

# A Flawed Process

- Implement merger (by damaging TAM) first; vote later
  - Drain TAM faculty: Break written agreements, violate rule on mandatory retention of 3 lines for departing untenured faculty.
  - Undermine and terminate head search w/o cause.
- Tactic: undue pressure, improper incentives
  - Deans pressured untenured faculty to transfer (This applies to those who did *not* ask to move -- not those who did.)
  - Extraordinary raises (Contrary to proposal, at most 2 of 6 transfers were retention cases. Most had no offers, not all had vital research programs. **However, we have no information on whether these raises were negotiated prior to transfer.**)
  - Tenure clock roll-backs (For those who did NOT transfer, explicit *quid pro quo*. *Interim dean*: must leave TAM to get roll-back. Later rescinded, after extensive negotiation w/ NRS.)
  - College funds to support individual research (Second start-up, for certain transferring faculty. Not all retention cases!)

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# A Flawed Process

- Contravenes earlier legitimate process
  - merger proposal was defeated, but Dean worked to unilaterally undo the decision
  - corrosive precedent for shared governance at UIUC
  - terrible example for our students
- *A sound policy wins on its merits. Policies that can only be realized through abusive and destructive tactics are damaging and do not build excellence. They are unworthy of a great University.*

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# A Flawed Proposal

- **No clear rationale**, justifications change
  - First, “not about resources”; then, “it is about resources”
  - Proposal states, “Mechanics not worthy of support”; yet MechSE touted as “mechanics powerhouse”
- **Not factual** (see TAM’s line-by-line critique)
  - **no significant duplication**, it would increase
  - faculty counts are inconsistent and misleading
  - misrepresents recent history
  - **Of 6 transfers to MIE, only 2 lines not covered by written guarantees or subsequent departure of transferring faculty (Balachandar)**

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# A Flawed Proposal

- **False or questionable premises:**
  - most TAM faculty will land in ME
  - ME is ‘natural’ home for mechanics
    - TAM also serves AAE, CEE, ChemE, AgE, MatSE, ...
  - TAM and ME are no longer distinct
    - Students and faculty who interact with both depts. say otherwise
  - merger reduces costs --- no supporting evidence
  - **merger would boost College rankings**
    - **ASCI center renewal at risk** (College ignored advice from sponsor)
    - **damage to curriculum; loss of top faculty (esp. fluids and theory)**
    - **damage to College reputation**

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# A Flawed Proposal

- A shut down; not a merger
  - ME 'not interested' in all of TAM's mission
  - no meaningful plan for maintaining identity and autonomy of mechanics within the new unit
  - insufficient buy-in from TAM faculty and students
- Denies students access to the faculty and curricula that brought them to UIUC
  - faculty departures, scattering to other units
  - dropped classes; loss of critical expertise; (fluids and CFD)

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# A Flawed Proposal

- Incomplete and inadequate
  - Instruction: no plan exists; simply not addressed
  - Costs: no meaningful assessment
    - decentralized scheme is less efficient
    - must replace lost faculty anyway
    - potential loss of research funding
  - Impact on students: not meaningfully addressed
    - TAM students (loss of advisors, etc.)
    - students in other programs depend on TAM courses
    - loss of top students with deep interest in mechanics

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# A Jewel Worth Preserving

- International visibility and stature
- Expanding, high-quality student body
- Sparks interdisciplinary research (CSE)
- Natural home for advanced computation and computational mathematics; part of the applied math equation
- Efficient, quality instruction (grad and undergrad)
- Structure is not broken; what are we trying to fix?
- A dedicated mechanics unit makes UIUC special — it attracts and retains outstanding faculty and students. TAM's retention is the best way to repair the damage.