

**ILLINOIS BOARD OF HIGHER EDUCATION  
FACULTY ADVISORY COUNCIL**

Meeting at Illinois State University, September 19, 2014

**Minutes approved October 17, 2014**

**FAC members/alternates attending and their institutions:**

Sonya Armstrong (NIU)  
Daniel Beach (at-large, Dominican University)  
Darcel Brady (Olivet Nazarene University)  
Victoria Childs (UIS)  
Lane Crothers (ISU)  
John D'Anca (at-large, Oakton College)  
Steve Depasquale (at-large, Kankakee Community College)  
Marie Donovan (at-large, DePaul)  
George Fero (McKendree)  
Mike Gizzi (ISU)  
Stan Hatfield (Southwestern Illinois College)  
Luisette Hernandex-Medina (Daley College)  
Dan Hrozencik (CSU)  
Matthew Hurt (Parkland College)  
Les Hyder (EIU)  
Meera Komarraju (SIUC)  
Alejandro Mayer (Midwestern University)  
Duce McCune (Eureka)  
Patricia McNicholas (Robert Morris University)  
Dawn Munson (Elgin)  
C. Lucy Park (UIC)  
Devi Potluri (CSU)  
Steven Rock (WIU)  
Shawn Schumacher (DeVry)  
Sara Ray Stoelinga (University of Chicago)  
Raymond Torralba (Truman College)  
Adam Tournier (McKendree)  
Steve Vivian (South Suburban College)  
Kevin Weston (Rend Lake College)  
Susan Wiediger (SIUE)  
Renee Wright (Triton)

**Representatives/Institutions not present:**

Abbas Aminmansour (UIUC)  
Dan Cortese (GSU)  
Hope Essien (Malcolm X)  
Theresa Gilbert (Rock Valley)  
Ellen Hay (Augustana College)  
Lisa Hollis-Sawyer (NEIU)  
Andy Howard (at-large, IIT)  
Marjorie Johnson-Hilliard (Northwestern)

**From IBHE:**

Michael Afolayan  
Ocheng Jany

Marie convened the meeting at 9:00 a.m. Mike and Lane welcomed us to campus and introduced Dr. Janet Krecji, Interim Provost and Vice President for Academic Affairs at ISU. Provost Krecji has been at ISU for six years and is a former Dean of the College of Nursing. She urged us to have a clear, proactive response to issues pertaining to higher education and to get our message out. Higher education prepares the leaders of the future. There are currently four interim vice-presidents at ISU. The school is moving up in the rankings of public universities. It has a 72% graduation rate and low student default rates. This year ISU has the largest freshman class in the last 28 years. There are a total of 20,670 students who are mostly undergraduates. It has the largest teacher education program in the state and one of the largest in the country. Les inquired about the impact of reduced state budgets and the pension situation. Krecji responded that ISU is keeping up with faculty hiring and compensation; the school is in relatively good financial shape. The State is not as far behind in its payments as it was in previous years. Les also wondered about talk of a public university for Peoria. Ocheng noted that nothing of this sort has come to IBHE. Meera asked about ISU's distance learning and online offerings. Krecji noted that ISU is fairly selective about what it targets in this area; the emphasis is on quality. Many of these options are available in the summer.

Marie updated us on the student debt and prior learning assessment for veterans that we addressed last spring. Actually, not much has moved forward from our outside contacts in these matters.

From the IBHE liaisons' report, it was noted that Michael Afolayan was a tenured faculty member at SIU. It is unclear at this time how often he will be able to physically attend our meetings. IBHE will be moving its office. Michael outlined the divisions within IBHE and the leadership; he is in the Academic Affairs division. That division has just hired new support staff and is working on a new program review process that is simplified and more uniform. Ocheng will be retiring at the end of October and there will be a reception in his honor at the IBHE offices on October 24 from 1:30 to 3 pm. His position will need to be filled and we are encouraged to identify candidates. Ocheng expressed his appreciation for working with the FAC for about ten years. Michael will send out information on how we can sign up for The Friday Memo and the daily higher education news digest. We are encouraged to spread the word about the IBHE Faculty Fellows Program which the FAC developed with IBHE. Michael will forward information about it to FAC members.

Michael passed out a brochure was passed out about the Midwest Student Exchange Program. It is advertised as an easy way to save money on out-of-state tuition costs. We are encouraged to see if our institutions wish to participate as few Illinois schools currently do so. This could be a way to attract more out of state students to Illinois. A web site for more information: [msep.mhec.org](http://msep.mhec.org).

Caucuses met. This was followed by a panel discussion on shared governance and its limits. Panelist included: Lane, Steve R., Dan Holland (former Academic Senate chair), and Al Bowman (former President of ISU). Lane outlined the broad constituencies in their Academic Senate: faculty, chairs, deans, students, and others. Steve R. indicated that at WIU, their Senate is all faculty and handles matters such as curriculum, university policies, and review of President and Provost. Issues such as salary, working conditions, faculty evaluation, program reorganizations, and faculty responsibilities are dealt with under the union contract. Bowman was a faculty member for 17 years before becoming President. The panelists agreed on the importance of open lines of communication. Bowman felt that most universities are poorly managed and cited statistics on the financial problems at many of these. The reason ISU is doing well is good and capable administrators, having released those that were not performing. Holding senior management accountable is essential.

Devi wondered how to deal with the situation where the Board and Administration are not listening. Bowman replied that a change in leadership is needed to accomplish this. In response to a question by Lucy, Bowman indicated that universities often are trying to do too many things for too many people. Leadership needs to make strategic decisions (but as Lane pointed out) there needs to be communication, feedback, and trust. Holland talked about the strategic planning process and that ideas need to be judged in relationship to this. Meera asked about suggestions for SIUC. Bowman indicated that stabilizing enrollment is essential along with retention rates. Matt added that at Parkland, a reorganization plan surfaced that faculty were not aware of. When faculty voiced concerns, it was tabled for them to become involved.

Stan mentioned that in private industry, managers need to be competent or they are out. Why is there a lack of willingness to do this in higher education?

Bowman: We do a poor job of identifying managerial talent. For example, search committees may be looking for skills that are not the right ones for that position.

Lane: It is important, but very rare, for a Board of Trustees to fire incompetent top administrators.

Bowman: Our Board members often do not understand higher education. A president needs to know what to do.

Sue: When shared governance policies are not utilized, how is this rebuilt to move forward?

Holland: Senate leaders should be able to speak to anyone about anything.

Lane: There is a need to choose which battles to fight (make strategic choices).

Holland: Open, honest discussions are key along with trust.

Les: What about term limits for administrators? They tend to forget their academic roots.

Bowman: It's hard for an administrator to keep a foot in his/her discipline.

Administrators having a faculty background is important. The best managers in private industries have worked their way up the ladder.

Les: The classroom of today has changed since many administrators were in them.

Bowman: Administrators need to talk to faculty.

(in response to a question) Bowman: Board members are a political appointment but that process can be influenced.

Steve D.: Two questions. Is it a problem dealing with the politics? How can faculty understand what administrators can do?

Bowman: First, I enjoyed that part of the job. Second, open lines of communication are the answer.

Lucy: How do you groom faculty for administrative positions?

Bowman: You need to look for a certain set of skills, not necessarily the perfect background.

Lucy: What was needed at ISU to achieve enrollment growth?

Bowman: ISU figured out what it wanted to be, marketed this, upgraded student facilities, invested in academic quality, with creative funding of projects.

(in response to a question by Devi) Bowman: the Academic Senate reviews annually the president and four top vice-presidents.

Marie: What is the role of shared governance in performance based funding?

Bowman: IBHE needs to listen to groups such as the FAC.

Steve R.: There is FAC involvement on the steering committee.

Ocheng: An IBHE Faculty Fellow will be looking at this issue during her fellowship.

Following lunch, we had a presentation from Dr. Bob Bradley, Professor Emeritus from ISU. The topic was “Academic Freedom after the Salaita Case”. He distributed a handout which he went over. It covered the background of the Salaita case, which involved a professor from Virginia Tech who was given an offer to teach at UIUC. In anticipation, he resigned from his position. During the summer, he tweeted a number of profane, personal attacks on Israel. Subsequently, the U of I Board rejected the hiring offer. Bradley discussed the questions raised by the situation as well as the contextual considerations. He pointed out the differences between first amendment rights and academic freedom and that courts have become more willing to get involved in internal university issues. The case raised questions about our digital world, the role of donors’ interests and their pressure on public institutions.

Caucus reports followed. Dan reported for the Privates that they considered the idea of a white paper on one of two topics: MAP funding or academic dishonesty. They chose the former and will gather institutional data. Devi indicated that the Publics were considering two to three white papers on subjects such as the pension situation and the consequences for hiring and retention of faculty. Also of interest was how we support the Public Agenda with declining resources, to revisit a previous FAC paper on the role of faculty in shared governance, and to find out the status of the longitudinal data study. For interests of the Community Colleges, John mentioned dual credit. It is apparent that books and syllabi are not equivalent for courses taught in the high schools as well as unclear if there is or who is the community college person in charge of the program.

Steve R. noted the importance of the upcoming election for governor. While the candidates are not ideal, they have very different visions for funding education. Since turnout in a midterm election is lower, he urged everyone to vote and encourage others to do so as well. Our futures are at stake.

Thanks were extended to Mike, Lane, and ISU for hosting.

The meeting adjourned at 2:00 p.m.

Respectfully submitted,  
Steven Rock, FAC Secretary