

**University Senates Conference (USC)**  
**October 18, 2011**  
**Minutes**  
(Final; Information)

Present: Anderson, Burbules (Vice Chair), Campbell, Chambers (Chair), Erricolo, Francis, Gibori, Graber, Leff (via phone), Martin, Mohammadian, O'Brien, Patston, Shanahan, Struble, Switzer, Wheeler

Absent: Fadavi, Mallory, Ting

Guests: Charlie Evans, Avijit Ghosh, Lon Kaufman, Christophe Pierre, Lisa Troyer

Location: University of Illinois at Chicago

Chambers called the meeting to order at 9:00 a.m. and thanked members for attending the dinner reception for Meena Rao. Chambers stated that the president has asked USC to nominate three individuals for the position of Executive Director of University Relations. Chambers indicated that every president he has worked with has consulted with USC. It is a process of reciprocal listening and accepting the nature of reasonable interaction. Chambers indicated that we need to work to have consultation with the current president. Discussion focused on how we can most effectively interact with the president.

At 9:50 a.m. President Hogan arrived and was welcomed to the meeting. He indicated that he brought Avijit Ghosh with him to the meeting since he is an expert in enrollment management. He stated that one year ago the Board approved the concept of enrollment management and that two consultants provided a written report to him related to enrollment management. He said that there were 21 recommendations, some of which he finds to be not even remotely controversial. Chambers asked if he has accepted all 21 recommendations. Hogan stated that he found all 21 acceptable but wanted to find out how others felt and whether concerns existed. O'Brien said that she liked the idea of packaging financial aid. Hogan said it is important to be very student friendly. Wheeler asked about how we can keep the best students in Illinois and whether it is a financial problem or different type of problem. Hogan said he felt it was largely a financial problem and that every Big 10 university is doing what they can to recruit diverse students. He feels Urbana has not done a good job of courting high ability or diverse students. He stated that we need to compete with other universities that are wizards at enrollment management. Wheeler asked who would recruit these students. Hogan said the Director of Enrollment Management would make sure we are doing a good job and that a policy council (chancellors, president, and others) would make sure they are getting the job done. Ghosh said we need to be more organized at recruitment than we are now. Hogan said that we need to be very active with high school counselors. Burbules asked Hogan why he felt Urbana is a less attractive college destination than it once was. Hogan said he felt it was because there is a perception that the Urbana campus is "arrogant." That we have been taking our success for granted. He believes our sports programs haven't helped us as much as they could and that we don't have a strong marketing arm or speak with a strong and consistent message. By winter break Hogan would like for a report from the senates on the

enrollment management report so that he can begin the hiring process for a director in order to hopefully fill the position by July 1.

Hogan would like to have a discussion of Dashboard by the January retreat. He said that if we have concerns we should go to our Chancellors and that we would also have an opportunity to express ourselves at the January retreat. Francis recommended that the denominators should be more prominent. He suggested that perhaps they could be in bold. Burbules emphasized that there were some things not in Dashboard that he thought were important and should be added. Hogan said he felt Burbules had an important point. Anderson said there is an opportunity to provide leadership related to the types of indicators that should be in Dashboard and that we should try to influence the dialogue.

Hogan discussed the possibility of folding the proposed summit into the June or July board retreat. He felt it was a good place for it because the entire board would be in attendance plus the entire leadership of the university. He said now we must decide how much time is needed in the agenda to cover the BOT agenda and our agenda. He hopes to sit down with Chairman Kennedy in the next few weeks to discuss this.

Hogan said he would prefer not to discuss unionization in Chicago other than to say that if the Chicago faculty decide to unionize that he would do what he could to make sure that a collegial and productive relationship exists.

Chambers said that based on the discussion with Hogan, he would wait for our report in December to make a decision about enrollment management. He said there also was support for the summit. He felt these were important outcomes from the meeting. O'Brien stated that she felt we should make sure to get the report completed in a timely fashion.

Lon Kaufman joined the meeting at 11:30. Chambers listed his accomplishments and stated that he has now assumed the role of Provost while also running a significant laboratory in plant biology. Chambers said that Kaufman truly understands faculty. Chambers asked how he perceives the challenges of UIC. He said the biggest issue is getting past what is happening at the level of the university and campus. He said that you need to ask how to keep conversations going in a city environment that is counter-intuitive to having conversations. How do you have a conversation between students and faculty when they go home in different directions and do not spend time at an advisor's house? How do you define community on a campus where it is difficult to define community? How do you make time for students in a lab so students feel faculty are paying attention to them? The single biggest challenge is defining UIC and understanding the difference between UIC and 99% of the other campuses in the world that follow a formula of describing themselves by three things (ACT, patients wanting service, amount of NIH dollars). He said another challenge is helping to understand the role of UIC within the University of Illinois. He will be having a conversation soon with Deba Dutta in relation to graduate student exchanges. The remainder of his visit was spent answering questions.

Charlie Evans joined the meeting to discuss how the performance funding initiative is unfolding. He distributed a list of potential performance measures. He said that performance based funding is not a new idea and that faculty should ask themselves how much funding should be performance based. He also stated that legislators tend to be excited about this type of funding because it helps with accountability. The Lumina goal is that 60% of the population will have a quality degree by 2025. This could be everything from an associate's degree to a bachelor's degree. To date, it has already been agreed that a small (1-5%) component of higher education funding will be performance based and

implemented with or without new money. It would be phased in over time beginning with FY 2013. He said we need representation on the commission to help influence the metrics. The new metrics will measure higher education institutions against themselves, not each other. Performance measures should be simple and account for the differentiated missions of institutions in the State.

Chambers asked for comments about the Executive Director of University Relations. Currently, Tom Hardy is the director. There was some discussion as to whether this was a position for a new director. We have been asked to provide the names of three people from the conference to serve on the committee and from which he will select one. Nancy O'Brien, Ken Anderson, and Kouros Mohammadian were suggested.

There were no action items for old business.

On September 9, 2011 the Springfield campus passed a resolution related to rotating leadership positions on USC because they felt they had been overlooked during the most recent selection cycle. In response, the USC drafted a statement that said it would like to return to a leadership rotation as soon as possible. Martin said that the statement was discussed by the Senate on the Springfield campus, but it would only be supported if a statement mandating rotation was added to the Bylaws, and if the overall size of the Springfield contingent was increased. This request was not supported by the USC, and the implications of the UIS resolution going to the different campus senates were discussed. It was determined that the resolution would be forwarded to the Urbana and Chicago campuses with a statement that the USC upholds the overall principle of rotation.

Several old business items were discussed. For example, the president has agreed that a university-wide summit is appropriate. The USC sub-committee on Enrollment Management will be asked for monthly updates. The proposed revisions to the USC organizations and functions item was delayed until the next meeting when enough time can be allocated for the topic. The next Board meeting will be in Springfield on December 2. Burbules requested that course articulation be permanently removed from the USC agenda since another group will be responsible for discussing that issue. It was agreed that we would postpone the issue of annual review of the president until the spring. The UIC representatives stated that union discussions are still ongoing.

The meeting was adjourned at 3:20 p.m.

Respectfully submitted,  
Kim C. Graber