

Reported to the Board of Trustees
September 10, 2015

**Shared Governance in a Time of Transition:
Accomplishments of the University Senates Conference 2014-2015
Annual Report to the Board of Trustees
September, 2015**

**Professor Donald A. Chambers
Chair
USC 2014-2015**

The University Senates Conference (USC) is the highest arm of shared governance at the University of Illinois and its mission is to work for the greater good of the University of Illinois and its campuses. It is charged by statute to act as an advisory group to the President of the University and to the Board of Trustees as well as to review appointments of University administration, activities of the Senates, and resolution of disagreements of and between the Senates.

The USC has a bicameral structure with an executive committee comprising two members from each campus and the larger conference composed of twenty members (ten from UIUC, seven from UIC, and three from UIS). In addition, the conference is subdivided into four subcommittees, mirroring the subcommittees of the Board of Trustees; Statutes and Governance Committee, Academic Affairs and Research Committee, Hospital and Health Affairs Committee, and a Finance, Budget and Benefits Committee. Conference members are elected by their respective Senates for three-year terms and the Executive Committee and subcommittees are elected and determined annually by members of the Conference. The Executive Committee meets monthly to discuss University issues and processes, to set an agenda for the monthly USC meetings and to draft questions for the President, Vice-President for Academic Affairs and other guests.

At the Board of Trustees meeting in September 2014, I enunciated the goals for the USC for this last academic year as follows:

- To promote and enhance understanding and interaction between the Board of Trustees, University administration, and the faculty of the University of Illinois.
- To complete the mandated review of University statutes in a timely manner.
- To deal with current issues as they relate to our mission.
- To promote and facilitate the ease of transition of Presidential leadership during this period of transition.
- To participate in the design of the pending University Strategic Plan.

The major activities of the USC during the Academic Year 2014-2015 are enumerated below:

1. Completed the mandated review and revisions of the University Statutes and General Rules by May, 2015 as promised.
2. Created bylaws for the USC.

3. Rendered advice on the UIUC Medical School initiative.
4. Produced a White Paper on “The Principles, Importance, and Role of the USC in Shared Governance at the University of Illinois” (see appendix).
5. Produced a resolution on the principles for dealing with cross-campus conflicts (see appendix).
6. Produced a resolution on budget priorities during a time of crisis (see appendix).
7. Reviewed the Vice-President for Academic Affairs.
8. Honored Christopher Kennedy and Robert Easter and met with Edward McMillan, Ricardo Estrada, Susan Kies, Michael Amiridis, Eric Gislason, Thomas Hardy, and Maureen Parks.
9. Elected as leaders of the USC for 2015-2016 Chair Professor Nicholas Burbules (UIUC), Vice-Chair Professor Jorge Villegas (UIS), Executive Committee Members Professor Kouros Mohammadian (UIC), Professor Meena Rao (UIC), Professor Jorge Villegas (UIS), Professor Peter Boltuc (UIS), Professor Nicholas Burbules (UIUC) and Professor Gay Miller (UIUC).

Much of the contents of this report was discussed in my presentation to the Board of Trustees in July, 2015 (PowerPoint appended). In that presentation, I also discussed a major role of the University as a learning community and suggested that the major business of the academy is teaching and scholarship. The products of the academy are educated students and graduates, new knowledge and the betterment of society, and obtaining these goals is a function of faculty, students, and societal interaction in a community of learning facilitated by administration. The expectations of the learning community are to produce critical thinkers and expand and export knowledge; to determine priorities of what to think about and how to utilize new knowledge and to meet the demands of a society of government of the people, by the people and for the people.

I believe that these concepts that define a learning community and its functions are vital concepts to be incorporated into strategies that will define and build the future of the University.

During the course of the year, Senate Conference members worked to fulfill the functions of shared governance. To all, please accept my thanks and gratitude for your efforts. I want also to express my appreciation to President Easter and to Vice-President Pierre and most recently to President Killeen for meeting with us, for their candor and their support of the USC and shared governance.

Once again I must single out Connie Sailor, the one person, who, above all deserves, special recognition. Connie Sailor has been the institutional memory and engine that has driven the USC for two decades. Her wisdom, skill, tact, and judgment continue to guide us and help us navigate difficult waters. For all that, and more, thank you Connie.

Finally, for me as I end my thirteenth and final year as a member of the USC and this year as Chair, I want to express my appreciation to the many who have supported me during this journey.

Donald A. Chambers

UNIVERSITY SENATES CONFERENCE
WHITE PAPER ON SHARED GOVERNANCE AT THE UNIVERSITY LEVEL

Approved 5/26/15

As we enter a time of transition that will accompany major changes in administrative leadership and the development of a new strategic vision encompassing the entire University of Illinois, the University Senates Conference affirms its commitment to the principles and practices of shared governance and in this White Paper conceptualizes the role of shared governance in the function of the University.

The Conference is the agency whose responsibility is representing the faculty of the entire University of Illinois to the President and the Board of Trustees. Conference members are elected by their respective campus senates. While Conference members represent the perspectives of their home campuses, each member is also committed to working for the common good of the entire University. This dedication to the good of the entire University and to each of its three campuses is a unique characteristic that sets the Conference apart from other elected faculty governance groups, and is an essential aspect of its mission. (See “University Senates Conference Statement on Excellence at the University of Illinois” and “University Senates Conference Resolution on Avoiding Cross-Campus Conflicts,” appended.)

The foundation of shared governance requires the active participation of faculty at all levels in decisions and decision processes. When faculty are actively involved in decision making and setting priorities, they will better understand the evidence the reasons behind reforms, and be better able to provide ideas for proposed solutions. When they are directly engaged in the planning process, they have a say in plans developed and hence a more robust stake in seeing reforms succeed. When deliberations entail hard choices and sacrifice, and elected faculty representatives have helped determine these decisions, then other faculty are more willing to accept the outcomes because they trust that their interests were considered and represented in the deliberations. When administrators engage faculty via shared governance in the decision processes, the administrators have greater success, both in the particulars of advancing new initiatives and in their leadership roles more broadly. Shared governance provides a necessary vehicle and an effective platform for dialogue between faculty and administrators.

Ultimately, effective shared governance requires three essential interacting principles: (1) clear statutory rules and organizational structures that instantiate a set of consistent procedures; (2) a tradition of productive relationships formed and sustained over time between faculty and administrators, through the established structures of shared governance (i.e. senates, Senates Conference, and their subcommittees), involving open channels of communication, respect, and trust; (3) a general ethos across the University of shared responsibility for governance, in which administrators at all levels and the faculty as a whole understand the reciprocal (and often overlapping) spheres of responsibilities that administrators and faculty each manage.

In fulfilling its responsibilities the Conference has monthly discussions with the President, the Vice-President for Academic Affairs, other administrative leaders of the University and members of the Board of Trustees. The *Statutes* and *General Rules* specify certain occasions when the Conference's advice *must* be sought, such as the appointment or re-appointment of University Officers or proposals to amend the University's governing documents. The Conference's conversations with the President and the President's cabinet are designed to provide for the free flow of information and perspectives on any number of issues affecting the University, from ever-present budgetary concerns to matters such as strategic planning or protecting academic freedom, as well as anticipating areas of concern and interest. To facilitate these interactions, the Conference Chair and the President schedule frequent meetings to maintain open lines of communication.

In recent years, the Conference has reached out to representatives of the Board to share faculty views and to keep the Board informed about issues the Conference is discussing. Similarly, the Board has consulted with the Conference. Members of the Board now meet regularly with the Conference to build and enhance mutual understanding, to learn about faculty concerns, and to seek the Conference's input on issues the Board is considering. The Conference is now organized to have four subcommittees that parallel the charges of the Board's committees. In addition to interacting with the subcommittees of the Board, Conference members make presentations at Board meetings.

Institutional questions that remain paramount for all sectors of the University and require discussion include: What are our core values and missions; How do we define the interrelated missions of teaching/scholarship/economic development/diversity/service/community engagement in the context of our specific campus identities; How do we balance the tensions between campus autonomy and centralized authority; What are the special responsibilities of a flagship University, particularly in the context of the land grant mission for the University of Illinois; and What are its special responsibilities to the state, the nation, and the world?

The University Senates Conference is committed to the principles of shared governance. Our goal is to promote and enhance trust, understanding and productive interactions among the Board of Trustees, the University Administration and the faculty of the University of Illinois.

UNIVERSITY SENATES CONFERENCE
RESOLUTION ON AVOIDING CROSS-CAMPUS CONFLICTS

WHEREAS, it is a key function of the University Senates Conference to seek accord among the campuses when there are significant issues of potential conflict between them; and

WHEREAS, the University Senates Conference has recorded its commitment to “endeavor in all that it does to promote the greatest degree of excellence achievable for each of the campuses, consistent with the well-being of the others” and has affirmed that “the successes of each of the three campuses benefit the entire state as well as the University of Illinois” (OT-311, May 22, 2014);

therefore

BE IT RESOLVED:

First, that the Conference affirms the right of each campus to propose initiatives designed to further its pursuit of excellence in a manner consistent with its distinct mission and identity;

Second, that the Conference respects and protects the integrity of campus, University, Board, and State review processes for the approval of any such academic proposals;

Third, that the Conference believes that each campus has an obligation to consider the potential effects of its proposals on the other campuses; and

Fourth, that the Conference does not believe that it is within the jurisdiction of the faculty or administration of any one campus to curtail the academic planning of any other campus. Rather, the Conference urges administrative and faculty leaders across the campuses to pursue constructive, collaborative solutions when one proposed campus initiative is thought to present potential impediments to the pursuit of excellence on the part of any of the other campuses.

Finally, be it resolved that this statement shall be transmitted to the Board of Trustees, to the President, to each of the campus Chancellors, and to the chairs of the campus Senates of the University of Illinois.

USC STATEMENT ON BUDGET PLANNING AND REFORM

With the university facing severe reductions to its state funding and struggling with ways to address them, the USC sees three principles as essential:

- 1. Any budget reductions to be implemented must be considered at all levels, and across all parts of the university organization – not in flat, across-the-board cuts, but in ways that protect the core functions and priorities of the university.**
- 2. Budget reductions and efficiencies must be achieved within administrative units first, at the university level and down to the campus, college, and department levels, to the greatest extent feasible in order to preserve the academic mission of the university.**
- 3. Short-term strategies seeking to soften the immediate impact of budget cuts should not replace making longer-term structural and organizational changes that must be in place to allow the university to deal with the enduring budget difficulties it faces. One-time moneys do not solve recurring state revenue reductions. Undoubtedly, some short-term strategies may be required to pave the way for long-term structural changes; but the review and reform processes of developing those longer-term strategies needs to begin without delay.**

These principles have several immediate practical implications:

- The USC calls for the full and prompt implementation of the UA review recommendations already approved by the President, especially those with budgetary and cost-saving implications. Once budget policy recommendations have been duly reviewed and approved, it cannot be left up to individual units to decide whether or not to implement them.
- The USC calls for re-examining the management and organization of UA in order to provide greater accountability, budgetary transparency, and cost containment. USC believes that a key part of this reform, already recommended by the Administrative Review and Restructuring report in 2010, is to designate the Vice-President of Academic Affairs as an Executive Vice-President with budget control and management oversight over UA. This designation would allow the President to more actively enact his main responsibility to represent and advocate for the university to external bodies.
- A key theme of the UA review was reassessing which functions benefit from central consolidation and which ones do not. The USC calls for better coordination of UA offices and their campus clients. In cases where it would be

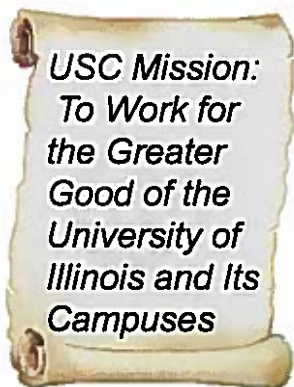
more efficient and effective for the campuses to manage certain functions on their own, or outsource them to private vendors, campuses who are being effectively taxed to fund UA operations need to have the latitude to assess whether this is the best use of resources.

- The USC calls for a thorough review of administrative costs at all levels of the organization, in order to improve efficiencies, save costs, and improve the primary function of administration – which is to serve and support the faculty, staff, and students in pursuit of the academic mission of the institution. These costs should be benchmarked both internally and against peer institutions, in order to determine if our cost of doing business is as streamlined as possible.

- The USC calls for a review of budget processes, at all levels of the organization, to ensure that expenses and revenues are transparent and clearly understood, that creativity and innovation are incentivized, that cost-control is rewarded, and that commitments of resources, including faculty time and effort, are well-aligned with mission priorities.

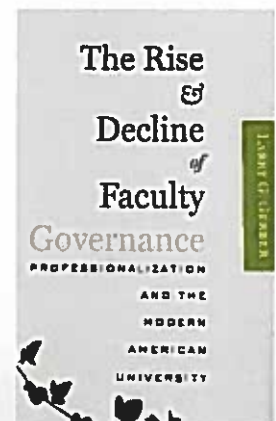
- Finally the USC also calls upon the campuses to reassess their academic programs in light of their distinct missions and identities. It might be the case that some areas of academic effort that once contributed significantly to those missions no longer do. It also might be the case that certain areas of service and outreach that are important and have external constituencies are nevertheless too costly and too peripheral to the core missions of the campuses to be continued. Except where these might be legally mandated land-grant functions of the university, they need to be re-examined; and even where they are mandated, we ought to consider ways to make them less costly. We emphasize that these need to be primarily campus-based evaluations and decisions, and different campuses might make these decisions in different ways. In all such budgetary matters, close consultation between administration and faculty is essential.

Shared Governance in a Time of Transition: Accomplishments of the University Senates Conference 2014-2015



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Prof Donald A Chambers
Chair, USC
Presentation to the Board of Trustees
University of Illinois
July 23, 2015



University Senates Conference

Chair, Donald Chambers UIC
Vice-Chair, Joyce Tolliver UIUC

Executive Committee: 2 UIC, 2 UIS, 2 UIUC

20 faculty members: 7 UIC, 3 UIS, 10 UIUC

Subcommittees:

Academic Affairs and Research: Gay Miller
Finance Benefits and Budget: Roy Campbell
Hospital and Health Affairs: Jorge Villegas
Statutes and Governance: Nicholas Burbules

Staff Assistant** Connie Sailor

Goals for the University Senates Conference

To continue to promote and enhance understanding and interactions between the Board of Trustees, University Administration, and the Faculty of the University of Illinois

To promote and facilitate ease of transition of leadership during this period of transition

To deal with current issues as they relate to our mission

To complete the mandated review of University Statutes in a timely manner

To participate in the design of the impending University strategic plan



Two Recent USC Resolutions

I. Statement on Excellence

The University Senates Conference shall endeavor in all that it does to promote the greatest degree of excellence achievable for each of the campuses consistent with the well being of the others.

Excellent campuses ensure the excellence of the
University of Illinois



II. Resolution on Avoiding Cross Campus Conflicts

The Conference affirms the right of each campus to propose initiatives designed to further its pursuit of excellence in a manner consistent with its distinct mission and identity.

The Conference respects and promotes the integrity of campus, University, Board and State review processes for the approval of any such academic proposals.

The Conference believes that each campus has an obligation to consider the potential effects of its proposals on the other campuses.

The Conference does not believe that it is within the jurisdiction of the faculty or administration of any one campus to curtail the academic planning of any other campus. Rather, the Conference urges administrative and faculty leaders across the campuses to pursue constructive, collaborative solutions when one proposed campus initiative is thought to present potential impediments to the pursuit of excellence on the part of any of the other campuses.

Major Activities of the USC 2014-2015

1. Completed mandated review and revisions of the University Statutes and General Rules by May, 2015 (as promised)
2. Created By-Laws for the USC
3. Rendered advice on the UIUC Medical School Initiative
4. Produced a White Paper on 'The Principles, Importance and Role of The USC in Shared Governance at the University of Illinois'
5. Produced a resolution on the principles of dealing with cross-campus conflict
6. Produced a resolution on budget priorities during a time of crisis
7. Reviewed the Vice-President for Academic Affairs
8. Honored Christopher Kennedy and Robert Easter and met with Edward McMillan, Ricardo Estrada, Susan Kies, Michael Amiridis, Eric Gislason, Thomas Hardy and Maureen Parks

Institution-wide Questions

What are our core values and missions and how are they decided?
What is the role of shared governance and faculty in such decisions?

How do we define teaching/scholarship/economic development/
diversity in the context of our specific missions?

What is a flagship University and what are its special responsibilities?

How can we disperse the tensions that arise as a function of campus
autonomy and centralized authority?



USC Leadership – 2015-2016

Chair Nicholas Burbules (UIUC)
Vice-Chair Jorge Villegas (UIS)

Executive Committee

UIC Kouroos Mohammadian
Meena Rao
UIS Jorge Villegas
Peter Boltuc
UIUC Nicholas Burbules
Gay Miller

Building a Learning Community

The major business of the academy is teaching and scholarship.

The products of the academy are educated students and graduates, new knowledge and the betterment of society.

To obtain these goals, which are facilitated by administration, faculty, students and society interact in a community of learning.

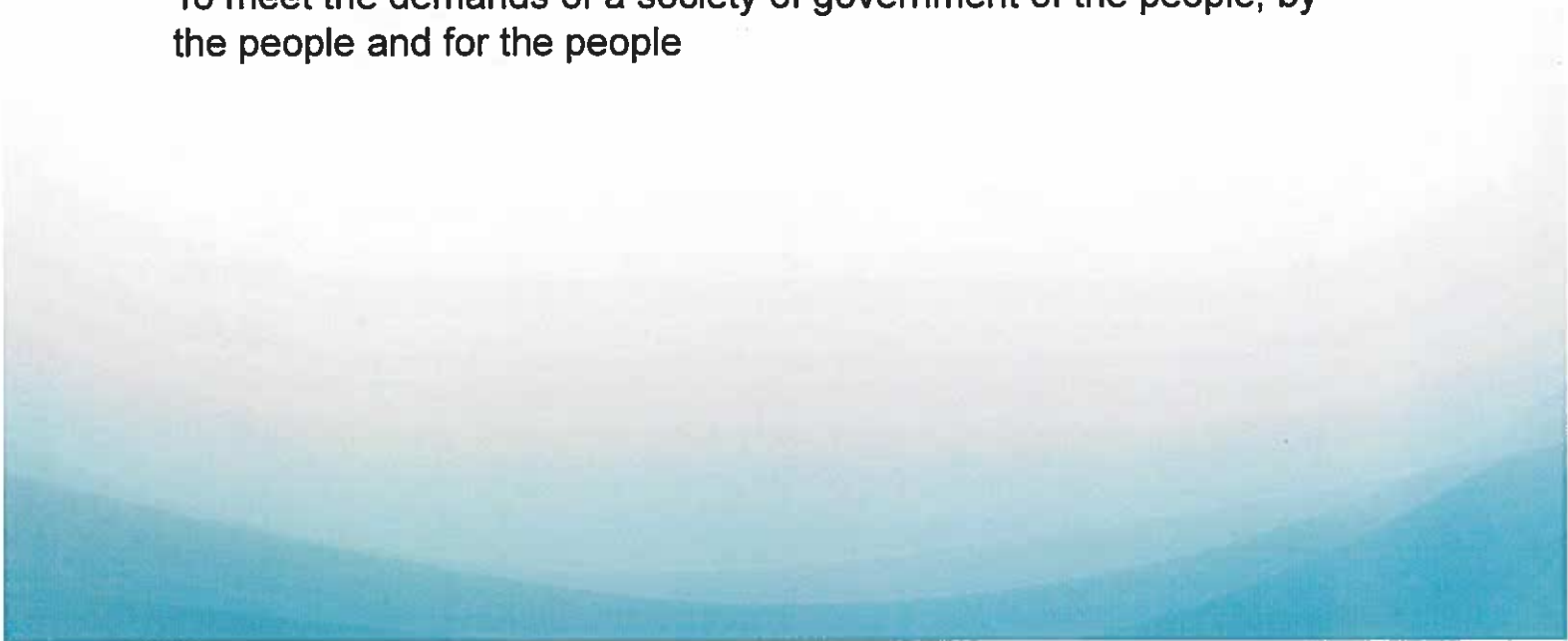


Expectations of the Learning Community

To produce critical thinkers and expand and export knowledge

To determine priorities of what to think about and how to utilize new knowledge

To meet the demands of a society of government of the people, by the people and for the people



Uofl

One System

Three Learning Communities

