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. University Officers should promote harmonies within the entire University. 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*. It does not diminish the roles of the Chancellor or reduce her/his authority to lead. On the contrary, it re-affirms the equally important roles that the Chancellor plays as both University Officer and the academic leader 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. (Note: on October 27, a campus forum at UIC agreed unanimously to endorse the position of the Vice President for Health Affairs.)

**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 would like to urge the Board to pay attention 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.