

Board Meeting
November 18, 2010

APPROVE 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.