

UNIVERSITY SENATES CONFERENCE RESPONSE TO THE PROPOSED  
CHANGES TO UNIVERSITY OF ILLINOIS *STATUTES* AND *GENERAL RULES*  
REGARDING ADMINISTRATIVE RESTRUCTURING OF THE UNIVERSITY OF  
ILLINOIS (ST-75/GR-44).

As the representatives of the collective campus senates and as partners committed to protecting and serving this institution, we welcome the opportunity to engage in serious discussions about reorganizing, restructuring, and rethinking the University. We share the desires of the President and the Board of Trustees to help our University to fully realize its mission as a premier public land-grant institution of higher learning. We recognize the need to achieve new efficiencies and we embrace the potential of enhanced quality represented by the creative and intelligent exploitation of cross-campus collaborations.

We applaud the Board for its leadership in proposing new practices and structures intended to reach these shared goals, and we are grateful for the dialogue begun so far in meetings between President Hogan and the Senates as well as in our conversation on October 26, 2010 with Trustees Kennedy and Oliver. We very much hope that the members of the Board will continue to engage with us in this dialogue, which is the essence of the shared governance model upon which the governance of our University is built.

In the spirit of collegiality and shared governance we express our general support for the goals of the Board, at the same time that we must voice some serious concerns about aspects of the proposals forwarded to us on September 27, 2010. While we accept the notion that we must invest in our future, we are hesitant to encourage the Board to act on the proposed changes without a detailed accounting of the extent and provenance of the funds required in order to implement them, as well as the real and potential implications for the health of each of the three campuses. We have discussed the various aspects of the proposals in detail in the very short time frame we were presented. We hope that faculty will continue to be involved in the discussions and to be asked for their advice regarding the changes that are contemplated by the Board of Trustees.

*The University Senates Conference has extensively discussed each of the elements of the proposals and will provide our advice, in order, in the following section.*

**In regard to changing the title of the campus chancellors to be re-titled as Vice President of the University of Illinois, Chancellor, (Urbana-Champaign, Chicago, or Springfield) Campus:**

The proposed change in the title of the Chancellors to “Vice President and Chancellor” generated more discussion than any other proposed change to the *Statutes* and *The General Rules*. This is one of the few issues in many years where the USC was unable to reach a clear consensus. Instead, among the twenty members of the USC there is a diversity of opinions. By and large we agree that better-defined roles yield a better administrative structure. In forming a recommendation on this proposal, USC considered two views:

One viewpoint is that a Vice President and a Chancellor are two fundamentally different jobs that cannot be combined. Chancellors should have a degree of autonomy and not be completely subservient to the President. It is appropriate for the President to include the Chancellors in his cabinet (he may include whoever he wishes without a change to the *Statutes*) but the *Statutes* already sufficiently define the role of Chancellor as having University-wide as well as campus responsibilities. Adding Vice President to that title is either redundant or harmful to the independence and ability of the Chancellors to act autonomously as the head of their campus.

A contrasting opinion is that the addition of “Vice President” to the Chancellor’s title clarifies, but does not fundamentally change the spirit and intent of the *Statutes*. *The General Rules* clearly state that we are one University. There is recognition that ambiguity in the interpretation of the *Statutes* regarding the chancellor’s roles has caused chaos and pain for the University as a whole that was not confined to one campus. Title re-alignment clarifies the Chancellors’ authority vis-à-vis the President. Chancellors are the leaders of their campuses but serve under the direction of the President. It clarifies externally that no Chancellor has the authority to speak or act for the University as a whole unless delegated by the President to do so. It is also important for each Chancellor to have a high degree of delegated authority in order to effectively carry out the missions and responsibilities based on their campus’ own unique orientation and setting. However, there should also be a well-defined central authority that promotes intercampus cooperation and unifies us as one University, better and stronger than the individual parts.

After an extensive discussion the USC passed the following resolution by a narrow margin:

*The USC takes the position that all of the powers that are defined currently in the Statutes are sufficient to establish the proper relationship between a strong president and a strong chancellor and that we see adding the title of vice president as at best redundant and at worst a diminution of the chancellors' authority within the statutory definition. **Motion Approved by USC on 10/26/10***

This proposed change would necessitate an amendment to the *Statutes*. The *Statutes* stipulate that: "If the senates do not agree in their advice concerning the proposed amendment, the conference shall endeavor to promote agreement; where agreement cannot be achieved within a reasonable period of time, the conference shall send the advice of the senates and its own recommendations to the president for transmission to the Board of Trustees and shall simultaneously notify the senates of its action..."

Given the time constraints available to us, we were not able to reconcile the positions of the three campus senates. Therefore, we must simply report to you that one campus senate (UIS) supported the Vice President/Chancellor proposal and two campus senates (UIC and UIUC) opposed the proposal.

**In regard to the addition of "Research," to the title of Vice President for Technology and Economic Development (Vice President for Research, Technology and Economic Development):**

*The University Senates Conference recommends changing the title of the Vice President for Technology and Economic Development to the Vice President for Research, with the following caveats, which were proposed and accepted by USC. **Motion Approved by USC on 10/26/10***

We are concerned about the lack of clarity regarding the relationship between this position and that of the Vice Chancellors for Research. If the change is made, it should be clear that the mission is to facilitate research in all disciplinary areas, not just those related to technology or economic development, and for that reason a more appropriate title would be Vice President for Research.

The position, if the Board decides it must be created, should facilitate research on all the campuses rather than mandating research agendas of individual faculty members or individual campuses. To reflect this conception, the proposed wording in the *General Rules* should be changed as follows (~~strike through~~ represents wording to be deleted; underlining represents wording to be added):

*Proposed amendments to the General Rules, Lines 6-8:*

In addition to the president, the University officers are the vice presidents, including the vice president for academic affairs, the vice president/chief financial officer, the vice president for research, ~~technology, and economic development,~~

and each reference thereafter

We would like to see a relationship that focuses on facilitating rather than managing. (We recommend that the word “facilitating” be used instead of “managing” in Line 25.)

*Also, we recommend that the proposed amendments to the General Rules, Lines 29-30 be revised as follows:*

The vice president for research, ~~technology, and economic development~~ works closely with the president, vice presidents/chancellors, and vice chancellors for research to ~~coordinate~~ facilitate the University’s research ~~agenda~~ agendas and activities across all of its campuses and, under the direction of the president, communicates the University’s research priorities to local, state, and federal authorities and agencies.

1. We request an explanation of how the VPR will articulate with the Vice Chancellors for Research.
2. We request that the Vice President for Research identify opportunities (e.g. federal grants) where various units – including cross-campus collaborations – could work together. The Vice President for Research should not dictate to units or decide which units apply for particular grants.

### **In Regards to the Proposal to Create a Position of Vice President for Health Affairs:**

*We support the establishment of the position of Vice President for Health Affairs, provided that the responsibility for the academic enterprise (including the associated budgets) remains with the campuses. **Motion Approved by USC on 11/4/10***

Approval of this motion assumes that existing clinical revenues that support the academic missions of the health science colleges will be maintained and that control of the academic programs of these colleges will remain as they are now. It is also imperative that reporting lines be established with the Chancellor of the University of Illinois at Chicago campus, the President of the University of Illinois, and other University officers as appropriate. We recognize that a major purpose of this position is to provide flexibility to enhance the health mission throughout the University. This

position will provide the leadership necessary to initiate and facilitate affiliations, to facilitate implementation of policies and programs, and to support resource development needed to carry out the health mission of the University of Illinois.

*There are three additional items that were discussed by Chair Kennedy during the September 23, 2010 Board of Trustees meeting that do not appear in the September 27, 2010 transmittal letter/rationale from President Hogan.*

### **In Regards to the Clarification of the Portfolio of the Vice President for Academic Affairs (VPAA):**

The Conference understands that no changes are being proposed to the position of the Vice President for Academic Affairs in the *Statutes* or the *General Rules*. In addition, no changes to this position are mentioned in the President's FAQ. However, the comments from Chair Kennedy during the September 23, 2010 Board meeting and discussions with President Hogan during USC meetings suggested that some changes are planned. and USC's advice on this issue has been sought.

Responsibilities for this position outlined in the University's General Rules allow for a stronger role for this position than is currently the case. We have been told that, under the plan, the VPAA would exercise the office's authority to proactively develop and implement cross-campus policies in areas such as curricular development, student and faculty affairs, and articulation agreements across the three campuses as well as with other colleges and universities. Nevertheless, no written rationale or discussion of this proposed change in practice has been provided.

*Given the absence of a rationale for the proposal to expand the portfolio of the Vice President for Academic Affairs, we cannot support it. **Motion Approved by USC on 11/4/10.***

### **Other Proposals**

The USC had discussed and provided advice for the changes regarding the Provost and the establishment of an Executive Director of Human Resources and an Executive Director of Enrollment Services.

### **In Regards to the Change "Provost" to "Provost or Equivalent Officer:"**

In the attachment to the September 27, 2010 transmittal letter from President Hogan, throughout the *Statutes* and the *General Rules*, "provost" is changed to "provost

or equivalent officer.” However, these changes were not mentioned in the transmittal letter/rationale.

While some Senates Conference members believe that the only purpose for this change is to bring the *Statutes* and *General Rules* into agreement with the line in the *Statutes*, Article III, Section 1e, which refers to “a provost and vice chancellor for academic affair or equivalent officer”, there is also caution that the language provides an opening to discontinue the title of “provost”. We are concerned because the term “provost” is broadly understood all over the country; and most major institutions in the US and all institutions in the CIC have a provost. In addition, we understand that the advertisement for the UIC vice chancellor for academic affairs does not include the title of “provost”.

*Given the absence of a rationale for the proposal to amend the language of the Statutes and the General Rules to replace “provost” with “provost or equivalent officer”, we cannot support it. Motion Approved by USC on 11/4/10.*

### **In Regards to the Establishment of an Executive Director of Human Resources and an Executive Director of Enrollment Services to Consolidate Operations and Services Carried Out on Each of the Three Campuses**

The Senates Conference did not have adequate time to discuss these two changes. However, we believe the centralization of these processes deserves more discussion.

*Given the absence of a rationale for the proposal to establish an Executive Director of Human Resources and an Executive Director of Enrollment Services to consolidate operations and services carried out on each of the three campuses, we cannot support it. Motion Approved by USC on 11/4/10.*

Recent conversations with the President make these discussions moot because the President has chosen to retain the title of Provost and to give the Senates and USC additional time to consider the other two positions. We thank the President for listening to these faculty concerns and for his confidence in shared governance, and look forward to the further deliberations concerning these proposals that the extension of time affords us.

## **SUMMARY**

Each of the campus Senates (UIC, UIS and UIUC) has also engaged in numerous discussions, in the very short time frame given by the Board, regarding these proposed changes to the administrative restructuring of the University of Illinois (ST-

75/GR-44). On the proposal to add the title “Vice President” to the title of each of the Chancellors, a Statutory change requiring the advice of the Senates, two Senates (UIC and UIUC) have voiced opposition to the proposal, and one Senate (UIS) has supported it. USC, on a close vote, also expressed opposition to this proposal.

All three Senates have expressed their preference for the title Vice President for Research, rather than simply adding the word “Research” to the current title of Vice President of Technology and Economic Development, in order to emphasize the broader scope of research falling under this office. The Senates also agree that, should this position be created, it should not be a top-down position mandating campus research missions and priorities, but a position that facilitates research within and across the campuses. As such, close coordination with the campus VCR’s and with the Vice President for Academic Affairs is essential. USC takes a similar position.

On the proposal to create a Vice President for Health Affairs, two Senates (UIC and UIS) support the proposal, while one Senate (UIUC) believes that too many unanswered questions remain to support it. Two Senates (UIC and UIUC) emphasize that, if the position is created, academic and budgetary authority must remain with the campuses, rather than moving to the University level. Like that of the Vice President for Research, if the position of Vice President for Health Affairs is created, it must be a coordinator of activities within and across the campuses. USC supports creating this position, but agrees that academic and budgetary authority must remain with the campuses.

As the USC was not able to resolve all the differences in the advice from the three Senates, we have transmitted the Senates’ complete responses and advice in their entirety in the following attachments.

USC also forwards the report of the UIUC Senate Committee on University Statutes and Senate Procedures (USSP), which conducted an exhaustive review of the language of the proposed changes to the Statutes and General Rules, and which found flaws in the wording in several instances (see Attachment 3). In some places, the insertion of new wording would create unintended conflicts or ambiguities within the rules, and in some cases the proposed amendments have unintended consequences that we assume are not part of the purpose or intent of these changes. We urge that close attention be given to their analysis before any rule changes are implemented.

## **ATTACHMENT 1**

Response of the UIC Senate to the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44).



**Response of the UIC Senate to the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44).**

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*Timeline:*

The proposed revisions were mentioned at the September 30 Senate meeting as an informational item.

Upon receipt from the University Senates Conference they were introduced at the October 6, 2010 Senate Executive Committee (SEC) meeting.

The SEC called a special meeting of the SEC on October 13 at 3:00 p.m. for the purpose of discussing the proposals. As a result of this meeting two town hall meetings were arranged.

A general Town Hall meeting was held on Thursday, October 21<sup>st</sup>. The key points raised by faculty are summarized below.

A second Town Hall meeting was held on Wednesday, October 27<sup>th</sup>. The focus of this meeting was on the creation of a Vice President for Health Affairs. This is summarized below.

There was a regularly scheduled UIC Senate meeting on October 28<sup>th</sup>. At this meeting two motions were approved. The first was to proceed with the searches for leadership positions at the U of I. the second was to request that the Board postpone their vote until a future date. Both motions passed. The motions are presented below. President Hogan was present at the meeting and discussed the plan with the senators.

At the November 3, 2010 SEC meeting, 4 motions for action were developed and voted upon. The 4 motions which are shown below passed, and were sent to the Senators for voting by a secure online ballot. The ballot was open from Thursday November 4<sup>th</sup> at 3pm until Monday November 8<sup>th</sup> at 100am.

*Summary of key points from October 21<sup>st</sup> Town Hall meeting:*

About 80 faculty members attended in person and 140 watched some or all of the proceedings live online.

A number of themes emerged:

- UIC must not be damaged
- The proposals must not lead to a centralization of power at UA level which diminishes the autonomy of UIC
- Who will control ICR and budgets of health center if there is a VPHA?
- Where is the money going to come from?
- Where is the detailed budget analysis?
- Why the rush?
- Will the VPTED diminish the role of the VCRs?
- How can we be sure that programs and departments will not be consolidated between campuses?
- How will the changes enable us to do our jobs more effectively?

*Summary of key points from October 27<sup>th</sup> Town Hall meeting:*

This meeting focused on the creation of the VPHA. About 100 faculty members attended the meeting. A panel consisting of the Deans of the Colleges of Medicine, Nursing, Applied Health Sciences, Pharmacy, Social Work, the School of Public Health, the Vice-Chancellor for Research, and the Hospital director, were asked for their opinions regarding the Vice President for Health Affairs. They were supportive of the position and stressed that the University of Illinois should be a state leader in all aspects of health care education, delivery, and policy. The panel agreed that leadership was needed as we deal with an aging hospital and other infrastructure problems which will seriously damage the ability of UIC to train physicians and provide health care.

Concerns were raised from those in attendance about whether this should be a VP or VC level position. Whether the VPHA could also be the Dean of the College of Medicine was discussed.

A straw poll of those in attendance indicated support for the formation of VPHA.

*Action items at the October 28<sup>th</sup> UIC Senate meeting:*

**FOR ACTION: Motion to Proceed with Searches**

The Senate Executive Committee moves that the Senate encourage President Hogan and the higher administration of each campus to go ahead and fill the vacant major leadership positions necessary to their operations before the Board of Trustees takes a final vote on the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44).

This motion was passed by the UIC Senate on October 28<sup>th</sup>.

**FOR ACTION: Motion to Postpone Board of Trustees Vote**

Due to the abbreviated time schedule for both serious deliberation on the part of the UIC Senate and for consideration of its recommendations on the part of the Board of Trustees, the Senate Executive Committee moves that the Senate recommend that the Board of Trustees postpone final voting on the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44) until the March 23, 2011 Board of Trustees meeting.

This motion was passed by the UIC Senate on October 28<sup>th</sup>.

*Background information for Senators regarding the 4 motions for voting:*

**Motion 1: To support the creation of a Vice President for Health Affairs provided that the academic programs within the health sciences remain within UIC, and under the jurisdiction of the UIC VCAA and Chancellor.**

In Chicago we have a very competitive health care market. Not only are there a number of for-profit hospital chains, there are the academic hospitals at Rush, Loyola, Northwestern and University of Chicago. This makes it challenging for the aging hospital to attract and associated infrastructure to attract patients except in certain specialty out-patient and in-patient services. The reality is that our patient population tends to be the uninsured and those on Medicaid, and we cannot compete economically across the board. Although the hospital has been well managed is surviving it is not thriving and a crisis looms. If it is not upgraded it will become non competitive and this will severely diminish the educational opportunities for the students in the College of Medicine and affect the academic programs offered. Similar crises loom for all the UIC health science colleges.

However, at UIC we have a huge advantage compared to Rush, Loyola, Northwestern and U of C. We have the full spectrum of health science professions colleges namely, dentistry, pharmacy, public health, applied health sciences, and nursing. In addition there are strong biomedical sciences colleges at UIUC, and strong social work colleges both at UIC and UIUC. UIC also has health care and education sites across the state such as at Rockford, Urbana, Peoria, Quad Cities. The U of I also has an Extension program which has the potential to bring the reach of the medical center enterprise to almost every part of the state. This later is an untapped resource and could be a lifeline to save an underutilized but important service function of the U of I for the state.

At the town hall meeting with the health professions deans there was overwhelming support for the establishment of this position to take advantage of our statewide reach, and fully realize the opportunities arising from the breadth and depth of our clinical and academic operations.

The concern has been raised that this is a VP rather than VC and that UIC will lose control of a essentially half of its operations. This being said a VC position could be considered to be too local in scope. The U of I can, and should, be a state leader in health care policy and education of the broad spectrum of health care providers. This is the strength we have of being THE University of Illinois and a VP might be able to leverage this to better effect than a VC. The deans spoke very clearly about the changing health care environment, the changing role of hospitals in the health care delivery system in the future, and the increased importance of a diversity of health professionals. The U of I is the only organization in the state which can be at the forefront of policy and implementation of these developments in the future.

That being said UIC must not lose control of its own colleges, academics and research, and critically its clinical revenue. Our clinical education programs cannot function

without clinical revenue. In addition, this position must NOT in anyway diminish UIC as whole. This has to be an essential component of the implementation plan. The documents we have been provided do not indicate where the funds to support this position will come from.

We are aware that the creation of a VPHA could introduce damaging ambiguity and confusion into academic and clinical operations at UIC because of the division of responsibilities for the health sciences between the VPHA, the UIC Chancellor, the Vice Chancellor for academic affairs, and the Vice Chancellor for research. Given this we believe that it is essential that the establishment of this position should include not only hierarchical specifications (e.g., who the VPHA reports to and who reports to the VPHA), but also lateral specifications that detail specific requirements for interaction, coordination, communication, and cooperation between these positions. It essential that the academic programs within the health sciences remain within UIC, and therefore under the jurisdiction of the UIC VCAA and Chancellor. Therefore it follows that the administrative structure be maintained, so that the Chancellor of UIC and the other UIC administrators have a major decision making role in the future of its own medical center both from the point of view of the academics but also of the clinical services offered and research activities.

**Motion 2: To add Research to the portfolio of the VPTED and rename the position VPR.**

Although the ARR report suggested that the portfolio of VPTED be rolled into that of the VPAA, these proposals not only save this position but expand its reach into research. This is contrary to the idea of cost-saving.

Furthermore, it implies that the role of research is for economic development and divorces it from the more idealized view of research being about expanding human ideas and freedom of thought. This can disenfranchise all those in the social sciences, arts and humanities whose research and scholarship serves different purposes than just making money. This is troubling as it could change the fundamental idea and tenets of a research university. It also dissociates research further from academics, which in turn, could undermine the educational mission.

It also calls into question how this position will interface with the VCRs at UIC and UIUC. Will this position be able to dictate research policy one each campus? We do not know how this position will articulate with the specific campuses or the current VCR on each campus. The President and Board of Trustees have articulated that a responsibility of this position will be to interact with those in D.C. and the private sector and actively work to secure funding. An additional role within the U of I will be to facilitate the generation of proposals, and interactions between UIUC, UIS and UIC. If this position does allow for greater funding opportunities, and an overall strengthening of research both on and between campuses, then it will be of benefit.

The senate EC believes that it is important to rename the position to the Vice President for Research (VPR), to clarify that a bigger picture of research is important, not just economic development.

**Motion 3: To oppose the elimination of the title of Provost from the VCAA.**

This seems to be a somewhat irrational and unneeded change, and would be unique within the Big 10 schools (which in effect is the UIUC peer group). As the Chancellor is already the chief executive officer he/she already has control over the budget. However, this does more clearly shift responsibility of budgetary issues to the chancellor's office, alter the portfolio of the VCAA. A domino effect could result in the reduction, or re-titling of other VC and Vice provost positions. This has yet to be described though. Overall, we have not seen a clear enough rationale to justify this change, beyond an attempt to bring consistency to the use of Titles with within the Statutes and General Rules.

**Motion 4: To retain the title of Chancellor but define Chancellor as having equivalent rank to at least a Vice President of the University**

The proposal to add vice president to that of the chancellor seems to be an unnecessary change as the statutes already say *"The chancellor shall perform such duties as may be delegated and assigned by the president"*.

In addition the General rules state: *"The president is authorized to establish and to appoint the members of university councils and committees to serve as advisers on educational and other service programs affecting all campuses and to provide for intercampus relationships in such matters."*

Together, the wording in the statutes and general rules indicate that this change is unnecessary as the president can already call on chancellors to be in his leadership team. There is considerable potential for conflict of interest with this change. On the other side of the argument, such a title and the associated role in University governance might provide checks and balances to prevent behaviors and actions of the president and the other chancellors which could be detrimental.

If change is deemed necessary then changing the order of titles to "Chancellor and Vice-President" might indicate more clearly that the role of chancellor is secondary to that of VP.

The Senate EC discussed that the functional impact of having a VPHA overseeing certain aspects of clinical operations at UIC, and as such reporting to the Chancellor. Therefore we feel that it to be essential that it is made clear for both the VPHA and the Chancellor positions that the reporting lines with duties and responsibilities of the VPHA vis-à-vis



the UIC Chancellor are clarified. Such clarification might make the addition of VP to the title of Chancellor unnecessary.

In addition, there is a major procedural problem resulting from different procedures for the appointment of VPs and Chancellors, as described in the statutes. This would be an administrative problem which would need to be resolved.

*Results of voting on 4 motions by UIC Senate EC and UIC Senate.*

**Motion 1: To support the creation of a Vice President for Health Affairs provided that the academic programs within the health sciences remain within UIC, and under the jurisdiction of the UIC VCAA and Chancellor.**

Executive Committee Vote: Motion approved  
Senate vote: Motion approved

**Motion 2: To add Research to the portfolio of the VPTED and rename the position VPR.**

Executive Committee Vote: Motion approved  
Senate vote: Motion approved

**Motion 3: To oppose the elimination of the title of Provost from the VCAA.**

Executive Committee Vote: Motion approved  
Senate vote: Motion approved

**Motion 4: To retain the title of Chancellor but define Chancellor as having equivalent rank to at least a Vice President of the University.**

Executive Committee Vote: Motion approved  
Senate vote: Motion approved

Respectfully submitted, November 8<sup>th</sup> 2010

Philip Patston,  
Chair, UIC Senate Executive Committee.

## **ATTACHMENT 2**

Response of the UIS Senate to the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44).

## **UIS Campus Senate Response to the Proposed Amendments to the *Statutes* and *The General Rules* by the Board of Trustees (ST-75/GR-44)**

The UIS Campus Senate reviewed and discussed the proposed amendments to the *Statutes* and *The General Rules* by the Board of Trustees (hereafter the Proposal) at multiple meetings during Fall 2010. The Senate also reached out and encouraged the entire campus community to provide feedback or participate in the discussions of the Proposal. We understand that the ultimate goal of the Proposal is to build a strong, coherent University of Illinois, with aims to facilitate cooperation and create synergy among three campuses, and to realize efficient use of resources and generation of untapped revenues for the University as a whole by strategically re-structuring the administration of the University. After all, according to *The General Rules*, Article I, Section 2.a.5, one of the multiple functions of the University Administration is “[t]he coordination of the operation of the various components of the University to ensure that the University functions as an organic University rather than as an aggregation of unrelated campuses and capitalizes upon the advantages of its resources as a system.”

The Proposal includes three parts:

1. Title Re-Alignment for Campus Chancellors
2. Expand Portfolio of the Vice President for Technology and Economic Development and Re-Title Position as Vice President for Research, Technology, and Economic Development
3. Establish a Vice President for Health Affairs

Hence, we will respond to each part accordingly.

### **Chancellor Title Re-Alignment**

We support adding Vice President to the Campus Chancellor title. We understand this re-titling does not fundamentally change the duties and responsibilities of the chancellor. Nonetheless, it is an important, albeit symbolic, change that explicitly reaffirms the roles of the chancellors as both University Officers and advocates of particular campuses. These two roles should not be seen as being in conflict. As University Officers, chancellors should advise the President, participate in the University’s overall planning, and care about the University’s overall development, not just a particular campus. The chancellor also serves as the chief executive officer for the campus under the direction of the president. Therefore, it behooves the chancellor to contextualize the unique strength and distinct mission of her/his own campus within a University-wide vision. The chancellor is not simply a steward of a totally independent campus institution.

The Organization of the University of Illinois, specifically regarding the relationship between the University and the Campus, as articulated in *The General Rule*, Article I, Section 1, is unique in the nation – the University of Illinois “is not a loose federation of universities, nor is it a system of totally independent units...The campuses are assisted

and strengthened by intercampus cooperation and by University-wide services, while carrying out their academic functions with a high degree of delegated authority. The campuses are expected to achieve intercampus cooperation, to avoid unnecessary duplication, and to develop missions responsible to their particular orientation and setting, and to build upon and to foster faculty and staff strengths and initiatives. The campuses are encouraged to operate at qualitatively equivalent levels, even though each of them provides different services for varied clientele.” Hence, first and foremost, we are not a system of totally independent campuses, and the campuses are assisted and strengthened by intercampus cooperation and by University-wide services. Chancellors are the linchpins in realizing the vision articulated in *The General Rules* on the campus relationship vis-à-vis the University by being willing to contextualize their campuses within a University-wide context.

Adding Vice President to the Campus Chancellor title makes explicit the roles that the chancellor should play and clarifies the chancellor’s authority vis-à-vis the president, leaving no room for ambiguity or contestation. Chancellors have executive authority for their campuses but should also promote synergy within the entire University as University Officers. Ambiguity and contestation blur a clear line of authority and accountability in the views of both internal and external stakeholders, which ultimately undermines the effectiveness and standing of the University as a whole.

Also, the title of Chancellor vis-à-vis President oftentimes creates confusion for people outside the University. Nationwide, some of the chief executive officers of the universities with multiple campuses are called Presidents and others are Chancellors. Therefore, adding Vice President to the Campus Chancellor title clarifies to the external stakeholders that the President, not Chancellor, is the chief executive officer of the University of Illinois, and the campus chancellors report directly to the president.

In short, we do not think that the proposed title re-alignment for the campus chancellors creates conflicts for the chancellors in carrying out their duties and responsibilities as defined in the University *Statutes*. We expect that it will not diminish the roles of the Chancellor or reduce her/his authority to lead. On the contrary, it re-affirms the equally important roles already defined in the *Statutes* that the Chancellor plays as both University Officer and the chief executive officer of the campus.

### **Vice President for Research, Technology, and Economic Development**

Given that the University has not fully capitalized on significant funding sources (especially at the federal level), we support the idea of having a Vice President charged with coordinating University’s research agendas and activities across three campuses, facilitating collaborative research opportunities among faculty across the campuses, and promoting the University’s research priorities with state and federal legislators, funding agencies, and sponsoring foundations. This Vice President position should focus on facilitation, coordination, and promotion; it should not add another layer of bureaucracy but rather streamline research-related policies and processes. The proposed Vice President for Research, Technology, and Economic Development is expected to achieve

the above goals by working closely with the president, chancellors, and vice chancellors for research. This Vice President for Research, Technology, and Economic Development should assist the University in generating revenues from those funding sources that have been under-utilized by the University.

In addition, research is an important part of faculty development while coordinating and providing faculty development opportunities conventionally falls within the purview of Vice President for Academic Affairs. Therefore, we would like to see some coordination or collaboration between the Vice President for Research, Technology, and Economic Development and the Vice President for Academic Affairs to enhance this area of faculty development.

Faculty research areas and interests are also broad and diverse, including those that may have no immediate technological or economic impacts and yet are fundamental to higher learning. We would like to suggest the Board consider re-titling the proposed Vice President for Research, Technology, and Economic Development to Vice President for Research, while maintaining the management of technology commercialization and related economic development initiatives as part of the portfolio of the position. This portfolio, despite this slight modification of the title, still meets the University's mission in the area of economic development while broadening the scope of research (for example, undergraduate research) that can benefit from intercampus collaboration.

### **Vice President for Health Affairs**

The rationale for the proposed creation of a Vice President for Health Affairs makes good sense to us. In particular, the creation of this position holds the promise of generating additional financial resources for the University. However, because the Springfield campus is not substantially involved in the health enterprise of the University, we hope the Board will heed the comments and suggestions from our sister campuses that are much more directly involved in the matter.

### **Epilogue**

The University of Illinois is at a crossroad. Recent crises have created an opportunity for the University to realize the vision articulated in *The General Rules*. Continuation of business as usual will not create a strong, coherent University of Illinois that we all need and depend on. It is time we step out of our comfort zones and see the University vis-à-vis Campus relationship in a new and hopeful light. Nonetheless, at the same time, we urge the Board to adequately respond to any unintended consequences when it comes to implementation. The University can benefit from an adaptive management strategy that will allow formation of a robust feedback mechanism. Through such a feedback mechanism and willingness to learn, the University can adjust its course accordingly in order to achieve its intended goals.

### **ATTACHMENT 3**

Response of the UIUC Senate to the proposed revisions to the *Statutes* and *General Rules* regarding administrative restructuring of the University of Illinois (ST-75/GR-44).

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Senate  
228 English Building, MC-461  
608 South Wright Street  
Urbana, IL 61801-3613



November 9, 2010

Professor Matthew B. Wheeler, Chair  
University Senates Conference

Dear Professor Wheeler:

Thank you for transmitting the proposed amendments to the *Statutes* and *General Rules* forwarded to University Senates Conference by President Hogan on September 27, 2010. In preparing its advice on the proposals, the Academic Senate of the University of Illinois at Urbana-Champaign met in special sessions on October 11, October 18, and November 1. President Hogan joined us to discuss the proposals on October 18, and also responded to questions at our campus's Annual Meeting of the Faculty, held on October 25. We held the final discussion of our Senate's advice on November 8, 2010.

Our advice is enclosed, in the form of two documents:

1. "Response to the Proposed University Reorganization, University of Illinois, Champaign-Urbana Senate" (SC.11.06, approved November 1, 2010). This document includes as an Appendix the "Response to the Proposed University Reorganization, University of Illinois, Champaign-Urbana Senate Executive Committee," (SC.11.05, approved October 28, 2010). This Response was approved by an overwhelming majority of Senate members voting on November 1, 2010.
2. "University of Illinois Urbana-Champaign Senate, Committee on University Statutes and Senate Procedures, Proposed Amendments to the *Statutes* and *General Rules*," (SP.11.04, approved November 8, 2010). This document was unanimously approved by the Senate on November 8, 2010.

The first document contains our advice on the substance of the proposals. We cannot support the proposals as they are currently presented, although we strongly encourage the President and the Board to consider revisions of the proposals that would take into account the serious concerns we voice in the detailed "Response of the Senate Executive Committee" (SC.11.05).

The second document, an analysis of the language of the proposed amendments carried out by the Senate Committee on University Statutes and Senate Procedures, details some fundamental internal flaws in the amendment language, which must be attended to in any version of the Proposals.

Sincerely,

A handwritten signature in cursive script, reading "Joyce Tolliver".

Joyce Tolliver  
Chair, Senate Executive Committee

Enclosures

c: Philip Patston, Chair, Senate Executive Committee, UIC  
Tih-Fen Ting, Chair, Campus Senate, UIS



## **SC.11.06, RESPONSE TO THE PROPOSED UNIVERSITY REORGANIZATION**

### **University of Illinois, Urbana-Champaign Senate** (Approved, November 1, 2010)

As President Hogan's September 27, 2010 Transmittal to the University Senates Conference and his October 15, 2010 "FAQ" acknowledge, this is a challenging time for the University of Illinois. Several years of budget cuts, uncertain state funding, faculty and staff furloughs, key faculty losses, and a growing uncertainty about the future, have combined to damage the morale of faculty, students, and staff. As participants in shared governance and partners committed to protecting and serving this institution, we are prepared to have serious discussions about reorganizing, restructuring, and rethinking the University to adapt to this "new normal." But such reforms must be formulated and carried forth in a way that understands the sources of faculty, staff, and student uncertainty and concern.

We cannot accept these proposals in their current form, for three primary reasons. First, while quoting selectively from the Statutes and General Rules to support a vision of a single, unitary University of Illinois, the proposals neglect, and in important respects contravene, statutory language specifying the degree of independence that the campuses actually do have, and must have, within our system.

Second, the proposals lack sufficient detail about implementation and costs to fairly evaluate their implications for the institution. In several instances, the proposals and their rationale contain internal contradictions, further exacerbating faculty, staff, and student concerns about just what is being proposed, and why.

Third, without questioning the intentions of the Board of Trustees and President Hogan – who, we believe, certainly have the very best interests of the institution in mind in putting forth these proposals – we conclude that some of these proposals will have questionable, and in some cases harmful, effects on the quality of the campuses, and therefore also upon the University as a whole. Because we do assume the good intent of all parties concerned, we hope that raising these concerns will slow down the process of implementation, and open up a further conversation about what we are trying to accomplish and how it can be achieved more effectively.

The rationale for these positions, and more detailed reactions to the proposals to revise the Statutes and General Rules on the Vice Presidents and other matters, are contained within the full report endorsed by the UIUC Senate Executive Committee (SEC).

We share nearly all the aims described in the proposals coming from President Hogan and the Board. It would be foolish to argue against the virtues of saving costs through shared services, achieving greater administrative efficiencies, and encouraging more cross-campus cooperation. Where we differ with the proposals is whether these particular changes are necessary for achieving these aims, and whether these proposed changes entail other unintended consequences that will be harmful to the institution we all care about and support.

We see in the Statutes and General Rules a careful "both/and" balance between centralization and decentralization; between the proper scope of Presidential and Chancellorial authority; and between the unified character of the University as a whole and the distinct missions, identities, and qualities of the three campuses. We do not

think that these proposals, presented as a package and judged overall, maintain this balance adequately. On the contrary, we believe they would be counterproductive, reducing the flexibility and discretion of the campuses to pursue excellence, each in its own way.

While it is certainly true that there is no contradiction between distinct identities and excellence across the three university campuses *and* greater collaboration and interaction among them, there *is* a contradiction between the strongly integrative vision of the university as a single “organic whole” presented in some of these proposals and a vision that accords with three premier campus universities maintaining distinct brands and identities. We believe that the commitment to maintaining the distinct identities and excellence of the three university campuses must be prioritized *above* the discourse of “one university.”

This is probably the area that is causing the greatest consternation among faculty, staff, and students. Here is the crucial fact: the faculty and students who have come to each of these three campus universities did so *not* because of the identity or quality of some larger “organic whole.” They came to each university campus because of its distinctive strengths and reputation. They see themselves within a distinct tradition of excellence, not just as pieces of a whole that is “greater than the sum of its parts.” And many of them see these changes as fundamentally threatening the quality and distinctness of the campus of which they feel part.

It is not necessary to implement a strongly integrative “one university” vision to promote efforts of synergy and collaboration that truly could lift all boats. Nor are most of the proposed changes to the Statutes and General Rules necessary for this to happen.

The proposed changes are continually justified in terms of cost savings, but curiously the supporting documents offer no detail about their costs, let alone hypothetical future savings. These proposals involve creating one new VP and two new Executive Directors, while conducting national searches for, and expanding the operations of, two other VPs. What would this cost in terms of salaries for the four or five positions being filled? If other recent UA hires are any indication, the salaries for these positions would be set at levels well above current levels. What would be the size and costs of office staff needed to take on the new duties entailed by these new positions and/or their added responsibilities? What accommodations would need to be made to provide office space for these new administrative officers and their staff? How will these changes be achieved on top of the Board of Trustees’ demand to see a reduction of 5-10% in administrative costs? We are not told.

Instead, we are told that key positions will “more than pay for themselves” in the long run; or will be paid for by cuts (at the campus level) of unspecified size or consequences to campus operations. This lack of specificity for a proposal of this magnitude and consequence is inexplicable. We are being asked to provide our advice on a plan to spend unspecified but considerable amounts of money up front, with no indication of where the initial funding would come from. Questions about how these changes will be funded in the long term are met only with assurances that new revenues and unspecified cuts further down the road will make up for these expenses.

Finally, we must ask: If we do need, as President Hogan contends, a “cultural transformation” across the institution, is this the way to achieve it? The lack of consultation in developing the proposals themselves and the tone with which they have sometimes been presented and justified to faculty, staff, and students, have so far

achieved the opposite of a “cultural transformation.” They have increased anxieties and suspicions about what is intended, and have exacerbated the very difficult morale issues that the campuses already face.

A true “cultural transformation” model would take the time to engage relevant actors, explain and modify proposals in light of legitimate concerns, and pursue formal organizational changes as the *last* stage of implementation, not the first. We fully recognize the severity of the challenges we face and the need for prompt action, but there simply is no benefit in making even sensible changes if they are done in a counterproductive way. This is the situation in which we currently find ourselves.

We believe that the way in which these proposals have been rolled out and justified to the campuses has exacerbated uncertainty and a loss of morale at what is already a very vulnerable time. The lack of detail, lack of explanation and rationale, lack of time for a deliberative consultative process, and lack of information on financial matters, all signify to us a proposal that is too rushed, insufficiently considered and discussed, and therefore underdeveloped.

We are not opposed to change. Indeed we may support some of the proposed changes if they are further developed in a careful way. We cannot however support the proposed changes in their current form at the present time. We believe truly and with good reasons that they will do harm to this institution, and to the campuses, at a time when external forces are already working to their detriment.

We strongly encourage an expedited process to revise these proposals, clarify some of their key details, and better explain their implementation and consequences, in response to the questions and concerns raised here and elaborated in the full SEC Response. Such revisions and clarifications would greatly assist us in making a final recommendation on the possible merits of those proposals.

Attachment: Appendix 1

**RESPONSE TO THE PROPOSED  
UNIVERSITY REORGANIZATION**

**University of Illinois, Urbana-Champaign  
Senate Executive Committee**

**Executive Summary**

As President Hogan's September 27, 2010 Transmittal to the University Senates Conference and his October 15, 2010 "FAQ" acknowledge, this is a challenging time for the University of Illinois. Several years of budget cuts, uncertain state funding, faculty and staff furloughs, key faculty losses, and a growing uncertainty about the future, have combined to damage the morale of faculty, students, and staff. As participants in shared governance and partners committed to protecting and serving this institution, we are prepared to have serious discussions about reorganizing, restructuring, and rethinking the University to adapt to this "new normal." But such reforms must be formulated and carried forth in a way that understands the sources of faculty, staff, and student uncertainty and concern.

We cannot accept these proposals in their current form, for three primary reasons, documented in the full response below. First, while quoting selectively from the Statutes and General Rules to support a vision of a single, unitary University of Illinois, the proposals neglect, and in important respects contravene, statutory language specifying the degree of independence that the campuses actually do have, and must have, within our system.

Second, the proposals lack sufficient detail about implementation and costs to fairly evaluate their implications for the institution. In several instances, the proposals and their rationale contain internal contradictions, further exacerbating faculty, staff, and student concerns about just what is being proposed, and why.

Third, without questioning the intentions of the Board of Trustees and President Hogan – who, we believe, certainly have the very best interests of the institution in mind in putting forth these proposals – we conclude that some of these proposals will have questionable, and in some cases harmful, effects on the quality of the campuses, and therefore also upon the University as a whole. Because we do assume the good intent of all parties concerned, we hope that raising these concerns will slow down the process of implementation, and open up a further conversation about what we are trying to accomplish and how it can be achieved more effectively.

We share nearly all the aims described in the proposals coming from President Hogan and the Board. It would be foolish to argue against the virtues of saving costs through shared services, achieving greater administrative efficiencies, and encouraging more cross-campus cooperation. Where we differ with the proposals is whether these particular changes are necessary for achieving these aims, and whether these proposed changes entail other unintended consequences that will be harmful to the institution we all care about and support.

Finally, we must ask: If we do need, as President Hogan contends, a "cultural transformation" across the institution, is this the way to achieve it? The hurried formulation of these proposals and their presentation to governance bodies with an unrealistically short time line for deliberation; the lack of consultation in developing the proposals themselves; and the tone with which they have sometimes been presented and justified to faculty, staff, and students, have so far achieved the opposite of a "cultural transformation." They have increased anxieties and suspicions about what is intended, and have exacerbated the very difficult morale issues that the campuses already face. More than one faculty member has cited these proposed changes as a reason for pursuing career options elsewhere, saying that this is not the university they came to work in.

A true “cultural transformation” model would take the time to engage relevant actors, explain and modify proposals in light of legitimate concerns, and pursue formal organizational changes as the *last* stage of implementation, not the first. We fully recognize the severity of the challenges we face and the need for prompt action, but there simply is no benefit in making even sensible changes if they are done in a counterproductive way. This is the situation in which we currently find ourselves.

We strongly encourage an expedited process to revise these proposals, clarify some of their key details, and better explain their implementation and consequences, in response to the questions and concerns raised below. These revisions and clarifications would greatly assist us in making a final recommendation on their possible merits.

## Centralization/decentralization

*We believe that the proposed reorganization plan is not compatible with the nature and traditions of the University of Illinois. Taken as a whole, it represents an excessive centralization of authority; it expands administrative positions and responsibilities beyond what the Statutes envision; and it threatens the quality and distinctiveness of the three campus universities.*

Centralization and decentralization are equally legitimate organizational principles: Each has advantages and disadvantages. The challenge for any complex organization is to keep these imperatives in balance with each other. Yet times of difficult budgets almost always produce a response of greater centralization and consolidation, threatening the values of local control and initiative that, within the academic enterprise particularly, are essential to innovation and success.

On this issue, the Statutory model of the University of Illinois reflects a both/and philosophy. The three campus universities are both parts of a larger institutional whole, *and* largely self-sufficient university campuses, each with a distinct mission and role, serving broadly non-overlapping segments of the state and of our wider society and world. Each university campus has achieved distinction in its own realm; they are not simply parts of a larger whole. Administrative tendencies in the past that have pulled the centralization/decentralization balance too far in one direction, or the other, have been ultimately bad for the campuses and bad for the University as a whole. Let us not repeat that mistake.

We find that the present proposal represents an unprecedented shift of power in a centralizing direction. The argument that we should do so because it is how other universities do things does not persuade us; and in some cases the examples that have been presented of strong central offices are not schools we would recognize as peer institutions. Several universities with strong centralized functions encounter the opposite problem – that decisions are made too far away from the locus of initiative and responsibility, creating one more layer of review and actually *reducing* flexibility and capacity for rapid response. Let's not merely replace one set of problems for a different set of problems. Recent experiences with Banner and the Global Campus make people across the campuses extremely leery and mistrustful about the next wave of UA expansion.

There are several alternative models in this regard, including ones that delegate greater autonomy to the campuses: the University of California system, for example. The fact that UC schools are outperforming the University of Illinois in the US News rankings right now, despite even more severe state funding problems, suggests that we ought to at least be considering the virtues of greater decentralization rather than greater centralization. Decentralization could also significantly reduce administrative costs, but in ways that bolster campus morale and lead to greater productivity.

### **"One University"**

*We believe that the proposed changes overemphasize the language in the Statutes and General Rules that talks about the University of Illinois as an "organic whole," and underemphasize the important degree of independence that the campuses do have. The FAQ (p. 5) says that "the General Rules state that the campuses are not independent and autonomous," when what the Rules actually say is that the campuses are not "totally independent" – a crucial difference, implying that the campuses are in fact independent to a significant degree. The campuses have a "high degree of delegated authority" over their affairs, the Rules also state. The central question, therefore, which is a management issue rather than a statutory one, is how much independence and autonomy the campuses need to have in order to maintain their quality and distinct missions. That is the issue we ought to be addressing.*

In our system, the university campuses are *both* parts of an institutional whole and largely self-sufficient institutions unto themselves. The Transmittal and FAQ use the pejorative metaphor of the silo to characterize this conception of the campuses, but in fact the current model has served Urbana, Chicago, and Springfield extremely well over the years, allowing each to achieve

national recognition as a distinct type of university campus. Nothing should be done that would jeopardize what the three campuses have accomplished. Unfortunately, while we do not believe it is intended, the proposed changes would do just that.

It is true that the three campus universities have not collaborated in some areas where there are real opportunities for doing so. There are indeed synergies and efficiencies yet to be pursued. And if there are barriers to accomplishing this, whether they be barriers of policy or tradition – they should be identified and changed, in a manner that respects campus prerogatives, rather than through a process of top-down direction.

This is one area in which mixed messages have increased confusion about what is intended. In response to a student question about the value of a UIUC degree, the FAQ (p. 10) states, “All of our campuses bestow a degree from the University of Illinois (i.e., there is no ‘at Urbana-Champaign,’ ‘at Springfield,’ or ‘at Chicago’).” This is, in fact, not true; each diploma refers to the recommendation from the Senate of the individual campus and bears the signature of the campus Chancellor. Furthermore, the FAQ adds that a “University of Illinois degree is of value because it reflects the greatness of the whole University.” This is also wrong. No student chooses a University of Illinois campus because of the greatness of the whole: they come to a campus because of the distinct qualities and reputation of that campus. This is even more true for faculty. The comments cited reflect a fundamental misunderstanding of what makes this institution great: it is great *because of its individual parts*, not because of an abstract whole of which the campuses are merely parts.

President Hogan, in comments to the Senate at UIUC, said that the proposals are not intended to promote homogenization across the campuses. Yet the FAQ states, for example (p. 4): “Online and blended learning provides another example where each campus seeks to reinvent the wheel, when a successful model already exists.” The reference to “*a* successful model” (emphasis added) strongly suggests that the campuses are expected to converge around a single model. We just had that argument, with Global Campus, and we do not need to have it again.

President Hogan has expressed concern about the falling rankings of the Urbana campus in the US News rankings; but it is far from clear how the proposed changes would improve those rankings, for any of the campuses. In fact, if it were true that there were only one UI degree; and if there were greater transferability and cross-campus consolidation in academic processes and activities, the logical consequence would be that we become simply one institution from the standpoint of US News rankings. Would that help or hurt the ranking of the new “whole”? This question has never been engaged.

President Hogan has said that there should be only one email and web domain name. He has repeatedly spoken of “one university,” and the Transmittal (p. 2) refers to the impact of distance learning and high speed rail as creating, in effect, a single institution with real and virtual commuter campuses. Yet President Hogan also displays, on his web site, a Strategic Plan that emphasizes UIUC as “the nation’s preeminent research university,” UIC as “the nation’s premier urban public research university,” and UIS as “one of the nation’s top five small, public, liberal arts universities.” Even apart from the designation of these three as “universities,” and not only campuses within a single larger university, these statements express confusing and mixed messages.

While it is certainly true that there is no contradiction between distinct identities and excellence across the three university campuses *and* greater collaboration and interaction among them, there *is* a contradiction between the strongly integrative vision of the university as a single “organic whole” presented in some of these proposals and a vision that accords with three premier campus universities maintaining distinct brands and identities. We believe that the commitment to maintaining the distinct identities and excellence of the three university campuses must be prioritized *above* the discourse of “one university.”

This is probably the area that is causing the greatest consternation among faculty, staff, and students. Here is the crucial fact: the faculty and students who have come to each of these three

campus universities did so *not* because of the identity or quality of some larger “organic whole.” They came to each university campus because of its distinctive strengths and reputation. They see themselves within a distinct tradition of excellence, not just as pieces of a whole that is “greater than the sum of its parts.” And many of them see these changes as fundamentally threatening the quality and distinctness of the campus of which they feel part.

As we have emphasized here, it is not necessary to implement a strongly integrative “one university” vision to promote efforts of synergy and collaboration that truly could lift all boats. Nor are most of the proposed changes to the Statutes and General Rules necessary for this to happen.

### **The Chancellors as Vice Presidents**

*The proposal to retitle the Chancellors as Vice Presidents was considered and rejected by the Administrative Review and Restructuring (ARR) committee. We believe that was the right decision, and we are dismayed that a proposal that has been a longstanding point of contention between the campuses and the university administration has nevertheless arisen yet again.*

In many ways, the role of the Chancellor is the nexus of the “both/and” character of the campuses. In the same way that campuses, in our Statutes and General Rules, are both independent, to a significant degree, and parts of a common whole, the Chancellors are both the leaders of their campuses and members of a university-wide team. Again, there is no need to change the Statutes or General Rules to establish this point.

Specifically, according to the Statutes, the Chancellors are the CEO’s, chief executive officers, of their campuses, in the same way that the President is the CEO for the institution as a whole. In other words, their roles are parallel in terms of respective power and authority. While the Transmittal speaks of “empowering” the Chancellors, it defines this empowerment in terms of “managing” their campuses while reporting to the President. The result is a negation of the executive powers granted by the Statutes to the Chancellors, and a diminution of their leadership authority. We need a system that has room for a strong President *and* strong Chancellors.

The Transmittal and FAQ both assert that the President is the President of the University and the President of each of its campuses. This language occurs nowhere in the Statutes or General Rules, and in our view it goes substantially beyond what they authorize, and beyond what is good for the campuses. The Chancellors already are part of the President’s cabinet and work “under the direction of the President,” according to the Statutes; they already have a defined role to serve the interests of the institution as a whole as well as the interests of their campus. We see no reason for further changes, except that making them VP’s subordinates them to being merely “managers of their campuses” and “advisors to the President” (who is supposedly the actual head of their campuses). We believe that this change is outside the spirit of the Statutes and General Rules, and would be deleterious to our capacity to recruit and retain top Chancellor candidates who are attracted by the prospect of leading one of the “nation’s premier . . .” university campuses, not to working as a staffer under the President’s supervision.

In truth, there is no way that a President can be, in any substantive way, the actual President of three distinct and diverse campuses. He/she cannot be familiar enough with their inner workings, their staff, their personalities, their traditions, their locations and settings, and their needs to lead them all effectively. Conversely, the campuses need strong leaders, and not just “managers” – a point that the statutory title “CEO” for the Chancellor is meant to express.

Finally, the proposal to add the title of “Vice President” to the Chancellor’s title creates a serious ambiguity over the appropriate search procedures for new Chancellors, since the Statutes describe two different processes for Vice President and Chancellor searches. We strongly insist that the process described in the Statutes for Chancellor searches be followed.

### **“Chain of command”**



*A phrase that is repeated without comment or explanation in the current discussion, and which again has no basis in the Statutes or General Rules, is “chain of command.” We believe that this reflects a view of governance that departs from the traditional roles of President and Chancellor in our system.*

The FAQ (p. 6) document says, in response to a faculty question about the chancellor proposal, “This is not more ‘top-down.’ . . . It proposes to more clearly delineate the chain-of-command always envisioned in the Statutes and the General Rules.” This response asserts that the Statutes are built upon a strictly hierarchical vision of the University and the campuses, an interpretation with which we vehemently disagree. Neither the Transmittal nor the FAQ offer any attempt to support this interpretation with argument. The phrase “chain of command” clearly *does* assume a model of “top down” authority, one that the Statutes do not support.

While there have been failures on the part of some previous Presidents and Chancellors to develop an effective, collaborative working relationship, in which they *both* understand and respect the distinct responsibilities and scope of authority of one another, the present proposal constitutes a pendulum swing too far in the other direction. Any system that has strong Chancellors and a strong President, as ours must, is going to have to struggle with that tension. But it is a tension resolved by hiring people who can and will work together, not by creating a structural subordination that diminishes the role of the Chancellor and reduces his/her authority to lead.

An alternative reading of the Statutes and General Rules plausibly inverts this relationship, emphasizing that the role of UA is to act in *support* of the campuses and to take on only those responsibilities that the campuses cannot handle as effectively or efficiently themselves, or where a single office or point of contact establishes cross-campus efficiencies that truly do benefit all. Otherwise the campuses should be largely self-determining.

Would a strong chain of command model be better for this university? While it may be an effective model at some other universities, we have yet to hear arguments for why it would be the best model for the University of Illinois. And there are many reasons to think it would not. A successful knowledge enterprise requires a high level of buy-in in the enterprise goals. There is a high risk that the current hurried process for changing the Statutes and Rules of Operations will do more to alienate the university community than gain their trust. In many commercial knowledge enterprises, flexible, flat management structures, free flow of information, extensive networking and distributed decision-making are increasingly replacing rigid hierarchical structures with clear chains of command.

For all the reasons we have cited so far, we believe that a strict top-down management model goes beyond the language of the Statutes and would be severely detrimental to the vitality and quality of the university campuses – and therefore for the University as a whole.

### **Vice President for Academic Affairs**

*While there are no formal changes proposed for this office that require amendments to the Statutes or General Rules, we believe that the language of the Transmittal and FAQ portend a significant expansion of this office’s duties. In light of the discussion of “one university,” expressions such as “coordination of faculty policies, coordination of curricula across campuses, coordination of articulation agreements,” and so on, have raised faculty concerns about consolidation, integration, and homogenization.*

As we have said repeatedly, there is a significant unfulfilled potential for greater cross-campus collaboration in academic areas. The question is why this potential has not yet been fulfilled. Vision A is one that sees the campuses as “silos,” “denigrating” one another and avoiding collaborative initiatives that need to be led and if necessary driven from above. Vision B is one that sees that there is collaboration happening, and that there could be much more, but considers that collaboration must occur because of opportunities emerging out of “bottom-up” initiatives, not out of command-driven imperatives.

It is difficult to be specific about this because the comments about the VPAA position have been oblique. But combined with the proposal to establish a university-level Executive Director of Enrollment, and disparate comments about one common degree, increased articulation and transferability between campuses, and cross-campus mobility that will make courses and instructors portable, the vision behind the proposal seems to be one of increasing integration around a single unified instructional program. We see this model as a radical transformation of the university, one that needs much more careful thought, and public deliberation, than it has received so far. It certainly cannot be established by fiat.

Similarly, we hear talk about cross-campus “redundancies” and the need to reduce or consolidate duplicative academic units and programs. President Hogan has said that this is not being currently contemplated, but here again mixed messages have been increasing (rather than assuaging) faculty concerns across the campuses. Saying that something is not being currently contemplated raises the specter that it might well be seriously considered in the (near) future. After all, if we truly were one university in the strong integrative sense sometimes expressed, with distance learning and high speed rail connecting the campuses, why would we need separate colleges and departments across all of them? At a session with the UIUC Senate on October 18, President Hogan said that of course the campuses would each need to offer a complete curriculum at the undergraduate level; but he conspicuously did not make the same assertion about graduate and professional programs. In the present climate, and in the context of other comments, such silence is deafening.

### **Vice President of Research**

*If the University were to add a UA-level coordinator of research, it might be more sensible to envision a Vice President of Research, whose portfolio could include technology transfer and economic development, rather than just adding “Research” to the current VP’s title. The joint title “Vice President of Research, Technology, and Economic Development” implies that only research relevant to technology transfer and economic development would be prioritized. Yet research at this university is much broader than that, and this needs to be captured in the title and job description. We believe that too many issues connected with the proposal to change this position are still unclear, and so we cannot support it.*

First, there is no indication in any of the documentation or even in the President’s public statements that the campus Vice Chancellors for Research played a role in the formulation of this proposal. Indeed, there is no indication that their advice was even sought. Since in any conceivable model, collaboration between university and campus administrators would be essential, we find this omission, if true, disturbing. Here again it appears as if centralization and a top-down command model is being adopted for its own sake, or because “other universities do it this way.” The fact is, some do and some do not: at many leading research universities, for example, the President is the leading spokesperson and advocate for the research mission.

The desire to create a “central unified voice for research” may or may not be beneficial for the university as a whole. Would this person become the primary or sole representative interacting with government agencies, corporate sponsors, and other funding sources? How much latitude would campus VCR’s have to pursue independent initiatives, and how would this VPR interact with them? Here, as in so many other areas of the proposal, the suggested implication is that a single university-level administrator needs to set policies and priorities for the campuses.

The FAQ states that important research opportunities are being missed because of a lack of cross-campus collaboration. Yet while greater collaboration is certainly a good thing, it encounters the same top-down versus bottom-up question as we described in the context of academic collaboration generally. Would two campus units be required to submit a joint proposal for a grant, rather than submitting separate “competing” proposals? Who would decide that? The Transmittal document talks about avoiding “harmful competition,” but sometimes competition is beneficial. Will requiring one campus unit to involve researchers from another UI campus actually *weaken* some proposals? Will units be expected to collaborate internally within the university instead of identifying external partners from other universities who might offer more to strengthen the overall proposal and improve its prospects for funding?

All of these questions are raised by this proposal, but not examined, and need to be answered before this proposal can be properly considered.

If there are barriers to effective, voluntary collaboration within the university, we should eliminate them; that is arguably a legitimate UA function. But defining research priorities and promoting collaboration must reside closer to the areas of expertise where scholars know the opportunities and the problems to be investigated. The fact is that many potential funders prefer to deal with the campuses directly because of the specific strengths they see there. Will this be prohibited in the future?

Intellectual property is a key issue in this discussion. We have some experience with trying to centralize research efforts and IP with the current Office of Technology Management. There is widespread skepticism among researchers about what “value added” is provided by this office, rather than working through their own Vice Chancellors for Research.

Then there is the question of funding. The FAQ says that this new position will generate so much new research that it will “more than cover its costs.” This is an encouraging slogan, though it is short on specifics. Would ICR flow through this office? Specifically, would a greater percentage of ICR be held at the university level, to fund this office and its initiatives, rather than being held at the campus levels where the research is being done? By what other mechanisms would this office pay for itself?

### **Vice President for Health Affairs**

*Given that this new vice president position would manage a very large and important part of the university portfolio, it is very surprising that the materials provided tell us so little about the position, its powers, and how it will be paid for. It is widely rumored that the decision has already been made to promote the Dean of the College of Medicine at UIC to this position. As in other aspects of this proposal, crucial details are simply not provided – whether because they haven’t been fully thought through, or because disclosing them would exacerbate criticism and opposition, we do not know. But we do know that decisions of this magnitude and consequence require much more extensive and thorough justification and discussion.*

It is important to note that the ARR report did not recommend the creation of this vice president position. We share the sense of the authors of the ARR report that health affairs, and a greater coordination of efforts across the campuses, constitutes a major area of opportunity, especially in integration with research capacities in the basic sciences. Yet it is important to point out that the colleges of medicine are not always the hubs around which such collaboration occurs. And such collaboration, particularly between UIC and UIUC, is already happening. Hence it is not clear what problem this reform is meant to address, nor whether this is the right way to address it.

Given the stated goal of achieving “greater integration with the academic and research missions of the health science colleges and schools,” it is not clear how pulling clinical practices out of the campuses would promote “greater integration.” The proposal that the Dean of the UIC College of Medicine (if he is the person chosen) have a “solid” reporting line to the President and a “dotted” reporting line to the UIC Chancellor creates just the kind of “chain of command” ambiguities that the reports elsewhere seek to avoid. In this model, would the Dean of Medicine (if he is the new VP) be situated above the UIC Chancellor, be co-equal to her, or continue to act as a Dean under her authority? What does the “dotted line” relationship actually entail? (In many contexts “dotted line reporting” requires only that one *inform* someone about what they are doing.)

Would this proposal pull the hospital and attendant activities out of the UIC budget, and if so what would this do to the rest of the campus? Would its revenues now flow to UA, along with ICR from the projects it sponsors? Here again we encounter the phrase that the VPHA would “more than pay for itself.” By what mechanisms would it do so? And what would be the costs of setting this up as a new UA unit?

## Two New Executive Directors

*While we are told repeatedly that the proposals only create one new university-level position, there is in fact also a proposal to create two Executive Directors, for Enrollment Management and for Human Resources. These would achieve, presumably, the kind of costs savings through consolidating “back office operations” that the ARR report calls for. And this may be so. But what we have not had explained is how centralizing these functions might impede or replace campus operations in these areas, or – more significantly – how we might anticipate other policy changes (such as unified applications and admissions, common enrollment, articulation and transfer processes across the campuses) that are substantive and not only cost-related in their effects.*

## Provosts

*The proposal to replace “Provost” with “Provost or equivalent officer” is nowhere explained in the Transmittal. It is widely believed that this change is preparatory to eventually eliminating the Provost position or merging it with another office, but this proposal has never been formally put forth or debated. Without such a debate, this proposal is unmotivated and unexplained, and hence unnecessary.*

Giving the Chancellors budgetary authority and emphasizing their role in “managing” their campuses internally is, in effect, achieving the outcome of merging the Chancellor and Provost roles, without saying so. While giving the Chancellor budgetary authority is, in this narrow sense, “empowering” them – and while this may or may not be the right thing to do – the increased workload and responsibilities placed upon them would likely make it harder for them to carry out some of the traditional activities they have played in representing their campuses externally. This would clearly be detrimental to the leadership role of the Chancellor.

Moreover, eliminating this position, if it were to be made a recommendation, would make us an anomaly among AAU universities.

Nor is it apparent to us that the configuration of the Chancellor/Provost relationship needs to be exactly the same for all three campuses. What should be indisputable is that the proper model for governing the campuses, whatever it is, is a central *campus* responsibility, and that any decision regarding a change to the Provost role must be made at the campus level. Until those decisions are made, however, we see no justification for this proposed amendment to the General Rules.

## Cost

*The ARR Working Group, whose recommendations triggered some of the proposals being considered here, was established to find ways to promote cost savings through efficiencies and shared services. We are very concerned that purported “cost cutting” is being used as an opportunity to implement a sweeping centralization and shift of administrative power within the university, without due consideration on its merits.*

The proposed changes are continually justified in terms of cost savings, but curiously the supporting documents offer no detail about their costs, let alone hypothetical future savings. These proposals involve creating one new VP and two new Executive Directors, while conducting national searches for, and expanding the operations of, two other VPs. What would this cost in terms of salaries for the four or five positions being filled? If other recent UA hires are any indication, the salaries for these positions would be set at levels well above current levels. What would be the size and costs of office staff needed to take on the new duties entailed by these new positions and/or their added responsibilities? What accommodations would need to be made to provide office space for these new administrative officers and their staff? How will these changes be achieved on top of the Board of Trustees’ demand to see a reduction of 5-10% in administrative costs? We are not told.

Instead, we are told that key positions will “more than pay for themselves” in the long run; or

will be paid for by cuts (at the campus level) of unspecified size or consequences to campus operations. This lack of specificity for a proposal of this magnitude and consequence is inexplicable. We are being asked to provide our advice on a plan to spend unspecified but considerable amounts of money up front, with no indication of where the initial funding would come from. Questions about how these changes will be funded in the long term are met only with assurances that new revenues and unspecified cuts further down the road will make up for these expenses.

*We do know, however, that the ARR recommended reducing the number of VP's and cutting UA administrative expenses. These proposals, taken all together, do exactly the opposite.*

At the Urbana Senate meeting on October 18, President Hogan alluded to a possible \$300 million reduction in General Revenue Funds from the state over the next two years. If that were to transpire, campuses would be subject to even more severe cuts, over and above the cuts needed to fund this proposed expansion of UA and to meet the Board's target goals. Hence any putative savings would immediately go toward covering the shortfall in GRF. In short, it appears that there will be no savings, and none of the attendant benefits of reallocating the money "saved" through administrative cuts to other urgent needs (such as faculty salaries or increased financial aid).

If such massive reductions to GRF do occur, and if the vision presented in these proposals is implemented, then it appears that the costs of UA administration will have to be taken off the top of GRF funds, reducing even further the amount of GRF available to the campuses.

## **Conclusion**

We share the broad goals outlined in these documents: to seek new efficiencies, to streamline administration, to encourage connection and collaboration across the campuses, and to help promote better coordination and shared ownership around a common mission for the university. The challenge is to do these in ways that are compatible with maintaining the excellence and distinctiveness of the three university campuses.

We do not think that these proposals, presented as a package and judged overall, maintain this balance adequately. On the contrary, we believe they would be counterproductive, reducing the flexibility and discretion of the campuses to seek excellence, each in its own way.

Beyond this, we believe that the way in which these proposals have been rolled out and justified to the campuses has exacerbated uncertainty, anxiety and a loss of morale at what is already a very vulnerable time. The diverse sorts of excellence and ambitions of the campuses might have been presented as a plus; instead they are called "silos." Chancellors might have been championed as strong leaders and advocates for their campuses; instead they are portrayed as obstructive influences who need to be brought to heel under a top-down chain of command. The diversity and independence of the three campuses might be defended as one of the strengths of this university, over many years; instead, we are presented with a vision of "one university" that claims to preserve their distinct characters but which in its particulars undermines them.

The lack of detail, lack of explanation and rationale, lack of time for a deliberative consultative process, and lack of information on financial matters, all signify to us a proposal that is too rushed, insufficiently considered and discussed, and therefore underdeveloped. The proposal recommends implementing major organizational changes to drive a "cultural transformation," when all the literature on organizational change says to do the very opposite.

We are not saying no to any changes, or even to some of these changes, developed and implemented in a different way. But we are saying no to them in this form and at this time. We believe truly and with good reasons that they will do harm to this institution, and to the campuses, at a time when external forces are already working to their detriment. We strongly encourage a process of revision and clarification, addressing the issues outlined in this

response, which would facilitate a final recommendation on the possible merits of the proposals.

**UNIVERSITY OF ILLINOIS  
URBANA-CHAMPAIGN SENATE**

Committee on University Statutes and Senate Procedures  
(Final; Action)

SP.11.04 Proposed Amendments to the *Statutes* and *General Rules*

**BACKGROUND**

On October 4, University Senates Conference Chair Matthew Wheeler communicated to each of the Senates a set of amendments to the *Statutes* and the *General Rules* on which the Board of Trustees wishes to act at its November 18 meeting. The University Senates Conference requested that each Senate follow its own process for reviewing and offering advice on the proposed changes. At Urbana-Champaign, the process is referenced in Senate Bylaws and

Standing Rules, which assign responsibility to the University Statutes and Senate Procedures (USSP) Committee.<sup>1</sup> USSP has examined the proposal in detail and provides this document as its guidance to the Senate on the specific language proposed. However, this "Background" will not expand or comment on the rationale presented in President Hogan's September 27 memorandum to Matthew Wheeler, but consistent with USSP's procedural role, it will focus only on technical issues in the proposed amendments. USSP notes that the November 1, 2010 Senate meeting voted to adopt SC.11.06 and attach SC.11.05 which taken together indicate that it cannot support the substance of the proposed changes in the form in which they were presented.

The President's September 27 request to amend the *Statutes* is consistent with the process outlined in Article XIII, Section 8 b of the *Statutes*, which states that amendments may be initiated not only by one of the Senates, but also by the Board of Trustees. USSP notes, however, that Board initiation is highly exceptional, having been used perhaps only once before in the last 50 years or more.

Regardless, the process for review and participation by the Senate is different than when an amendment proposal is initiated by one of the Senates. In the case of Board-initiated amendments, there is no requirement that the Senate action occur only at a second meeting after the meeting at which it was first presented. Likewise, the provisions for Board-initiated amendments do not specifically refer to voting or "taking of action" by the Senate.

It is USSP's unanimous and emphatic judgment that there is no way a body such as the Senate can arrive at the provision of the advice called for in XIII, 8 b without putting a question to a vote. There is no logical or effective alternative but to rely on this standard element of

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<sup>1</sup>Under the Bylaws (D, 18, a, 1) USSP is to "Review the form of proposed amendments to the University *Statutes*, to the *General Rules Concerning University Organization and Procedure*, and to the Senate Constitution and Bylaws, and assure that substantive review of such proposals is made by the other appropriate Senate committees;" (See:

<http://www.senate.illinois.edu/bvlaws.sp.asp>) See also Standing Rule 3.B.

(<http://www.senate.illinois.edu/standrul.asp#Amendments>)

parliamentary procedure.

Insofar as the proposal is not coming from a change requested by the UIUC Senate, USSP does not see its role as offering a substantive assessment of the changes, nor as preparing further edits to the document. Rather, USSP sees its role as simply examining the proposal for any confusing references or possible unintended/unapparent consequences of the specific changes proposed. According to the Bylaws (D, 18, a, 1), some other Senate committee should advise the Senate on the general wisdom of the proposal. The Senate Executive Committee took on that role by drafting the resolution that the November 1 Senate adopted in SC.11.06 (with SC.11.05 attached), but the SEC prepared that resolution after the USSP approved its technical advice on the Board's proposed amendments. Thus, although USSP could not consider the SEC's resolution in its analysis of the proposed changes, USSP believes that the SEC and Senate resolutions provide the required review of the substantive rationale for the amendment proposals, and USSP strongly endorses the SEC and Senate's withholding of support for the restructuring proposals and their questioning of the rationale that had been advanced for the revisions to the *Statutes* and *General Rules*.

In addition, now that the Senate has spoken clearly against the substance of the proposals, USSP believes it is important that the Senate also convey to the University Senates Conference the judgment of the Senate's standing committee charged with examining statutory issues. The balance of this document will identify several fundamental internal flaws in the amendment language advanced in the September 27, 2010 document, which would need to be addressed in any version of these proposals. It is critical that technical issues USSP discovered in the language of the proposed amendments be brought to the Board's attention.

#### **RECOMMENDATION AND COMMENTARY**

USSP has conducted a detailed line-by-line review of the proposed amendments to the *Statutes* and *General Rules*, and the most salient observation is the awkwardness and confusion that has been introduced by the suggestion of simply inserting "vice president/" in front of every occurrence of the word "chancellor" in those documents. It is not entirely clear whether the vice president/chancellor is intended to be one person with two hats or two different ways of looking at one job. In addition, because the title "vice president" is used to refer to four other vice presidential positions (e.g., VPAA, VPTD, etc.), it is not always clear whether plural references to vice presidents/chancellors are intended to cover only the campus chief officers or the full cabinet of vice presidents. Finally, the occasional use of apostrophes to indicate possessive becomes awkward when the title of "chancellor" is compounded with "vice president/."

Thus, if the Board is insistent on ignoring the Senate's November 1 vote on SC.11.06 (with SC.11.05 attached), then the most necessary adjustment to the proposal is to identify the title as "vice president/chancellor" only at the first reference in both the *Statutes* and the *General Rules* and then to include a parenthetical statement making clear that all subsequent references to "chancellor" refer to the position of "vice president, University of Illinois and chancellor at each campus." To accomplish this, lines 18-19 of the proposal would need to be changed from: "There shall be a vice president, University of Illinois and chancellor at each campus of the University (vice president/chancellor)." to "There shall be an officer who is vice president, University of Illinois and chancellor at each campus of the University (hereinafter referred to as 'chancellor')." In addition, all subsequent proposed references to "vice



president/chancellor" would need to be changed to "chancellor." The same approach would need to be used for the *General Rules* revisions starting in line 9.

In the event this minimalist approach is not adopted, there are several changes to the language that would be needed to address ambiguities created by the new hybrid title of "vice president/chancellor." Because of the limits of time for our review, what follows below should be regarded as a thorough, but not necessarily exhaustive, list of edits needed; more scrutiny may reveal the need for further edits.

First, add (in line 18) "an officer who is" before "vice president." This addition would specify that the occupant of this new position would be a single person, thereby clarifying an ambiguity that is created by the use of the slash mark to designate the new title "vice president/chancellor" throughout the proposal.

Second, the use of the word "vice presidents" in line 10 of the *Statutes* and lines 13-14 of the *General Rules* creates a serious but apparently unintended effect. The context is the provision whereby the advice of the University Senates Conference is sought before Board approval of initial appointment of university officers. The new language would extend the stated exception for the president and chancellors to all the vice presidents. Thus, if the title "vice president/chancellor" is to be maintained throughout the document, then lines 10-11 of the *Statutes* and 13-14 of the *General Rules* should be revised to preclude the expansion of this exception.

Third, at the UIUC Annual Meeting of the Faculty of October 25, President Hogan agreed to a suggestion regarding the proposed change to the *General Rules* statement of the responsibilities of the vice president for research, technology, and economic development, who will be facilitating and coordinating multiple research agendas that emanate from researchers across the university. The proposed change should also reflect the fact that UIS does not have a vice chancellor for research but does have a person who is responsible for coordinating research. We recommend changes so that lines 29-34 will read:

The vice president for research, technology, and economic development works closely with the president, vice presidents/chancellors, and vice chancellors responsible for research to facilitate, and where appropriate, coordinate the University's research agendas and activities across all of its campuses and, under the direction of the president, communicates the University's research priorities to local, state, and federal authorities and agencies.

Fourth, when referring to the chancellors and their campus-specific responsibilities, the existing *Statutes* and *General Rules* occasionally refer to "campus chancellors." The authors of the proposal inserted "vice president" before every appearance of the word "chancellor." Therefore in some lines, the proposed title change was "vice president/chancellor" and in others it was "vice president/campus chancellor." This ambiguity could be addressed by making the proposed title be "vice president/chancellor" throughout the *Statutes*. Where necessary, the title could be "vice president/chancellor of the campus."

Specific examples in the *General Rules* can be found at the following lines:

Lines 13-14                    ". . .and the vice presidents/chancellors of the campuses,"

Specific examples in the *Statutes* can be found at the following lines:

Lines 10-11 “. . .and the vice presidents/chancellors of the campuses the president shall. . .”

Lines 15-16 “Article I, University Administration, Section 5, Vice Presidents/[Campus] Chancellors of the Campuses”

Lines 410-411 “The chair of the council shall be named by the vice president/[campus] chancellor of the campus.”

Line 545 “. . .on a campus adopted by the vice president/[campus] chancellor of the campus in consultation with. . .”

Line 669 “Each vice president/[campus] chancellor of the campus shall, with the advice. . .”

Line 683 “. . .the unit administrator and the vice president/[campus] chancellor of the campus, the appointee. . .”

Line 703 “. . .determined by the vice president/[campus] chancellor of the campus.”

Fifth, the creation of the new title “vice president/chancellor” has resulted in language where the use of the possessive creates ambiguity about the actor. USSP recommends the deletion of the use of the possessive and its replacement with alternative language.

A specific example in the *General Rules* can be found at lines:

Lines 132-33 “. . . delegate authority for accepting scholarships and fellowships to the vice presidents/chancellors or to the vice presidents'/chancellors' designees.” It should be replaced with “delegate authority for accepting scholarships and fellowships to the vice presidents/chancellors or their designees.”

Specific examples in the *Statutes* can be found at the following lines:

Lines 546-547 “In all cases, the vice president/chancellor or the designee of the vice president/chancellor['s designee] shall exercise the duties. . .”

Lines 559-561 “The opportunity for the faculty members to file an appeal with the vice president/chancellor within 20 days following the decision of the provost['s decision] or equivalent officer to impose sanctions,”

Lines 565-566 “A process wherein the decision of the vice president/chancellor['s decision] on the merits of an appeal is final.”

Lines 656-657 “In all cases, the vice president/chancellor or the designee of the vice president/chancellor['s designee] shall exercise the duties. . .”

Sixth, USSP calls the Senate's attention to the proposed change of all references to the provost to "provost or equivalent officer." The September 27 rationale provides no explanation of the purpose of this change, and USSP notes that adoption of the clause "or equivalent officer" could allow the elimination of the position of provost without any consultative deliberation. These references can be found in the following locations:

*General Rules:*

Line 91

Line 115

*Statutes:*

Line 50

Line 340

Line 553

Line 560

Line 644

Line 664

Finally, in reproducing the text of the *General Rules* and *Statutes*, several typographical errors were introduced. The specific instance in the *General Rules* occurs at line 256: "(f) The vice president/chancellors may develop for their respective. . ." should read "(f) The vice presidents/chancellors may develop for their respective. . ."

Specific examples in the *Statutes* can be found at the following lines:

Lines 28-29, the sentence "On the occasion of a reappointment, the president shall have the advice of a committee selected by the senate of the campus concerned." is a duplicate of what the prior sentence had been before the suggested addition of "vice-president." This duplication creates significant confusion, and it should be eliminated.

Lines 73-76 are duplicates of text in lines 70-73.

Line 140 "Article IIII" should be "Article III"

Line 145 "on the campus senate" should be "of the campus senate"

The Senate should note that while the proposal lines 414-460 contain suggested amendments to Article VIII of the *Statutes* relating to "Changes in Academic Organization," they do not reflect the amendments this Senate has been working on since 2005/06 and which were most recently acted on by the UIUC Senate on March 29, 2010 (see: [http://www.senate.illinois.edu/sp0605\\_2\\_10.pdf](http://www.senate.illinois.edu/sp0605_2_10.pdf)). Following our approval of the last edits to those amendments, the proposal was forwarded to the UIC and UIS Senates where action could not be completed before the end of the academic year.

UNIVERSITY STATUTES AND SENATE PROCEDURES

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