APPORVE PROPOSED AMENDMENTS TO THE UNIVERSITY OF ILLINOIS
STATUTES AND THE GENERAL RULES CONCERNING UNIVERSITY
ORGANIZATION AND PROCEDURE

Action: Approve Proposed Amendments to the University of Illinois Statutes and
The General Rules Concerning University Organization and Procedure

Funding: No New Funding Required

The Board of Trustees recommends amendments to the University of
Illinois Statutes (Statutes) and The General Rules Concerning University Organization
and Procedure (General Rules) to address the administrative organization of the
University and realign certain administrative titles.

As is well recognized, the University of Illinois ranks among the best
universities in the world, with a 143-year tradition of excellence in teaching, discovery,
innovation, and public engagement. Three campuses comprise the University. Each
campus has a distinct mission and contributes to the excellence of the University as a
whole. Each campus strives to be “best-in-class” within its distinct mission, thereby
raising the stature of the University and offering unique opportunities to different
constituencies within the State and beyond. Further, the University brings honor and
benefit to the State of Illinois through excellence in its multiple missions, which include
teaching, research, public service, economic development, and health care. Achieving
this excellence at an appropriate cost to the State and our students requires that the
University leverage the distinctive strengths of each campus to the good of the whole,
avoid unnecessary redundancies, and promote collaboration and shared services
whenever they are compatible with the distinctive missions of the three campuses.

As the *General Rules* makes clear:

The role of the University of Illinois...rests upon its organic
wholeness. It is not a loose federation of universities, nor is it
a system of totally independent units. The mission to which
the University is committed, and upon which its development
thus far has been based, starts with an emphasis on the
fundamental responsibility of the University as a whole...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 foster faculty and staff strengths and
initiatives. (Article I, Section 1.)

Further, the *General Rules* mandates that the University administration, and
thus the President as the chief executive officer of the University and all its parts:

...has general responsibility for the entire operation of the
University...including enunciation of the mission of the
University of Illinois...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... (Article I, Section 2(a).)

Fulfilling the above vision depends in great part on making the President an
effective advocate for the University and its campuses. The President and the Board of
Trustees are the most important voices for the whole, as well as the parts, and can lead
the way to the synergies that are necessary, now more than ever, to eliminate
redundancies, promote shared services, and facilitate our common research and clinical
missions.

In the recent past, however, the effectiveness of the President was
diminished, in large part because the institution lacked a clear line of administrative
authority. This correspondingly diminished the University’s ability to fulfill its statutory
obligation to eliminate inefficient redundancies and leverage the distinctive strengths of
its three campuses, so that the whole could be truly greater than the sum of its parts. This
situation contributed to a serious administrative controversy that resulted as well in a
major governance crisis, both of which embarrassed the University and damaged its hard-
earned reputation. Those crises have been addressed. However, to ensure sound
governance and to address the chronic decline in State funding, it is more imperative than
ever that the University have clear lines of authority and administrative offices
appropriate to its missions.

To emphasize and drive forward the vision of the University as an organic
entity composed of campuses with distinct missions; to ensure that resources on each
campus and across our campuses are used as efficiently and effectively as possible to
help the campuses become best-in-class with regard to their missions; and to restore clear
lines of authority to govern the University within and across its campuses, the following
changes in the administrative organization of the University are recommended. These
changes would require amendments to the Statutes and General Rules:

- It is recommended that the titles of the chancellors be changed to “Vice President/Chancellor at the (Urbana-Champaign, Chicago, or Springfield) Campus” in order to
reflect the important roles the chancellors play as both University officers and stewards of particular campuses.

- It is recommended that the portfolio of the Vice President for Technology and Economic Development be expanded and the title of the position be changed to Vice President for Research. Responsibilities assigned to this position will include overseeing and facilitating the research enterprise across the University, as well as managing the University’s intellectual property and the commercialization of that in order to promote statewide economic development. Both of the latter are inextricably tied to research carried out at the University.

- It is recommended that the position of Vice President for Health Affairs be established to coordinate the clinical enterprise of the University, including the University of Illinois Hospital, the University’s statewide clinical practices and partnerships, and the University-wide faculty practice plans.

Accordingly, the following amendments to the University of Illinois Statutes and General Rules are proposed. It is anticipated that upon approval of these recommendations, certain ministerial changes may be needed to clarify meaning throughout these documents. These will be made expeditiously and need not delay the implementation of the substantive changes recommended by the following proposed amendments.

The Board action recommended in this item complies in all material respects with applicable State and federal laws, University of Illinois Statutes, The General Rules Concerning University Organization and Procedure, and Board of Trustees policies and directives.