compounded locally, nationally, and internationally by circumstances that include poverty, lack of education and transportation, substandard housing, language barriers, cultural norms, and poor health. By studying how digital

⁵<http://www.unesco.org/new/en/communication-and-information/access-to-knowledge/information-literacy/> Accessed October 6, 2011.

technologies are changing our social and economic structures, CDI will be at the forefront of informatics research and practice.

PROPOSED STRUCTURE

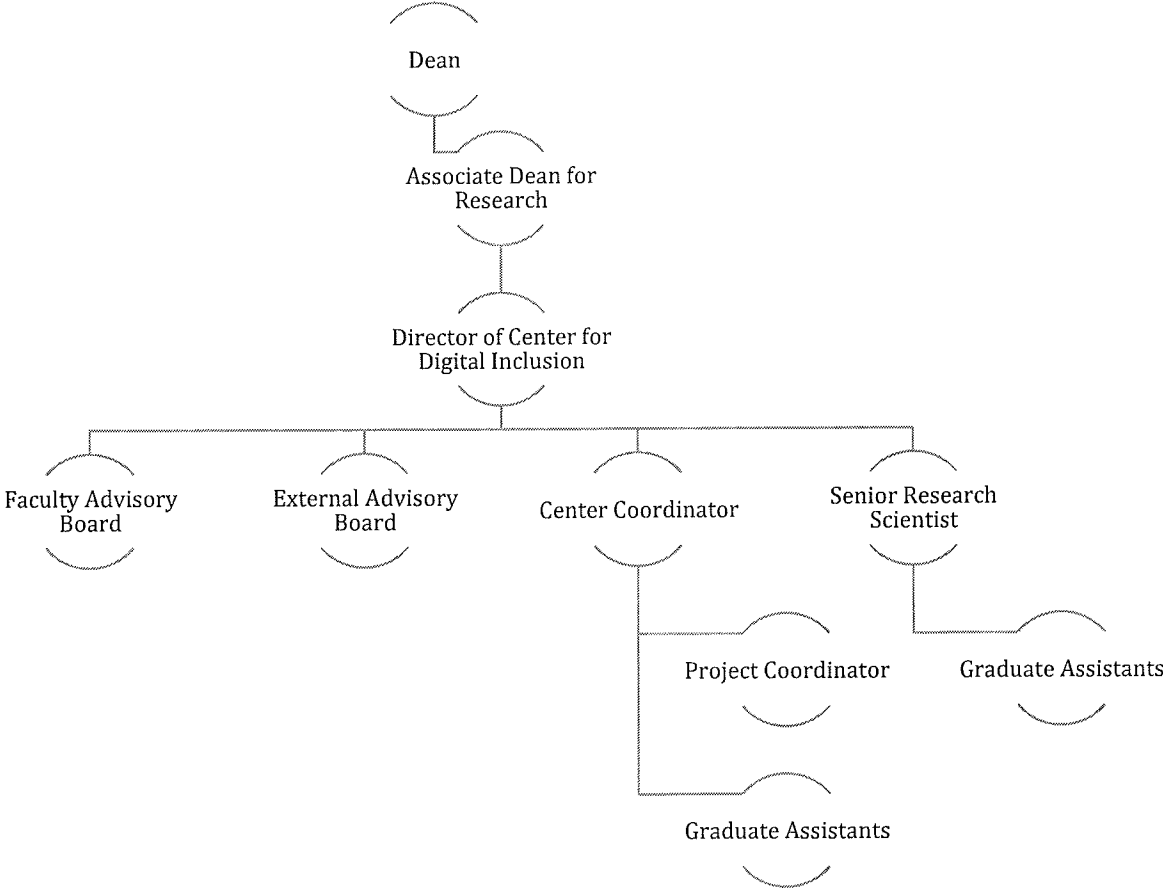


Figure 1. Organizational Chart for the Center for Digital Inclusion

As indicated in Figure 1:

- ❖ The director of CDI will be a GSLIS faculty member, initially Jon Gant, who will be appointed by the GSLIS dean and report to the associate dean for research.
- ❖ There will be two advisory groups working closely with the Center director:
 - An external advisory board, which will help with fundraising, strategic planning, and job placements. This group will engage with community groups and extend the Center's impacts off-campus, meeting virtually twice a year. The external advisory board will include local and global affiliates from the regions in which the Center has projects, or who are familiar with digital inclusion policy and practice.⁶ The initial founding advisory board members will be a small group as we identify and extend invitations to other potential members. The board will include those deeply concerned with finding ways to solve critical problems of inequality related to ICT.
 - A faculty advisory board, which will direct their research through the Center, supervise graduate students and post-doctoral scholars who work on their projects, and implement ideas from the external advisory board. Service on the faculty board will be credited by GSLIS for promotion and tenure purposes.⁷
- ❖ Assisting and reporting to the Center director will be a Center coordinator, who will manage the day-to-day operations of the Center, coordinate proposal development on grants, ensure compliance with funding guidelines, and oversee those who work on some faculty research projects, including
 - Project coordinator(s) and
 - Graduate assistants
- ❖ The Center includes a Senior Research Scientist, who primarily will be paid through external funds, working on faculty projects and supervising graduate assistants on those projects. This academic professional will report to the Center director. In the future, there may be more research scientists on staff.

The CDI offices are located on the east side of the third floor of GSLIS.

⁶Advisory Board members may include, for example, GSLIS alum Elisabeth Pierre-Louis from Haiti's *Fondasyon Konesans Ak Libète (Foundation for Knowledge and Liberty, FOKAL)*; Dennis Alicea, Chancellor, Universidad del Turabo, Gurabo, Puerto Rico; Elise Kohn, GigU at Aspen Institute; Martín Gómez, Los Angeles Public Library; John Horrigan, Vice President, Policy Research, TechNet; Mary Alice Ball, Senior Library Program Officer, U.S. IMLS; Nicol Turner-Lee, Vice President and Director, Media and Technology Institute, Joint Center for Political and Economic Studies; Frances Roehm, Skokie (IL) Public Library

⁷Faculty of the Graduate School of Library and Information Science will be asked to serve on the Center faculty advisory board; board members may include: Abdul Alkalimat, Ann Bishop, Alistair Black, Cathy Blake, Bertram Bruce, Stephen Downie (*ex officio*), Les Gasser, Lori Kendall, Kate McDowell, Rae-Anne Montague, Dan Schiller, Mike Twidale, Kate Williams, as well as affiliated faculty from other units, Susan Davis, Rayvon Fouché, Brant Houston, Lisa Nakamura, and Christian Sandvig.

While other units on campus are concerned with informatics⁸—the ways in which people and scholarship interact with computer systems—the Graduate School of Library and Information Science has a long and varied involvement with ways in which different publics have accessed, organized, and created information, before and since the development of personal computing.

CDI will build on the legacies of Prairienet, an early freenet founded in 1994, and subsequently incorporated into the Community Informatics Initiative (CII; 2007-2011), an effort generously funded by the Office of the Provost through the Illinois Informatics Institute. Both Prairienet and CII were campus-wide and interdisciplinary efforts to “develop *tools* that [were] both powerful and accessible to diverse users, *methodologies* for research on community inquiry, *ways of working* with a wide range of types of communities, and *theory* adequate to address the complexity of the processes involved.”⁹ As with its predecessors, CDI will “facilitate boundary-crossing interactions among departments and colleges when new knowledge and sharpened engagement with problems of the larger society are the reward.”¹⁰

CDI will enhance the already-established graduate Certificate in Community Informatics (CI) at GSLIS, which is a non-transcriptable certificate available to students who take one required course and two additional courses for a total of twelve graduate credits. The Center will provide an intellectual home for students seeking the CI certificate as well as faculty and staff engaged in related activities.

In addition to leadership in community informatics since 2004, GSLIS staff and faculty have been in the forefront of broadband development and evaluation since 2009. This work has strengthened local and national connections related to digital inclusion. CDI faculty director Jon Gant, for example, was a Fellow in 2010 in the Media and Technology Institute at the Joint Center for Political and Economic Studies in Washington, D.C., and in 2011 published with the Aspen Institute Communications and Society Program and the John S. and James L. Knight Foundation. Currently, Gant is director of broadband adoption for Urbana-Champaign Big Broadband (UC2B). Both Gant and GSLIS faculty member Kate Williams testified to the Federal Communications Commission in 2009 and 2010; Williams and Abdul Alkalimat are currently involved with case studies and data management of broadband projects across the country. These scholars exemplify why GSLIS is well-positioned to continue significant research on digital inclusion and sociotechnical systems.

⁸Illinois Informatics Institute (Guy Garnett, interim director) and I-CHASS, for example, are obvious CDI partners.

⁹Bishop, A. P., and B.C. Bruce, “University of Illinois Community Informatics Institute: Concept Paper,” unpublished (2005): 1.

¹⁰*Campus Strategic Plan*, p. 8.

ACADEMIC IMPLICATIONS

The Center will collaborate with any campus faculty and research staff whose research agendas align with the Center's mission. For example, the Center will work with contacts in Korea, Singapore, and Sweden, nurtured by the GSLIS Associate Dean for Research, to foster scholarship with international partnerships that may provide global leadership opportunities for students. Globally active staff and faculty will be welcome to affiliate with the Center, further promoting academic excellence. Community members may also be affiliated with the Center. The Center for Children's Books at GSLIS offers courses and activities that will intersect with future CDI scholarship on youth and information literacy; GSLIS also offers a joint degree program with the Center for African Studies, another area of synergy.¹¹ These affiliations will support transformational learning for students as well as increased access to the Illinois experience.

GSLIS is a top-ranked school of library and information science, concerned with many foundational issues of information in society. Historically, public libraries have been (and remain) among the most central information institutions of the public sphere. The GSLIS commitment to the Center for Digital Inclusion instantiates the importance of libraries to our civic life. This crucial role for libraries as societal information institutions has been emphasized by the U.S. Institute of Museum and Library Services (IMLS) as well as the American Library Association. The just-released IMLS Strategic Plan states: *Museums and libraries help to level the playing field and provide opportunities that some individuals might not otherwise be able to access. Without libraries and museums it would be more difficult and potentially impossible for many people to pursue their education, seek employment, and lead healthier lives. Libraries and museums are fundamental to supporting the civic life and wellbeing of our nation.* Digital inclusion also means training culturally competent LIS professionals to work with diverse populations. The School has entered into an ongoing, focused discussion around race and racism within the School in order to improve the climate for everyone, to call attention to diversity-related needs and accomplishments, and to provide research and curricular resources to the GSLIS community. CDI will support and strengthen these internal efforts, as well as collaborate with campus-level diversity initiatives.¹²

A variety of units on campus share CDI goals; the Center can leverage the staff and faculty in these areas to broaden the interest in and impact of the Center on and off campus. In addition to those already mentioned, these units include:

¹¹<http://ccb.lis.illinois.edu/>; <http://www.lis.illinois.edu/academics/programs/ms/joint-degree>

¹²<http://provost.illinois.edu/programs/diversity/index.html>;

<http://www.inclusiveillinois.illinois.edu/>

Academy for Entrepreneurial Leadership; Action Research.Illinois; Applied Technologies for Learning in the Arts and Sciences (ATLAS); Campus Information Technologies and Educational Services (CITES); Center for Education in Small Urban Communities; Center for Global Studies; Center for Latin American and Caribbean Studies; Center for People and Infrastructures; Center for Veterans in Higher Education; Champaign-Urbana Community FabLab; College of Applied Health Sciences; College of Law; Cyberinfrastructure Lab; Extension; I-STEM; International Programs and Studies; Institute of Government and Public Affairs; Mortenson Center for International Library Programs; Office of Equal Opportunity and Access; School of Social Work; Study Abroad Office

BUDGET AND FUNDING STRATEGY

GSLIS now holds two current-use funds for the Center: one is specifically dedicated to CDI; the other, the Community Engagement Fund, is available to GSLIS faculty, staff and students to carry out community-based work, with deliverables left with the community partner, as agreed-upon in advance.

GSLIS will provide start-up funding of \$250,000 for FY13 and \$200,000 for FY14. (Most of these funds already support staff being reassigned to the Center.) After that time, GSLIS support for the Center will be \$125,000 a year. Not included in the amounts listed above but also provided by GSLIS is the director's base salary. GSLIS will provide the standard administrative support services available to faculty and projects, and waive the computer services fee (on a %FTE basis) for School-funded staff.

External funding will be sought for research, public engagement, and teaching activities that may include:

- Community scholar program;
- Endowed funds for post-doctoral positions;
- Student travel;
- Incubator projects and implementation thereof;
- Lecture series

In addition to grants, funding may be generated by corporate sponsorship, paid participation in webinars, and drawing on a percentage from spin-off projects. Further, the Center will seek foundation funds from, for example, John S. and James L. Knight Foundation and the Ford Foundation.¹³ We already have a close working relationship with the campus Associate Director Mark Nolan in the Office of Corporate Relations. We will work with the GSLIS Advancement Office on further corporate foundation support from, for example, the Aon Corporation, Motorola Solutions, and R. R. Donnelley. (See attached letters of support.)

¹³These foundations in particular support research on citizen journalism, media literacy and youth, and broadband policies.

Current sources of support include GSLIS, the Illinois Informatics Institute (FY12), the National Academies of Science (DOT Sub CS 8504.001), CERL/the Army Corps of Engineers (2011-05107 IPA), the Institute of Museum and Library Services (RE-05-11-0074-11), Partnership for a Connected Illinois, Urbana-Champaign Big Broadband (UC2B), the National Science Foundation, and the American Library Association.

The Center will endeavor to maintain a range of engagements, a portfolio of projects, so to speak, that will be diverse in funding, partnerships, and locations. We will continue or seek out connections locally, regionally, nationally and internationally, in rural and urban areas. In maintaining this portfolio we will conduct ongoing evaluations, sharing the findings broadly.

OUTCOMES

We are actively working to establish metrics to evaluate the Center annually. Metrics for students, staff and faculty affiliated with the Center may include:

Global leadership

- Number and quality of global leadership opportunities
- Retention and graduation rates

Academic Excellence

- Number of nationally and internationally recognized faculty
- Number of faculty in leadership positions in professional societies
- Percentage of underrepresented faculty and staff
- Student quality (GPA, awards, honors)

Breakthrough Knowledge and Social Impacts

- Total sponsored research expenditures by source
- Sponsored research expenditures by per faculty FTE
- Number of publications/citations per faculty FTE
- Impact on societal needs (illustrated by examples)

Transformational Learning Environment

- Internships and job placements for students;
- Research experiences for a range of students, from undergraduates through post-doctoral positions
- Number of Certificates in Community Informatics

Access to the Illinois Experience

- Percentage of students receiving financial aid
- Percentage of under-represented students
- Number of distance learning IUs
- Percentage of faculty involved in civic engagement

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Graduate School of Library and Information Science
Library and Information Science Building
501 East Daniel Street
Champaign, IL 61820-6211



February 6, 2012

Dear Jon,

We, the senior administrators of the Graduate School of Library and Information Science (GSLIS), are pleased to offer a commitment of support to the Center for Digital Inclusion (CDI) as outlined in the Proposal to the General University Policy Committee.

GSLIS faculty have long been interested in how different communities access, organize, and create information resources, before and since the development of personal computing. Beginning with Prairienet in 1994, GSLIS staff and faculty have been at the forefront of community networking and examining the effective use of information technologies in underserved communities. In addition to our national leadership in community informatics, we have been active in evaluation of broadband deployment since 2009. This work has strengthened local and national connections related to digital inclusion.

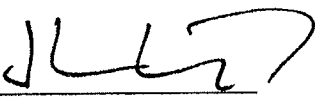
Building on existing synergies, CDI may collaborate with other research centers at GSLIS to examine, for example, the political economy of digital inclusion, the design and function of information and communication technologies, digital literacy among children and youth, and large-scale data and digital archives in organizations and society. CDI already is bringing together scholars in social and organizational data analytics to address real-world environmental issues. A variety of units on campus also share CDI's goals; the Center can leverage the staff and faculty in these areas to broaden the interest in and impact of the Center on and off campus.

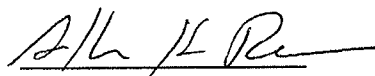
As the top-ranked library school in the country, the GSLIS commitment to the Center for Digital Inclusion instantiates the importance of libraries to our civic life. This crucial role for libraries has been emphasized by the U.S. Institute of Museum and Library Services (IMLS) as well as the American Library Association. The just-released IMLS Strategic Plan states: *Museums and libraries help to level the playing field and provide opportunities that some individuals might not otherwise be able to access. Without libraries and museums it would be more difficult and potentially impossible for many people to pursue their education, seek employment, and lead healthier lives. Libraries and museums are fundamental to supporting the civic life and wellbeing of our nation.* Digital inclusion also means training culturally competent LIS professionals to work with diverse populations. The School has entered into an ongoing, focused discussion around race and racism in order to improve the climate

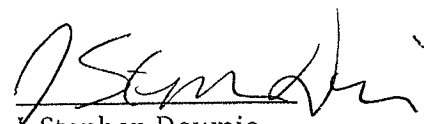
for everyone at GSLIS, to call attention to diversity-related needs and accomplishments, and to provide relevant research and curricular resources to the GSLIS community. CDI will support and strengthen these internal efforts, as well as collaborate with the Inclusive Illinois Initiative.


As agreed in the Memorandum of Understanding between the Center and the School, GSLIS will provide start-up funding of \$250,000 for FY13 and \$200,000 for FY14. After that time, GSLIS support for the Center will be \$125,000 a year up through year five, at which time the School support will be revisited. (The Director's salary is and will remain part of another budget line, not included in the CDI budget.) We look forward to a vibrant and growing Center as part of GSLIS, which will actively pursue external funding for research, teaching and engagement, benefiting not only our School and campus, but also the state and its broader constituencies.

Sincerely,


John Unsworth


Allen Renear


J. Stephen Downie


Linda C. Smith

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Graduate School of Library and Information Science
Library and Information Science Building
501 East Daniel Street
Champaign, IL 61820-6211



February 3, 2012

Dr. Jon Gant
Research Associate Professor
Graduate School of Library and Information Science
501 East Daniel
Champaign, IL 61820

Dear Jon Gant,

In my capacity as Assistant Dean for Advancement & Alumni Relations, I am excited to offer my support for the Center for Digital Inclusion. As you know, our office works closely with both the campus Foundation and Corporate Relations units. With their assistance we have already identified a number of possible prospects that may be interested in supporting this new Center. Based on areas of interest and support to similar programs in the past, top corporate foundation prospects include those of the Aon Corporation, Motorola Solutions, RR Donnelly, and Sara Lee. Other sources of funds may come from Coleman and Retirement Research Foundations, the Chicago Community Trust, Ford Foundation and MacArthur Foundation.

I look forward to working with the Center to build a base of support that will fund research, teaching and engagement as it relates to sustainable digital inclusion.

Regards,

A handwritten signature in cursive script that reads "Diana".

Diana Stroud
Assistant dean for advancement and alumni relations

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Vice Chancellor for Public Engagement
Swanlund Administration Building
601 East John Street
Champaign, IL 61820



January 31, 2012

Dr. Jon Gant
Research Associate Professor
Library and Information Science
112 LIS Bldg.
M/C 493
Champaign, IL 61820

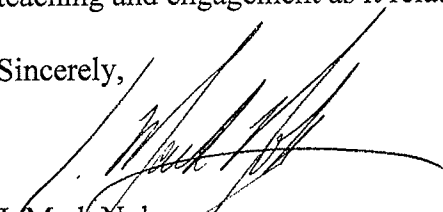
Dear Dr. Gant:

In my capacity as Associate Director in the Office of Corporate Relations (OCR), I am pleased to offer my support for the Center for Digital Inclusion (CDI) at the Graduate School of Library and Information Science (GSLIS). Our corporate partners are an important source of research funding for the campus, and I am eager to be a liaison between CDI, corporations, and other relevant organizations to form productive and mutually rewarding relationships. As you are aware, we have identified a number of possible prospects that may be interested in supporting this new Center. My office would certainly work closely with Foundation Relations and the GSLIS Office of Advancement to optimize these opportunities.

Another key contribution of CDI that you have shared is its role in workforce development and public engagement. Businesses throughout the state have a need for people with skills in digital technology. This must be combined with sophisticated understandings about access and effective use of these technologies by people all along the digital spectrum. I believe that CDI will help provide positive relationships that will benefit job creation and economic development statewide, and contribute to the public good.

I look forward to working with the Center to build a base of support that will fund research, teaching and engagement as it relates to sustainable digital inclusion.

Sincerely,



J. Mark Nolan
Associate Director
Office of Corporate Relations
University of Illinois

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

Office of the Provost and Vice Chancellor
for Academic Affairs

Swanlund Administration Building
601 East John Street
Champaign, IL 61820



March 28, 2012

Nicholas Burbules, Chair
Senate Committee on General University Policy
Office of the Senate
228 English Building
MC-461

Dear Professor Burbules:

Enclosed is a copy of a proposal to temporarily establish the Center for Digital Inclusion.
It now requires Senate review.

Sincerely,

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

Kristi A. Kuntz
Assistant Provost

KAK/nh

Enclosures

c: C. Livingstone
A. Renear

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

Graduate School of Library and Information Science
Library and Information Science Building
501 East Daniel Street
Champaign, IL 61820-6211



March 13, 2012

Kristi Kuntz
Assistant Provost for Undergraduate Academic Affairs
Office of the Provost
204 Swanlund Administration Building

Dear Ms. Kuntz:

I am pleased to send to you the attached proposal for the *Center for Digital Inclusion (CDI)*. The CDI will be located physically, financially, and administratively within the Graduate School of Library and Information Science (GSLIS) and will report to the GSLIS Dean.

The CDI responds directly to specific needs and priorities within GSLIS and to the missions of GSLIS and the University. We developed this proposal over the last year, working with many interested stakeholders. On March 7, 2012 the GSLIS tenure-system faculty reviewed the final proposal and unanimously voted their support.

Please find attached several letters of support from the GSLIS senior administration, the GSLIS assistant dean for advancement, and from the UIUC associate director of corporate relations. I believe the next step is for your office to forward this proposal to the General University Policy committee of the Faculty Senate.

I will of course be delighted to provide any assistance that you might need to support the review of this proposal.

Sincerely,



Allen Renear
Interim Dean

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**

Committee on University Statutes and Senate Procedures
(First Reading; Information)

SP.12.06, Revisions to the *Constitution* and the *Bylaws* Regarding Conduct of Senate Meetings and Formulation of Meeting Agendas

BACKGROUND

Last year, upon request, the Senate Committee on University Statutes and Senate Procedures (USSP) conducted a review of the Senate's rules regarding the conduct of meetings and the formulation of the Senate's agenda with the goal of making the Senate's conduct of business more efficient, effective, and open. USSP identified two provisions in the *Constitution* and the *Bylaws* that, if adopted, could enhance the way that the Senate conducts its business.

First, the *Constitution* currently sets the quorum at 100 senators. USSP was asked to consider whether the quorum should be abolished to avoid the recurrence of time-consuming quorum calls that have frustrated the conduct of Senate business. USSP concluded that it was important to maintain the quorum requirement but that the size of the quorum should be adjusted to conform to the guidelines of *Roberts' Rules of Order*, which state: "The quorum should be as large a number of members as can reasonably be depended on to be present at any meeting." Upon investigation of attendance at Senate meetings over the past several years, USSP found that a quorum of 74 senators would have been sufficient to conduct critical business at nearly all meetings. USSP therefore recommends that the quorum be fixed at 75 senators.

Second, the USSP concluded that adding new business to the agenda is too cumbersome because the *Bylaws* currently require a two-thirds majority vote. The two-thirds majority requirement ensured that absent senators would not miss the opportunity to vote on new business without the consent of a supermajority. However, because the Open Meetings Act forbids voting on items not in the agenda, USSP believes it appropriate to reduce the threshold for the mere introduction and discussion of new business to a simple majority. Allowing a majority of senators to add new business would provide a more open Senate agenda that is more flexible and responsive to changing events. This change would not affect the requirements of the Open Meetings Act; new business introduced through Section A (3) of the *Bylaws* could only be discussed, and not acted upon. Still, the Senate could discuss the matter in anticipation of final action at a later meeting.

RECOMMENDATION

The Senate Committee on University Statutes and Senate Procedures recommends approval of the following revisions to the *Constitution* and *Bylaws*. Text to be added is underscored, and text to be deleted is indicated in [square brackets].

PROPOSED REVISIONS TO THE CONSTITUTION

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Article I – Basic Structure

Section 5. A quorum necessary for a Senate meeting shall consist of [100] 75 senators elected and serving.

PROPOSED REVISIONS TO THE BYLAWS

Part A – Meetings

3. An agenda for each regular Senate meeting, extensive enough to be descriptive of the subject matter of each item included, shall be prepared by the Senate Executive Committee and sent to all senators at least five days prior to that meeting. The Clerk of the Senate will release the agenda to the appropriate news media on the same day it is distributed to the Senate. Items of business submitted to the Senate Executive Committee 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. Matters not included in the agenda may not be presented to the Senate without concurrence of [at least two-thirds] a majority of the members present and voting. Such matters may not be acted upon at the meeting in which they are introduced, according to the requirements of the Open Meetings Act.

UNIVERSITY STATUTES AND SENATE PROCEDURES
William Maher, Chair
Nikita Borisov
H. George Friedman
Shao Guo
Anna-Maria Marshall
Jim Maskeri
Ann Reisner
Sandy Jones, *Ex officio (designee)*
Jenny Roether, *Ex officio*

Report on IBHE Faculty Advisory Council Meeting

May 18, 2012

(Final; Information)

The [Faculty Advisory Council](#) (FAC) of the [Illinois Board of Higher Education](#) (IBHE) held a regularly scheduled meeting at [Southern Illinois University – Carbondale \(SIUC\)](#) on Friday May 18, 2012 with 16 [member institutions](#) present.

The meeting was called to order at 8:40 AM by Chair Abbas Aminmansour. SIUC Chancellor Rita Cheng welcomed the group to her campus and noted that the higher education budget is on everyone's mind along with pension changes, financial aid, performance based funding, and health care. She said that despite the fact that SIUC is in its fourth year of student growth, more than 300 SIUC employees will be retiring soon. SIUC's research funding is \$78 million. A discussion of higher education funding with Chancellor Cheng followed.

Aminmansour reported on his meeting along with FAC Vice Chair Marie Donovan and FAC Community College Caucus Chair John Bennett with State Representative Daniel Biss. He noted that the group had an excellent discussion with Biss and hoped to continue dialogue with him on higher education matters in the future. Aminmansour also reported on his meeting with Eric Zarnikow, the new Executive Director of Illinois Student Assistance Commission (ISAC). He reported that they discussed Monetary Award Program (MAP) funding and faculty representation on the MAP Eligibility Task Force established by Illinois General Assembly, Senate Joint Resolution 69. Mr. Zarnikow has agreed to include an FAC representative on the task force.

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately on issues of particular interest to them and reported back to the Council.

Jonathan Lackland, IBHE Deputy Director for External Relations and Candace Mueller, IBHE Assistant Director for External Relations offered an update on the latest higher education related legislative activities. State pensions and the longitudinal data system were discussed in more details.

SIU President Glenn Poshard addressed the Council after lunch and shared his views on the proper role of boards of trustees in university administration. He spoke about his public disagreements with the Governor and the SIU Board of Trustees on the independence of trustees and the role of the President versus that of the current Board of Trustees in SIU affairs.

In other business, the Council elected its new officers for the 2012-13 academic year as follows: Abbas Aminmansour of U of I (FAC Chair); Marie Donovan of DePaul (FAC Vice Chair) and Steve Rock of Western Illinois (FAC Secretary).

The meeting adjourned at 2:20 PM. The next meeting of the Council will be held at Black Hawk College on June 15, 2012.

Respectfully submitted
Abbas Aminmansour

Report on IBHE Faculty Advisory Council Meeting

June 15, 2012

(Final; Information)

The [Faculty Advisory Council](#) (FAC) of the [Illinois Board of Higher Education](#) (IBHE) held a regularly scheduled meeting at [Black Hawk College](#) in Moline, Illinois on Friday June 15, 2012.

The meeting was called to order at 8:30 AM by Chair Abbas Aminmansour. Black Hawk College President, Dr. Thomas Baynum, welcomed the group to his campus and shared information about Black Hawk and its student population and demographics.

FAC Vice Chair Marie Donovan reported on her attending a recent committee of the P-20 Council. The Council then held a discussion on the seemingly high turnover among the IBHE staff and its potential adverse effects on the work of the Board staff. The groups asked the FAC Chair to write a letter to the IBHE Chairwoman and Executive Director expressing the Council's concerns on the subject and ask them to look into the matter.

Jonathan Lackland, IBHE Deputy Director for External Relations and Candace Mueller, IBHE Assistant Director for External Relations offered information on the latest higher education related legislative activities. Pension reform was a major point of discussion. The guests offered their perspectives on higher education issues to watch for next year.

Eric Zarnikow, the new Executive Director of the Illinois Student Assistance Commission (ISAC) addressed the Council and offered his plans and perspectives on Monetary Award Program (MAP) administered by the Commission. The council shared its views on MAP eligibility and funding and appreciated the Director's commitment to include faculty perspectives in the upcoming discussions of the MAP Eligibility Task Force established by Illinois General Assembly, Senate Joint Resolution 69.

The three caucuses of the Council (four year public universities; community colleges and private/independent institutions) met separately and reported back to the Council.

In other business, the Council elected the following as its caucus chairs for the upcoming academic year: Aida Shekib of Governor State (Public Universities Caucus Chair); Gisele Atterberry of Joliet Junior College (Community College Caucus Chair) and Shawn Schumacher (Private/Independent Caucus Chair).

The meeting adjourned at 3:20 PM. The next meeting of the Council will be held at Moraine Valley College on Friday September 21, 2012.

Respectfully submitted
Abbas Aminmansour

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

Senate Executive Committee
(Final; Information)

SC.13.02 Results of the Election of Student Members of the Committee on Committees

A preliminary online election to fill the above positions was conducted from June 25-26, 2012 and a final online election was conducted from June 28-29, 2012; ballot totals were determined by Senate Clerk Jenny Roether. She reports the following results:

Number of senators who voted (Preliminary): 69

Committee on Committees—Student:

Damani Bolden (ACES)	4
Max Ellithorpe (GRAD)	5
Matthew Gold (LAS)	4
Shao Guo (DGS)	5
Simon Guo (DGS).....	1
Steve Letourneau (GRAD)	12
Jim Maskeri (LAS)	17
Daniel Michaelson (ENGR)	8
Rosa Rosas (GRAD)	10
Ryan Young (LAS).....	3

Based on the results above, the six senators with the highest votes (twice the number of vacancies) were placed on the final ballot.

Number of senators who voted (Final): 160

Committee on Committees—Student:

Max Ellithorpe (GRAD)	12
Shao Guo (DGS)	16
Steve Letourneau (GRAD)	34
Jim Maskeri (LAS)	40
Daniel Michaelson (ENGR)	25
Rosa Rosas (GRAD)	33

Based on the results above, the following senators were declared elected (no two from the same college):

Committee on Committees

STUDENTS:

Steve Letourneau (GRAD)
Jim Maskeri (LAS)
Daniel Michaelson (ENGR)

**Report of the
University of Illinois Board of Trustees Meeting
Retreat and Meeting of Board of Trustees
July 18-19, 2012
University of Illinois at Chicago**

Senators are encouraged to view the videotape of the meeting, which is available at
<http://uishelix2.uis.edu/vod/vod/2012/BOT071912.html>

The meeting began with an executive session to consider employment and litigation matters. It resumed with a rendition of the state song, "Illinois," sung by Dennis Yeats, and then proceeded to the installation of this year's student trustees. Each student trustee now has a mentor Board member. The current student trustees from Chicago and Springfield will continue to serve in the upcoming academic year. The new student trustee from Urbana, David Pileski, will be mentored by Trustee Lawrence Oliver.

COMMENTS FROM PRESIDENT EASTER:

This was President Robert Easter's first meeting as President. In his brief address, he commented on the following:

1. Retirements and applications for retirement have burgeoned this year. During the entire 2011 calendar year, there were 726 applications for retirement; just so far this year, 1107 applications have already been filed. This surge in SURS applications is related to the periodic adjustment of the money purchase formula that was carried out this year for those retiring on or after July 2.

2. The appropriation to the University for General Operating Funds has been cut this year by 6.17%, or \$42.5 million. While we have been preparing for such a cut to our appropriation, we will be obliged to continue to use our resources carefully.

3. In relation to the above item, Vice-President of Academic Affairs Christophe Pierre will work with faculty to establish criteria and procedures for ongoing reviews of programs and units. These procedures should be in place by the end of this academic year.

4. The Legislature has passed bills limiting our ability to rehire retired employees and limiting our use of search firms. We are now working on procedures to comply with these new regulations.

5. President Easter shared this year's figures for incoming first-year classes at the three campuses: 250 at UIS; 3500 at UIC; and over 7000 at UIUC. There are also about 3500 transfer students across all three campuses.

6. The recruitment of a diverse student body continues to be an important priority. We will be aided in this effort by the presidential scholarship program, Access Illinois, which has raised over \$42 million since it was established in June 2011 by former president Michael Hogan.

7. The unresolved pension situation continues to provoke concern, particularly as it relates to the recruitment and retention of faculty and staff.

President Easter ended his remarks by commenting that all the campuses now have their senior leadership teams in place, including permanent chancellors and provosts on all three campuses. President Easter looks forward to working with the senior administrative leaders.

PRESENTATION BY CHANCELLOR PAULA ALLEN-MEARES, UIC

Chancellor Meares highlighted UIC's Chicago Biomedical Consortium, whose new scientific director is Prof. Brian Kay (Head of Biological Sciences and Vice-Chair of the UIC Senate). The CBC is funded by the Searle family, two members of which serve on External Advisory Board. The Consortium's goal is to stimulate collaboration among UIC, Northwestern and the University of Chicago. The CBC has a high success rate in generating federal grants. Recently it received a \$1million grant to recruit a Senior Investigator.

COMMITTEE REPORTS

1. Budget, Audit & Finance—Trustee McMillan

Trustee McMillan reported that the appropriation to the UI Foundation and to the Alumni Association have been reduced as a consequence of the reduction in our General Revenue Funds. The next committee meeting is scheduled for Sept. 4 at 1pm.

2. Health Care System Committee-Trustee Koritz

Because of the Board Retreat, the committee did not meet. However, Trustee Koritz recognized John DiNardo, who is retiring after eleven years of service as CEO of our Hospital. Trustee Koritz noted that the hospital was in the red financially when Mr. DiNardo accepted his position, and he has brought the hospital to fiscal health.

AGENDA ITEMS APPROVED

All items were approved. Please see the detailed list at

<http://www.uillinois.edu/trustees/agenda/July%2019,%202012--Meeting/>

In addition to the new appointments and promotions, of particular note are the revisions of the Conflict of Interest policy; and the changes to our Senate constitution.

UNIVERSITY SENATES CONFERENCE PRESENTATION FROM PROF. DONALD CHAMBERS (UIC), CHAIR, USC

Prof. Chambers, outgoing Chair of University Senates Conference, reviewed the key events of the 2011-2012 academic year from a governance perspective. Echoing Queen Elizabeth, he called last year an "*annus horribilus*," which began with a challenge to the procedures by which USC elects its chair, continued with internal division revolving around the participation of UIS members, and culminated in the resignations of President Hogan and his Chief of Staff after the well-publicized pseudonymous email scandal. Nevertheless, Prof. Chambers concluded that "the wounds of the past have healed": thanks to the strength of our shared governance system, USC has already welcomed new members from UI-Springfield, elected a new UIS member as incoming vice-chair, and participated in the long-awaited Cross-Campus Dialogue with the Board of Trustees. Prof. Chambers ended his presentation by thanking Prof. Nicholas Burbules for agreeing to chair the Conference in the 2012-13 academic year, and by extending a special thanks to Office Administrator Connie Sailor for her invaluable assistance throughout the year.

After Prof. Chambers ended his presentation, Chair Kennedy and President Easter presented him with a plaque, and Chair Kennedy expressed his gratitude for Prof. Chambers's extraordinary record of scholarship and of service to the University.

This portion of the videotape may be seen starting at about 52:00 and ending at about 70:00.

The full text of the USC report is available online at

<http://www.uillinois.edu/trustees/agenda/July%2019,%202012--Meeting/r-jul-University-Senates-Conference.pdf>.

Chair Kennedy's remarks are attached to this report.

PRESENTATION BY VICE-PRESIDENT & CHIEF FINANCIAL OFFICER WALTER KNORR

Senators are encouraged to consult the graph available at
<http://www.pb.uillinois.edu/Documents/UI-Cash-Flow.pdf>

Other financial information is available at
<http://www.uillinois.edu/administration/budget.tuition.cfm>

Mr. Knorr's presentation featured little good news. To begin with, the University will see a decrease of \$42.5 million to its General Revenue Funds appropriation. Taking inflation into account, this puts us at about the amount of funding we had in 1966--and we have greatly increased our student population since then.

Regarding "payments on behalf," which refers to State payments to us for health care and pensions, the State is expected to contribute about \$800 million. About half of that is for health care, and half for pension payments. Mr. Knorr expressed confidence that the legislature would ask us to contribute a greater portion toward employee pensions. He noted that every 1% extra we are asked to pay for pensions and health insurance will be equivalent to \$15 billion.

There will be no capital bill for next year; in fact, funds that were appropriated for 2003 have still not been received. We would have to use revenue bonds or operating budget if we have needs to address in this area next year.

President Easter has announced a 2.5% average merit increase for this upcoming year; this will be funded by tuition and reallocation.

PUBLIC COMMENT

There was only one speaker, William O'Neill, Professor of Bioengineering from UIC. Prof. O'Neill spoke about the relative lack of activity in UIC's Bioengineering program, in contrast to Bioengineering on the Urbana campus.

Chair Kennedy assured the speaker that he would ask Chancellor Allen-Meares to respond to his concerns.

The meeting adjourned at approximately 2:00 pm.

Schedule of upcoming meetings

September 14, 2012, Urbana

November 8, 2012, Springfield

January 23-24, 2013, Chicago

Respectfully submitted by Joyce Tolliver, Observer for SEC

**Presentation to Dr. Donald Chambers, chair of the University Senates Conference,
from Chair Christopher Kennedy**

July 19, 2012 University of Illinois Board of Trustees meeting

Kennedy: I just wanted to talk about Don for a moment. We've had what I believe is a wonderful relationship and I appreciate his leadership.

Don has been a professor of physiology and biophysics. He was the head of the department of biochemistry and molecular biology at UIC for 18 years. He was the director of the GPA program for the College of Medicine. He trained at Oxford. He was a research fellow at Harvard Medical School. He's got a focus on molecular medicine and dentistry, interactions between the nervous system and the immune system, wound healing, tissue homeostasis, cancer, periodontal disease, and molecular diagnostics. He is the author of over 250 articles. Among many other achievements, he was elected to the UIC's first Honors College Fellow of the Year. He has served at all levels of shared governance. In 2012, he was the vice chair of the UIC senate and executive committee, and then the chair of the UIC Senate Budget and Planning Committee. And he's been the chair of the University Senates Conference.

Don has been recognized by his faculty peers as the steady hand needed to provide seasoned leadership during a critical year. In a time of great economic hardship and faced with upheaval in the leadership ranks, Don has kept us focused on ensuring that the University continues its greatness. Don represents the best of the values of mutual respect and collaboration enshrined in the best hopes of co-governance. He has been a soothing leader for the Faculty Senates Conference, and he is a relentless voice for quality as a leader of the University. He is a trusted advisor, a valued mentor, and thoughtful friend of the individual members of the Board of Trustees. Representing the Board, I want to say that we feel that we are lucky to have Don at the University of Illinois, and, individually, we feel lucky to have Don in our lives.

Congratulations on your thoughtful year, your wonderful leadership, and we appreciate everything that you have done.

(Applause)

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

SC.13.04 SEC Statement on Faculty Representation and Shared Governance

BACKGROUND

In recent years, the principles and practices of shared governance at the University of Illinois have been tested, and have held firm. A series of events over the past few years have revealed the centrality of shared governance to our institutional culture, and the damaging consequences that occur when that central principle is not respected. Yet they have also demonstrated the resilience of the shared governance model and the importance of keeping it strong. Just in the past three years, we have successfully faced challenges ranging from the cancellation of a flawed Global Campus plan to the resignations of two presidents and a chancellor in the midst of controversy.

In each case--Global Campus, the admissions scandal, and the recent Hogan/Troyer resignations--things went wrong when administration and faculty did not consult effectively, or when that consultation was not adequately respected. But in each case, also, it was the processes of shared governance and assertion of the key role of the Senate that identified the problems and pushed toward necessary resolutions. At the University of Virginia and other universities, a similar story can be told.

We are now entering a new phase in our history, one marked by a new President, a recently-appointed Chancellor, a new Vice-Chancellor of Research, and a new Provost. As we begin this new phase, this is an appropriate moment to reflect upon the meaning and importance of shared governance and the multiple ways in which it is enacted at the University of Illinois. While we note the essential role played by students and academic professionals in our campus senate and in the shared governance system, in this document we concentrate primarily on the trilateral relationship among the Board of Trustees, the faculty, and those faculty members serving in senior administrative positions.

THE PRINCIPLES OF SHARED GOVERNANCE

The principles of shared governance are expressed succinctly in the "Statement on Governance of Colleges and Universities," issued jointly in 1967 by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges. This Joint Statement clarifies that governance of institutions of higher education should be carried out in such a way as to recognize the "interdependence among governing board, administration, faculty, students, and others," which necessitates "adequate communication among these components, and full opportunity for appropriate joint planning and effort." While governing boards are ultimately responsible for guiding institutions of higher education, it is the faculty who should have primary responsibility for implementation of curriculum, faculty status, and other academic matters. As the Statement specifies, "the governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail." The

Statement emphasizes that governance of a college or university is a “joint effort;” that is, governance is shared among the members of the governing board, administrators, and faculty members.

SHARED GOVERNANCE AT THE UNIVERSITY OF ILLINOIS

The *Statutes* of the University of Illinois reflect an understanding of governance that comports well with the 1967 Joint Statement. This document expresses the general principle that “as the responsible body in the teaching, research, and scholarly activities of the University, the faculty has inherent interests and rights in academic policy and governance.” From the principle that the responsibility for the creation of educational policy resides with the faculty flow a number of particular areas in which the faculty, represented by the senates, hold primary or sole statutory responsibility: not only creation and implementation of curricula, but also requirements for admission, requirements for degrees and certificates, the academic calendar, educational policy on student affairs, and recommendations for honorary degrees. It is important to note, however, that our *University Statutes* go considerably beyond the recommendations of the AAUP/ACE/AGB Joint Statement, specifying the core participation of faculty members in the creation of University-wide policy, in the governance and organization of academic departments—including budgetary oversight-- and in the appointment of administrative leaders (*University Statutes*, Article I, sections 1-3; Article III, section 2; <http://www.uillinois.edu/trustees/statutes.cfm>). Revision of the Statutes themselves may be initiated either by the Board or by one or more of the campus Senates; in either case, the Board must receive the advice of each of the campus Senates and the University Senates Conference.

SHARED GOVERNANCE IN ACTION

The University Senates Conference (USC), which is composed of elected representatives of each of the three campus senates, meets monthly with the President and, traditionally, with relevant members of the President’s Cabinet, including the Vice-Presidents (<http://www.usc.uillinois.edu/index.cfm>). At every meeting of the Board of Trustees, the USC chair and vice-chair, each of the senate chairs and vice-chairs, and official observers from the USC and from each of the senates are introduced as formal observers. In response to a request from USC, each Board agenda now includes a regular slot for a statement from USC on issues concerning the faculty. The current Board has also established the practice of cordial communication with faculty leaders, and in particular with the Chair of USC.

On each campus, the senators, democratically elected by their constituents, constitute the official voice of the faculty. The senate is not, of course, the only venue for faculty members to make their concerns known. But it is the senate's role to interact with the administration through our formal governance processes, and to create the conditions that allow a full range of faculty voices to be heard and respected.

In contrast to many academic senates, our campus senate has a formal voice in a wide range of matters, going considerably beyond the traditional scope of academic programs and curricula. The eighteen standing committees of the Senate deal with matters that include the traditional areas of Educational Policy and Admissions but that extend beyond them to encompass, for instance, Campus Operations, Budget and Benefits, and General University Policy (<http://www.senate.illinois.edu/>).

Our campus senate is unusual in its formal inclusion of the Chancellor and the Provost at our meetings. While neither is granted a vote on any body of the Senate, both attend meetings of the Senate Executive Committee and the Senate. The Chancellor presides at our Senate meetings. This arrangement allows senators to voice concerns directly to administrative leaders on a regular basis; likewise, it allows the Chancellor and the Provost to respond to faculty concerns and to share information with the elected

representatives, and through them to the campus at large.

The Chancellor and the Provost also meet regularly with the SEC chair, and with other Senate leaders who raise faculty concerns with our administrative colleagues. This allows the lines of communication to be kept open between formal meetings, and builds individual relationships that allow often-difficult topics to be engaged collegially. Matters of general concern to faculty that do not fall within the explicit charge of any of the eighteen Senate committees are typically discussed by the Senate Executive Committee and in these individual consultations with administrators. In sum, the practice on this campus, and at the university level, is to share the governance of *all* campus-wide matters that are relevant to our academic mission.

RELATIONSHIPS MATTER

Shared governance as we enact it at the University of Illinois empowers faculty members while recognizing the legitimate areas of authority of the administration and the Board. This arrangement depends upon the mutual recognition of the equal importance and interdependence of each participant's respective areas of concern and responsibility. It is only through regular communication that the participants in shared governance can make their concerns known to each other, and resolve any conflicts that might arise when those concerns are not aligned.

Such communication must be based upon the interdependent principles of trust, respect, collegiality, and transparency. When participants do not show respect and collegiality, there can be no trust; when there is no trust, information will not freely be shared and there will be no transparency. Trust, respect, collegiality, and transparency cannot be mandated; each of them must be earned through their daily enactment. Once established, these qualities build upon one another; once broken, they can be difficult to re-establish.

It is important to note that relationships built on these qualities are not devoid of disagreement. On the contrary, shared governance discussions become vigorously contentious at times. Nevertheless, these disagreements and conflicts arise within a context that assumes that all participants share basic values and a commitment to the well-being of the institution.

Ultimately, shared governance is not just about governing documents; it is about people and the relationships they create and maintain with each other. It is strong when people share an honest commitment to these processes; it is threatened when people approach it only strategically or as a token obligation.

LOOKING BACK, LOOKING FORWARD

The University of Illinois has come through a challenging period, and yet it continues to thrive. If the experience of the past few years has taught us anything, it is that we must all remain vigilantly protective of the shared governance system and conscientious in enacting its principles on a day-to-day basis. After all, it is that system, and those practices, that nurture the collegial environment that allows us to flourish. For all the difficulties we face, the most striking thing is the optimism of the institution and our continued commitment to excellence. We are proud of the central roles played by the Senate and the University Senates Conference in maintaining the integrity of our academic home during this period. We affirm the robust health and efficacy of shared governance, and look forward to strengthening our partnership with the Board and our administrative colleagues as we face the opportunities and challenges of the future together.

**Report of the
University of Illinois Board of Trustees Meeting
May 31, 2012
University of Illinois at Chicago
(Final; Information)**

The open meeting of the Board of Trustees of the University of Illinois was called to order by Chair Kennedy at 10:10 AM. The Board had previously met in executive session beginning at 8 AM.

President Designate Easter welcomed the Board and guests to the meeting and introduced University officers, senior administrators and faculty representatives present. President Easter specifically introduced new VP/UIS Chancellor Koch and UIS Provost Lynn Pardie. He also updated the Board on the completion of the Blue Waters computer and university commencements noting specifically the increase in the number of first generation students. He shared the following approximate number of graduates this year: 12,500 baccalaureate degrees, 6,000 masters degrees and 600 professional degrees and certificates. President Easter said that he was looking forward to the upcoming senior administration's retreat.

Vice President/UIC Chancellor Paula Allen-Meares welcomed the Board and the audience to her campus and expressed gratitude to President Easter for having met with the Senate Executive Committee, deans and other campus leaders. She reported that UIC's research rankings with the National Science Foundation as well as an international ranking have improved.

Chancellor Allen-Meares reported on numerous faculty awards and accomplishments, success of the Brilliant Future Campaign to raise \$650 million (\$675 million raised already) and the fact that UIC's Police Department has received full accreditation (first in Illinois). She referred to her campus' master plan, aiming to develop a greener environment through a number of new projects. In other updates, Chancellor Allen-Meares reported on the following: a recent conference at UIC that honored Bayard Rustin, adviser to Martin Luther King Jr.; the success of the campus' high school which graduated about 150 students this year, all of whom were accepted at four year schools; Take a Stand Against Bullying event; the 12th World Summit of Nobel Peace Laureates (April 23-25, 2012, Chicago); athletics accomplishments; alumni giving; commencement and the 30th anniversary of the creation of UIC through merger of east and west campuses (September 19, 2012).

Committees of the Board reported on their recent meetings. Trustee McMillan reported that the Audits, Budget, Finance and Facilities Committee met on May 21st and will meet again on July 8th. Trustee Strobel reported that the Governance, Personnel, and Ethics Committee had met May 17th and was scheduled to meet on July 28 again. This committee has been very involved in planning the Board / senior administrators and faculty leaders' retreat. Trustee Koritz reported that the University Healthcare System Committee has focused on the state Medicaid cuts and its impact on the university.

Finally, Trustee Hasara reported that the Academic and Student Affairs Committee had met the day before. At this point, departing student trustees were recognized and thanked for their service.

Vice President/UIC Chancellor Paula Allen-Meares offered a campus dashboard report. She offered the following as categories of performance metrics: Student Access and Enrollment; Student Outcomes; Tuition and Financial Aid; Faculty and Scholarship; Research Performance and Financial Indicators. She mentioned that UIC will advance six overarching goals as follows: 1) Focus on our academic excellence, student access, and student success; 2) Emphasize transformative impact and social good; 3) Grow our translational, entrepreneurial and engaged research and discovery enterprise to include many approaches to knowing; 4) Foster diversity and a global perspective; 5) Honor and partner with Chicago and the State to enhance the human condition of its citizens and 6) Innovate within to build greater efficiencies and future strengths. She elaborated on each of these goals and offered indicators for each one. A discussion of these goals continued with Board members.

The Board went into executive session during lunch. Regular meeting of the Board resumed at 1:40 PM with a presentation by Jerry L. Bauman, PharmD, Professor and Dean on the history, accomplishments, student demographics, finances and high ranking (3 out of 125) of the College of Pharmacy.

Vice President for Academic Affairs (VPAA) Christophe Pierre gave a presentation titled Underrepresented Minority (URM) Faculty Recruitment and Retention. He offered statistics on the demographics of tenure system faculty including numbers and percentages of African American, Hispanic and white faculty at different ranks and different campuses. He pointed out that, according to U.S. Department of Education, URM PhDs in Science, Technology, Engineering, and Mathematics (STEM) areas account for 0.85% of all PhDs awarded in 2009-10. He further noted that 35% of the U.S. doctoral degrees conferred in STEM fields in 2009-10 were awarded to women. VPAA Pierre spoke about a number of programs and initiative by the University President, VPAA, UIUC and UIC for recruitment and retention of women and minority faculty.

Maureen Parks updated the Board on the activities of the Task Force for Prevention of Sexual Abuse. Vice President Schook gave a presentation on the Economic Development of University Related Organizations (URO's).

The Board approved a number of curricular and capital proposals listed in their agenda.

Other presenters at the meeting included Robert Rich Director of the Institute of Government and Public Affairs (IGPA) who presented a report prepared in collaboration with David Merriman called: State Economic Report and Illinois Report. Sidney Micek presented a report on the University of Illinois Foundation and Loren Taylor presented a report on the University of Illinois Alumni Association.

Don Chambers, faculty member at UIC and Chair of the University Senates Conference (USC), presented on behalf of the faculty. He thanked Dr. Robert Easter for his acceptance of the University's presidency at this critical time. Chambers reported on UIC Senate's course and curricula approvals and noted that the campus is listed in two rankings as among top 30 public schools. He pointed out the campus'

tremendous growth and consolidation especially in medical sciences. Chambers said that USC is looking forward to the university Board/administration/faculty leaders' retreat coming up later this summer.

Layton Olson, a Chicago attorney, spoke during the Public Comments portion of the meeting about how the University can better participate in the 150 year anniversary of the Morrill Land Grant Act. He also spoke about the importance of the Pell Grant program and emphasized reducing students' educational debt.

Respectfully Submitted,

Abbas Aminmansour

* Webcast and audio recordings of the Board meeting are available at:
<http://www.uillinois.edu/trustees/audio.cfm>

University of Illinois
Urbana-Champaign Senate
(Final; Information)

SUR.12.02 Report on SURSMAC* Meeting May 8, 2012

SURSMAC met at the SURS headquarters in Champaign from 10:30 a.m. to 2:00 p.m. The focus was informational presentations by SURS staff, including the Executive Director, followed by a brief business meeting debating proposed resolutions.

SURSMAC chair, Jake Baggott, SIUC, welcomed the participants, members introduced themselves, and the minutes of the December 13, 2011, meeting were approved.

Jeff Houch distributed and discussed the legislative update. He described Governor Quinn's proposal that members hired prior to January 1, 2011, must choose whether to participate under a new formula for benefits or their existing one. For those not electing the new formula, salary increases after a certain date WILL not count towards their benefit and eligibility for retiree health care will be taken away from the employee. Those electing the new benefits formula will have salary increases counted towards their benefit and will be guaranteed SOME level of retiree health care. Downstate school districts, community colleges and universities will be required to pay for the normal costs of their employee benefits. A number of changes were proposed for employees on the current Tier I plan.

Proposed legislation would fully fund the amount due SURS in the next fiscal year. Proposed legislation would limit the ability of the University to hire retirees. Proposed legislation would require an actuarial study every 3 rather than the current 6 years: such studies affect payouts under the money purchase formula. Proposed legislation would provide that CMS determine contributions to the state retiree health insurance (excluding CIP and TRIP) by replacing the old formula of 5% per year of service up to 20 years (full coverage thereafter) with CMS setting the state's future contributions by a yet undetermined method and amount. (These legislative proposals pending at the meeting time later became law.)

SURS staff reported that retirement claims filed with SURS are soaring largely due to changes in the money purchase formula effective on July 1. Approximately 25% of active members are eligible to retire. To handle the increased workload two receptionists now serve in the front lobby, employment seminars were increased and SURS will open a northern area office in June, 2012, at the Naperville NIU resource center. (Some 50% of SURS membership is in the northern part of the state.)

Doug Wesley provided an update on investments performance. As of April 16, 2012, the Fiscal Year to date return was a positive 1.3%

William Mabe, Executive Director of SURS, provided an overview of current activity. SURS provides a significant amount of technical, financial and legal expertise to university and college presidents and actuarial expertise to the General Assembly. SURS continues to work to improve efficiency and employed temporary staff to deal with the increase in retirement claims. Of new employees, 47% are in the traditional plan, 25% the Portable Plan and 16% the Self Managed Plan.

Of concern is that active membership in SURS has not grown in the last ten years while the number of retirees has. Because SURS is a very “mature” system it pays out more than it receives in income. Increased university and college employment would benefit SURS in terms of cash flow. The uptick in retirements will slow to normal.

Mabe stressed the uncertainty of the outcome regarding “pension reform.” If we do not raise taxes, there is nowhere else to go but to change the pension system. He predicts there will be some version of reform followed by challenges given provisions of the State Constitution. The likely result of those challenges is not clear: court decisions in other states have been about 50-50 on allowing changes. The case might well go to the Supreme Court. In his view there will be reform. The question is how to mitigate the harm. There is no crisis in the plan itself, the crisis is in the budget.

SURSMAC Chair Baggott suggested the entire group constitute itself as the legislative affairs subcommittee. Ken Andersen, legislative subcommittee chair, introduced three resolutions Bill Williamson and he had prepared following a prior request for input from the group. The recommendation to support an amendment to the state constitution to allow the General Assembly to adopt a graduated income tax should it choose to do was rejected. The concern expressed was that the raising the idea of amending the constitution was dangerous given no sense of what could/would happen.

Two resolutions were adopted. The first dealing with requirements for any pension reform was based on an University of Illinois Senates Conference Resolution subsequently endorsed by our three campus senates. The second focused upon the contributions of higher education to the state and its citizen. (Copies are attached.)

A discussion ensued about increasing the visibility and impact of SURSMAC resolutions. Andersen noted that process of drafting resolutions had improved over the last several years. It is difficult to draft them de novo given the limited meeting time so he began preparing and circulating them in advance to give member more time for review and calling for members to develop suggested resolutions. But responses were minimal. Chair Baggott noted SURSMAC members should play a greater role in educating others about SURS and these resolutions. Ideally, they should reach as large an audience as possible through outlets such as faculty senates. While SURS staff cannot distribute these resolutions, they can refer to them as the opinions of those representing the SURS membership. The topic of enhancing the impact of SURSMAC resolutions will be a subject for continued discussion at the next meeting.

The next meeting of SURSMAC will be either October 9 or 23, 2012.

Ken Andersen
H.F. (Bill) Williamson
UIUC Senate Representatives

*SURSMAC is the State University Retirement System members Advisory Committee to the SURS Board of Trustees. Members are faculty and staff representing the various institutions and agencies affected by SURS: public universities, community colleges, state surveys, and retiree organizations. It normally meets twice a year in October and April at SURS headquarters at 1901 Fox Drive in Champaign.

**SURSMAC Resolution on Pensions
Adopted May 8, 2012**

Whereas, Previous underfunding of the State Universities Retirement System (SURS) has made SURS unable to continue to pay out benefits indefinitely at current levels even though participants have fully contributed their portion of the required amounts; and

Whereas, Given Illinois ranks last among the 50 states in adequately funding its public pensions, this situation cannot be allowed to continue since retaining and recruiting top faculty and staff will be increasingly difficult unless the issue is addressed;

Whereas, All stakeholders---participants, colleges and universities, and the state of Illinois—have a necessary role in any reform to bring the SURS to a sound financial state; and

Whereas, Reforms must be guided by agreed upon principles, the most important of which is fairness to participants and annuitants who entered into the system on the basis of certain understandings and commitments that need to be honored;

Resolved, That any changes to SURS must be financially sustainable for the State, the institutions, and the participants and must respect existing constitutional protections of already-accrued benefits;

Resolved, That all promised benefits to current participants and annuitants should be maintained, as guaranteed by the State Constitution (Article 8, Section 5 General Provisions);

Resolved, That existing unfunded liabilities must remain the State's responsibility with credible guarantees that future payments will be made on time;

Resolved, That the State should continue to make its contributions to SURS at a level at least equal to that it would be paying to Social Security (6.2% of pay) along with its contributions to health care;

Resolved, That any transfer of normal costs to institutions must be nominal and phased in gradually;

Resolved, That any reform must include improvements to the current Tier II program for new employees and this revised program should be an option for Tier I employees; and

Resolved, That any changes in participant contributions must involve consultations with those affected.

**SURSMAC Resolution on Protecting the Quality
of Public Higher Education in Illinois
Adopted May 8, 2012**

Whereas, In educating a significant proportion of Illinois college students, the public colleges and universities serve a central role in ensuring a high quality Illinois workforce;

Whereas, Public colleges and universities are an economic engine based on their teaching, research and service; and

Whereas, Higher educational institutions enrich the culture and quality of life of the Illinois citizenry;

Resolved, That the state take the necessary steps to fund the pension systems and health benefits essential to attract the highest quality faculty and staff in a competitive environment and thus support the mission of public colleges and universities.

University Senates Conference (USC)
August 23, 2012
University of Illinois at Urbana-Champaign
(President's House)
(Final; Information)

REPORT TO THE SENATE OF THE UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

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-0823-12.pdf>

The Conference was joined by Board Chair Christopher Kennedy, President Robert Easter, Vice-President of Academic Affairs Christophe Pierre, and Chancellor Phyllis Wise.

I. REMARKS OF USC CHAIR

In the first remarks of his year as Chair, Nicholas Burbules suggested three broad goals for this year's work of the Conference:

- 1) to improve our avenues of communication with the University-level senior administration, which were constrained by the previous system which limited USC interaction with the vice-presidents only when the president was present;
- 2) to increase our knowledge of the workings of each campus, particularly in terms of budget;
- 3) to revamp USC's organizational structures so as to allow the Conference to deal with multiple issues in parallel fashion, in particular by revising the structure of our subcommittees.

II. DISCUSSIONS WITH CHAIRMAN KENNEDY, PRESIDENT EASTER, VICE-PRESIDENT PIERRE, AND CHANCELLOR WISE

Chairman Kennedy, President Easter, and Vice-President Pierre joined the Conference for the two-hour morning session.

In discussion with **President Easter** about budgetary matters, the Conference learned that the 6% cut in our allocation from the State of Illinois is being applied across the board to include the budget for University-level administration.

We also discussed the still-unresolved question of pensions. University leaders, including the USC, have expressed their support for the Institute of Government and Public Affairs proposal on pensions <http://igpa.uillinois.edu/system/files/SURS-Paper.pdf>.

Chairman Kennedy noted the significant pattern of underfunding by the State of Illinois: for the past four years, he told us, the State has underfunded the University by about \$250 million per year.

Chairman Kennedy expressed his conviction that the University of Illinois should lead a coalition of state institutions of public higher education, noting that the benefits that a research institution such as ours brings to the state are not the same as those of public higher education in general. Conference members remarked on some of those benefits. It was noted that the University of Illinois trains more physicians than any other program in the country, that sixty percent of physicians practicing in the Chicago area earned their degrees from the University of Illinois; and that the University is one of only

two institutions in the state with dentistry training programs (the other program being housed at Southern Illinois University).

President Easter also remarked on Illinois Ventures, the limited-liability corporation that funds start-up companies associated with the University of Illinois: seventy percent of the companies that have been funded by Illinois Ventures have stayed within Illinois and contributed to the state's economy.

Vice-President Pierre discussed three topics with us: 1) staff changes in his office; 2) the development of a process for the review of academic programs; and 3) the process for implementation of the Enrollment Management plan to which the Conference agreed last spring. (You can find the final Enrollment Management plan at <http://www.senate.illinois.edu/empathforward.pdf>).

Vice-President Pierre is reducing the number of staff positions serving his office. Among the positions being eliminated are two University Outreach and Public Service positions (after the imminent retirement of those holding the positions), and one AP position in his Chicago office. Dr. Richard Wheeler, our former Interim Provost, has been appointed Visiting Associate Vice-President of Academic Affairs. He will be working with Vice-President Pierre on the development and coordination of several initiatives, including Enrollment Management and the development of reliable metrics for academic performance.

The University Senates Conference will continue to discuss processes and policies regarding the evaluation of academic programs with Vice-President Pierre. The vice-president would like to have the processes in place by the end of the current academic year. He expressed his conviction that "one size does not fit all" in such evaluations, and that there are several different ways in which academic programs may contribute to the University.

In order to begin the implementation of new Enrollment Management practices, Vice-President Pierre has formed an Enrollment Management Policy Council, which will include the campus provosts as well as Prof. Carol Leff, who will represent the University Senates Conference. The EMPC will begin meeting in September 2012. Dr. Pierre will also have the advice of a Common Application Consortium Assessment committee. The membership of this committee has not yet been finalized, but will include Kim Graber as a representative of USC.

Chancellor Wise joined the Conference for about an hour during the afternoon session. The primary focus of our conversation with the Chancellor was the prospect of fruitful intercampus collaborations, now that all three campuses have permanent appointments in the senior administrative leadership positions. President Easter meets with all three chancellors every month, which facilitates the sharing of information and concerns.

A University-wide committee is considering ways to make the public aware of the distinct identities of each of the three campuses, as well as of the identity of the University of Illinois as a whole. Chancellor Wise emphasized that the strength of the University of Illinois system lies in these three distinct identities. In response to questions from Conference members, she remarked that one area in which the three campuses might be expected to collaborate more closely in the future is the general area of health sciences (as opposed to just Medicine).

III. BUSINESS MEETING

The bulk of the business meeting was dedicated to discussing proposed revisions to the *University Senates Conference Organization and Functions* (see agenda item VI, OT-266). The proposed revision of substance involved the reformulation of USC committees. After a robust and thoughtful discussion, the Conference voted to adopt a committee structure that would mirror that of the Board. In addition to the Executive Committee, the Conference will now feature a Statutes and Governance Committee; a Finance, Budget, and Benefits Committee; a Hospital and Health Affairs Committee; and

an Academic Affairs and Research Committee. (The name of this last committee was revised from "Academic Affairs" to "Academic Affairs and Research" after the Conference voted to accept a proposed amendment to the name.)

Each committee will feature representation from each of the three campuses. The chair of each of the committees will attend meetings of the parallel Board committee, and it is the Conference's hope that the vice-presidents will make themselves available to meet with relevant USC committees. Conference members expressed the desire that the new structure would lead to more significant and regular interaction with the Board and with the vice-presidents.

Chairman Burbules also announced that he had been asked to serve on a small committee charged with identifying passages of the *University Statutes* and *General Rules* that might benefit from revision. A separate committee will be charged with drafting any proposed changes. As stipulated in the *Statutes* themselves, any proposed revisions to the *Statutes* would require the advice of all three senates. The Conference was reminded that revisions to the *Statutes* might also be initiated by any of the campus senates.

Respectfully submitted by Joyce Tolliver, USC Liaison to the Senate