“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 Cangellaris, 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