

APPROVED BY THE  
COMMITTEE

MEETING OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE SEP 22 2010

OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS

*Michele M. Thompson*  
SECRETARY OF THE BOARD

MAY 19, 2010

This meeting of the Academic and Student Affairs Committee was held on Wednesday, May 19, 2010, beginning at 3:00 p.m. in Room 206, A and B, University of Illinois at Chicago, 828 South Wolcott Avenue, Chicago, Illinois. Chair Hasara welcomed everyone to the meeting and asked the clerk to call the roll. The following committee members were present: Dr. Frances G. Carroll, Ms. Karen Hasara, Dr. Timothy N. Koritz, Mr. Lawrence Oliver, Mr. Carlos Tortolero, Mr. Bogdan V. Zavorotny, Mr. Matthew M. Reschke, and Mr. Derek R. Felix. Also present were President Stanley O. Ikenberry; Dr. Mrinalini C. Rao, vice president for academic affairs; Dr. Michele M. Thompson, secretary of the board of trustees and the university; Ms. Kathryn Eisenhart, associate professor of legal studies, Springfield; Dr. Mitra Dutta, professor and head of electrical and computer engineering, Chicago; Dr. Robert Graves, dean of the college of fine and applied arts, Urbana; Dr. William Walden, professor of microbiology and immunology, Chicago; Dr. Yolanda Majors, associate professor of curriculum and instruction, Chicago; Dr. Debasish Dutta, dean of the graduate college, Urbana; Dr. Timothy Barnett, vice chancellor for student affairs, Springfield; Ms. Jo Menacher, associate director of planning and budgeting; and Ms. Eileen B. Cable, special assistant to the secretary.

Ms. Hasara asked Dr. Rao to introduce those making presentations. Dr. Rao first asked Ms. Kristine Campbell, assistant vice president for academic affairs, to provide an overview of updates to the website for the office of the vice president for academic affairs. She highlighted the resource library featured on the website and welcomed input for future changes. Ms. Hasara

then asked for a motion to approve the minutes from the committee meeting held on March 9, 2010. On motion of Dr. Carroll, seconded by Mr. Tortolero, these minutes were approved unanimously.

Next, Ms. Hasara asked Dr. Rao to report on the University's promotion and tenure process (materials on file with the secretary). Dr. Rao stated that Professor Eisenhart would start the presentations with background information related to the purpose and definition of tenure. Professor Eisenhart discussed the importance and protection of academic freedom afforded by tenure, emphasizing that tenured faculty members cannot be terminated without cause. She also reviewed tenure-track titles and promotions by year and by campus, describing the probationary period, promotion process, and the priorities of each campus in the promotion process. She described the components of a dossier and stated that a small number of tenured faculty in the nation lose tenure every year, citing a study reported by the *Wall Street Journal*. Mr. Tortolero asked for the percentage of faculty members that are denied tenure. President Ikenberry and Dr. Rao stated that many tenure-track faculty members leave after three years if they have received poor reviews in that time and conclude it is unlikely that their tenure application will be approved in the future. Committee members also discussed the status of faculty members who are new to the University and may have started the tenure process elsewhere. Dr. Carroll asked about the apparent decline of promotions from associate to full professor shown in the presentation to the committee, and Dr. Harry Berman, provost at Springfield, explained that the decline is due in part to demographics. Dr. Ajivit Ghosh, vice president for technology and economic development, stated that it does not constitute a trend, since the number of faculty eligible for tenure or promotion to full professor is not comparable from year to year. Additional discussion continued regarding the role of faculty members not on the tenure-track.

Ms. Hasara then asked Dr. Mitra Dutta to report on the role of the head of a department in the promotion and tenure process (materials on file with the secretary). She described the duties of the head of the department in this process and emphasized that it is important to notify faculty members during their third year if tenure is unlikely. She stressed the need to mentor new faculty members. Dr. Dutta mentioned that some faculty members may opt to roll back the tenure process due to certain personal circumstances, which allows for a pause or break and permits additional time to apply for tenure. She also stated that external letters from senior experts in the faculty member's area of scholarship are solicited to obtain an objective view of the candidate, and noted that these are highly confidential and not disclosed to the candidate. Dr. Dutta and committee members then discussed the structure, appointment, and decision making process of department level promotion and tenure committees, and she noted that these committees vary by department.

Next, Ms. Hasara asked Dr. Graves to report on the role of the dean in the promotion and tenure process (materials on file with the secretary). Dr. Graves presented the duties of the dean in this process and stressed that the dean should be familiar with the priorities or emphases in each department. He said the dean's role is not to reevaluate the decision of the promotion and tenure committee in the department, but to look for fairness, particularly in the case of a negative recommendation. He said he evaluates how well the department has made the case for recommending or denying tenure, and noted that these are important decisions, resulting in a lifetime appointment. He emphasized faculty participation and confidentiality, and Dr. Rao described the process as working within a system of checks and balances.

Ms. Hasara then asked Dr. Walden to present information about the work of a promotion and tenure committee (materials on file with the secretary). Dr. Walden stated that he would be describing the work of the promotion and tenure committee at the campus level, which provides a critical and thorough evaluation of candidates for promotion and tenure after they have been considered by the department and dean. He said that members of the committee are tenured full professors, and stated that they ensure fairness by providing a fresh perspective in their assessment of the candidates. He explained that the committee is aware of the decisions made by the department and dean, and stated that the committee rarely overturns previous decisions. This led to a broader discussion among the committee and others in attendance of the appeals process and differences in the procedures following negative decisions on each campus.

Next, Ms. Hasara asked Dr. Yolanda Majors to present a faculty member's viewpoint on promotion and tenure. Dr. Majors used an analogy to describe a "toolkit" to be used in navigating academia, beginning with a "good roadmap" to facilitate becoming a teacher and scholar. She stated that the college is the "flashlight," with a collection of individuals contributing to the University's mission, working like "batteries" to provide educators with a "power source." She concluded by stating that she believes that all work together to provide a "light source" to come to an understanding of the complex dimensions of knowledge, and the tenured scholar has the opportunity to study those intricacies. Members of the committee asked Dr. Majors about her background, and she described her time at the University of Georgia, her post-doctorate fellowship, and her research interests. She said that the Chicago campus is the best place for her, and referred to her colleagues, the city, and the campus, stating that it allows her to complete the work that she needs to do. She also mentioned her role as the senior African American female in her college.

Dr. Koritz then requested some clarification about the promotion and tenure process at the administrative and Board level. He confirmed that recommendations from the campus promotion and tenure committee are sent to the provost for review, followed by review by the chancellor, on each campus. Dr. R. Michael Tanner, provost at Chicago, described the process from the provost's point of view and stated that the campus committee, the provost, and the chancellor are usually in agreement regarding promotion and tenure decisions. Dr. Rao noted that dialogue occurs when the opinions of the campus committee and provost are not aligned, and said it is a deliberate process. Dr. Richard Wheeler, vice provost and interim vice chancellor for academic affairs at Urbana, described the Urbana process, which varies somewhat from the processes employed at Chicago and Springfield in the way that negative opinions are handled. Ms. Hasara inquired about the role of the Board, and President Ikenberry stated that its role is to test and understand the process and ensure veracity and integrity. Additional discussion continued regarding variations among the three campuses, and members of the committee stated that they would like to learn more in upcoming meetings about the overall process, and the appeals process in particular. Committee members and others in attendance also discussed reasons that would constitute a cause for dismissal and strategies for dealing with faculty members who are not performing their duties as expected.

Ms. Hasara then stated that due to time, the presentations by Dean Debasish Dutta and Dr. Rao on graduate and professional programs would be postponed. She and other members of the committee apologized and said they would plan to discuss graduate and professional programs at the meeting scheduled for September 22.

Next, Ms. Hasara asked Dr. Barnett to report on a pilot program to increase enrollment at Springfield (materials on file with the secretary). Ms. Hasara noted that a committee meeting will not be held prior to the Board meeting scheduled for July 22, and an agenda item on this topic will be brought to the Board at that time. Dr. Barnett presented the goals of the pilot program, and stated that it would allow admitted undergraduate students living in Missouri and Iowa in counties bordering Illinois to pay reduced tuition at Springfield. He noted that the Springfield campus is not competitive in these geographic areas because of the out-of-state tuition rates these students would currently be assessed. He stated that in fall 2009, 1.1 percent of students enrolled at Springfield were from outside the state, and said the target for the four year pilot program would be 3.5 percent, or 75 students, from outside Illinois. Ms. Hasara stated that there is time to address any questions related to the program before it is brought to the Board at its July meeting.

#### Committee Meeting Adjourned

Ms. Hasara thanked the presenters and asked to revisit the topic of promotion and tenure, as well as graduate and professional programs, at a future committee meeting. Mr. Oliver asked that the appeals process be included in those presentations. Ms. Hasara thanked the student trustees for their work on the committee and asked for a motion to adjourn the meeting. On motion of Mr. Felix, seconded by Mr. Oliver, the meeting was adjourned at 5:03 p.m.

Respectfully submitted,

Michele M. Thompson  
*Clerk*

Karen Hasara  
*Chair*

Eileen B. Cable  
*Assisting*