

“STEWARDING EXCELLENCE” AND SHARED GOVERNANCE”

Background

In February, 2010, within the context of the budget crisis, Chancellor Easter and Vice Chancellor Wheeler announced the establishment of a new program, “Stewarding Excellence,” designed to consider substantial changes in campus structures. A Campus Steering Committee (CSC), made up of administrators, was established to decide on and implement these changes. A Campus Advisory Committee (CAC) of tenured faculty was set up to propose areas of potential change to CSC, and to provide faculty feedback to CSC on the study process and on specific recommendations. And, as of late July, 2010, seventeen “teams” have been created, each charged with reviewing a different aspect of campus life. These teams are listed below.

Faculty Participation in “Stewarding Excellence”

When “Stewarding Excellence” was established, the Chancellor and Vice Chancellor proclaimed that “our process regularly will engage the Academic Senate and other faculty governance structures essential to our academic self-determination.” One may reasonably ask, however, whether this claim is anything other than window dressing. All authority for “Stewarding Excellence” remains, of course, in the hands of the Chancellor, the Vice Chancellor, and CSC. Faculty have, at best, an advisory role—and it is by no means clear what impact faculty views will have in the decision-making process. Some specific problems that we see with that process:

The Role of CAC

When the first project teams were announced, in March, Chancellor Easter announced that they would include (tenured faculty) members of CAC. And indeed, the first teams did include “CAC liaisons.” However, these are absent from later teams (11 and 13-17 below). Thus, the direct reporting mechanism from the teams to the primary faculty “governance structure” involved in “Stewarding Excellence” has disappeared.

Faculty and Administrators on Teams.

The seventeen project teams in place as of July, 2010 include a total of 132 members (although two administrators appear twice, so really only 130 people are involved). Of these 132 members, 70 (68) are administrators—defined here as those who hold administrative positions above the departmental level. Thus, more than half of the team members are actually administrators. Moreover, of the project teams, one (13) is made up entirely of administrators; another nine have a majority of administrators; two have equal numbers of faculty and administrators. On only five teams do faculty outnumber administrators.

Which Faculty?

There are a number of issues related to the faculty members chosen by the administration to serve on project teams.

--Faculty members of these teams might have been selected from among members of the Academic Senate (elected by their colleagues). This would have served as another mechanism for involving the Senate, as promised by the Chancellor and Vice Chancellor in the initial announcement. Instead, more than half of the “faculty” listed below are actually past or current

department heads or chairs—that is, individuals who had already been chosen by administrators to fill their positions and were thus familiar to the administration. This is not to suggest that these individuals do not honestly represent faculty concerns, but rather that their presence prevents other faculty voices from being heard.

--The distribution of faculty is also puzzling. Colleges are listed below according to the relative size of their faculties; clearly this does not correspond to their representation on the project teams. The underrepresentation of FAA (which is substantially larger than Education or Business) and Vet Med (larger than AHS or Law) is particularly striking:

LAS 21 faculty, 7 administrators (one of whom serves twice)

Engineering 10 faculty, 8 administrators

ACES 9 faculty, 4 administrators

FAA 1 faculty, 3 administrators

Education 4 faculty, 2 administrators

Business 2 faculty, 4 administrators

Vet Med 0 faculty, 2 administrators

Social Work 1 faculty, 1 administrator

Media 2 faculty, 1 administrator

AHS 5 faculty, 3 administrators

Law 3 faculty, 2 administrators

GSLIS 3 faculty, 1 administrator

SLER 1 faculty, 2 administrators

Within colleges, there are also some confusing distributions. Within LAS, for example, only 9 units (out of more than 30) are represented at all, while several of these units have multiple representatives (Psychology, indeed, has two on team 15 alone):

Psychology 4 faculty

Chemistry 4 faculty

Communication 3 faculty

History 3 faculty

English 2 faculty

Linguistics 2 faculty

Math 1 faculty

Economics 1 faculty

Asian American 1 faculty

In short, given the limited numbers and uneven distribution of faculty representatives on the project teams, many other faculty members, throughout campus, may be forgiven for thinking that the administration is ignoring their concerns.

“Stewarding Excellence” Teams

1. Institute of Aviation Team

Wynne Korr, Dean, School of Social Work, **Chair**

Keith Marshall, Assoc. Provost

Alison Schmulbach, Executive Assist. Dean, ACES

Bruce Walden, Capital Programs and Real Estate Services

Scott Walter, Assoc. University Librarian

Faculty without administrative appointment above department level:

William Trent, Prof., Educational Policy Studies

Rayvon Fouche, Assoc. Prof., History (CAC liaison)

2. IT@Illinois Team

Mona Heath, Deputy Chief Information Officer

Deanna Raineri, Assoc. Dean, LAS

W. Ryan Thomas, Assoc. Director of Information Technology, College of Education

John Towns, Senior Assoc. Director, NCSA

Faculty without administrative appointment above department level:

John Hart, Prof., Computer Science; Senate IT Committee; **Chair**

Melissa Cragin, Research Assist. Prof., Library and Information Science

Jan Novakofski, Prof., Animal Science

Petros Sofronis, Assoc. Head, Mechanical Engineering (CAC liaison)

3. Office of the Vice Chancellor for Public Engagement Team

Larry DeBrock, Dean, Business, **Chair**

Michael DeLorenzo, Assoc. Vice Chancellor for Student Affairs (*and see 17 below*)

Molly Tracy, Assoc. Dean, Engineering

Nan Goggin, Interim Director, School of Art and Design; Assoc. Provost Fellow

Leon Dash, Director, Center for Advanced Study

Faculty without administrative appointment above department level:

Chip Bruce, Prof., Library and Information Science

Scott Irwin, Prof., Agricultural and Consumer Economics (CAC liaison)

Cary McDonald, Head, Recreation, Sport and Tourism

4. Refocusing Scholarships Team

Ilesanmi Adesida, Dean, Engineering, **Chair**

Bill Adams, Assoc. Chancellor

Lisa Hinchliffe, Coordinator of Information Literacy Services, University Library

Stacey Kostell, Director of Undergraduate Admissions

Faculty without administrative appointment above department level:

Susan Garnsey, Assoc. Head, Psychology

Constance Shapiro, Prof., Human and Community Development (CAC liaison)

5. Campus Programs Supporting Teaching Team

Laurie Kramer, Assoc. Dean, ACES, **Chair**

Laura Miller, Director of Engineering Online Programs

Faculty without administrative appointment above departmental level:

Gary Gladding, Assoc. Head, Physics

Steve Helle, Prof., Journalism

Ted Underwood, Assoc. Prof., English

Christine Yerkes, Lecturer, Chemistry

Kim Shinew, Prof., Recreation, Sport and Tourism (CAC liaison)

6. Academic Unit Review Team

Joe Martocchio, Assoc. Dean, Labor and Employment Relations

Tracy McCabe, Assist. Dean, Business

Bill Stewart, Interim Assoc. Dean, Applied Health Sciences

Faculty without administrative appointment above department level:

Tom Ulen, Prof., Law, **Chair**

Paul Ellinger, Head, Agricultural and Consumer Economics

Ed Feser, Interim Head, Urban and Regional Planning

Isabel Molina Guzman, Assoc. Prof., Media and Cinema Studies

Wendy Haight, Prof., Social Work

Lori Kendall, Prof., Library and Information Science

Alexander Scheeline, Prof., Chemistry, Senate Executive Committee

Tom Schwandt, Prof., Educational Psychology,

Abbas Benmamoun, Head, Linguistics

7. Initiatives and Small Centers Team

Joel Cutcher-Gershenfeld, Dean, Labor and Employment Relations, **Chair**

Phil Best, Assoc. Dean, LAS (*and see 13 below*)

Anna Gonzalez, Assoc. Vice Chancellor for Student Affairs

Bill Mischo, Engineering Librarian

Faculty without administrative appointment above department level:

Nick Burbules, Prof., Educational Policy Studies

Jeff Woods, Prof., Kinesiology

James Lisy, Prof., Chemistry (CAC liaison)

Lisa Nakamura, Director, Asian American Studies

Rajshree Agarwal-Tronetti, Prof., Business Administration

8. Graduate College Team

Melanie Loots, Assoc. VC for Research

Sarah Shreeves, Coordinator, Illinois DSRI, University Library

Faculty without administrative appointment above departmental level:

Steven Bradlow, Prof., Mathematics

Cara Finnegan, Assoc. Prof., Communication

David Irwin, Head, Psychology, **Chair**

Ed McAuley, Prof., Kinesiology (CAC liaison)

Al Valocchi, Assoc. Head, Civil Engineering

9. Revenue Generation Team

Mary Kalantzis, Dean, College of Education, **Chair**

Tamar Basar, Interim Director, Beckman Institute

David Ikenberry, Assoc. Dean, Business

Joseph Squier, Assoc. Director, School of Art and Design

Virginia Winckler, Assoc. Dean, Veterinary Medicine (CAC Liaison)

Faculty without administrative appointment above department level:

James Endress, Cooperative Extension Educator, ACES

Jay Kesan, Prof., Law
Ed Seebauer, Head, Chemical and Biomolecular Engineering

10. University of Illinois Extension Team

John Unsworth, Dean, Library and Information Science, **Chair**
Bill Goodman, Assist. Dean, Applied Health Sciences
John Horton, Assist. to the Director, U of I Extension
James Oliver, Assoc. Chancellor

Faculty and staff without administrative appointment above department level:

Celia Elliott, Director, External Affairs and Special Projects, Physics
Michelle Perry, Prof., Educational Psychology
K. C. Ting, Head, Agricultural and Biological Engineering

11. Office of the Vice Chancellor for Institutional Advancement Team

Bruce Smith, Dean, College of Law, **Chair**
Sara Kelley, Assist. Dean, Applied Health Sciences
Greg Northcraft, Assoc. Dean, Business
Vicki Trimble, Assist. Dean, Library
Joan Volkmann, Senior Director of Operations, LAS
Michelle Wellens, Assist. Dean, College of Media

Faculty without administrative appointment above department level:

Faye Dong, Head, Food Science
Ian Robertson, Prof., Materials Science and Engineering
Steve Zimmerman, Head, Chemistry

NO CAC LIAISON

12. Police Training Institute Team

Pradeep Khanna, Vice Chancellor; Executive Director, Corporate Engagement Council
John Lockmiller, Director of Budget and Resource Planning, ACES
Joyce Roberts, Business Manager, School of Literatures, Cultures and Linguistics
Matthew Tomaszewski, Assoc. Dean, LAS

Faculty without administrative appointment above department level:

Michael Le Roy, Prof., Labor and Employment Relations and Law, **Chair**
Ralph Brubaker, Prof., Law (CAC liaison)

13. Biology Education and Research Team

Herb Whiteley, Dean, Veterinary Medicine, **Chair**
Phil Best, Assoc. Dean, LAS (*and see 7 above*)
Jozef Kokini, Assoc. Dean, ACES
Carol Livingstone, Director, Division of Management Information
Charles Tucker, Assoc. Dean, Engineering

This Team includes no faculty without administrative appointment above department level

NO CAC LIAISON

14. University Library and Law Library Team

Robert Graves, Dean, FAA, **Chair**

John Colombo, Assoc. Dean, College of Law

Marc Goldman, Senior Assistant Director, University Housing

Joann Jacoby, New Service Model Coordinator, Library

Faculty without administrative appointment above department level:

John Caughlin, Assoc. Prof., Communication

Diane Koenker, Prof., History

Michael Loui, Prof., Electrical and Computer Engineering

NO CAC LIAISON

15. Office of the Vice Chancellor for Research Team

Steve Sligar, Director, School of Molecular and Cell Biology, **Chair**

Andreas Cangelaris, Assoc. Provost Fellow, Prof., Electrical and Computer Engineering

Faculty without administrative appointment above department level:

Wojtek Chodzko-Zajko, Head, Kinesiology and Community Health

Monica Fabiani, Prof., Psychology

Barbara Fiese, Prof., Human and Community Development

John Juvik, Prof., Crop Sciences

Kathryn Oberdeck, Assoc. Prof., History

Brian Ross, Prof., Psychology

NO CAC LIAISON

16. Space Utilization Team

Van Anderson, Assoc. Director, Beckman Institute

Mike Gray, Interim Assist. Dean, U of I Extension

Steve Hesselschwerdt, Assoc. Director, Space Management, Facilities and Services

Jeff Schrader, Asst. Dean, Library

Jennifer Themanson, Assoc. Registrar

Faculty without administrative appointment above department level:

Dale van Harlingen, Head, Physics, **Chair**

Jennifer Cole, Assoc. Prof., Linguistics

Hadi Esfahani, Prof., Economics; Director, Center for South Asian and Middle Eastern Studies

Siobhan Somerville, Assoc. Prof., English

David Tewksbury, Assoc. Head, Communication

NO CAC LIAISON

17. Utilities Team

Jeff Oberg, Asst. Dean for Administration, Engineering, **Chair**

Michael De Lorenzo, Office of the Vice Chancellor for Student Affairs (*and see 3 above*)

Julie Jarvis, Senior Director, University Government Costing

Mike Marquissee, Director of Budget and Resource Planning, Energy Services
Administration, Facilities and Services

Daniel Ozier, Executive Assoc. Director, School of Molecular and Cellular Biology

Terry Ruprecht, Director of Energy Conservation, Energy Services Administration,

Facilities and Services

Faculty without administrative appointment above department level:

Kevin Jackson, Assist. Prof., Accountancy

Neal Merchen, Head, Animal Sciences

NO CAC LIAISON

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