



President Dunn's Memo to BOT for First Professional Schools

May 6, 2015

Source: Southern Illinois University System Office (siusystem.edu)



TRANSMITTAL COVER SHEET

TO: Board of Trustees

FR: Randy Dunn

RE: First-Professional Schools Documents

DA: May 6, 2015

Enclosed you will find two separate documents relating to the referenced. As you may have noted from your Board Book for next week's regular May meetings, this topic will be discussed during the executive/work session on Wednesday, May 13. There is no recommendation yet made here for action by the BOT.

First, the spiral-bound materials are comprised of a variety of documents related to the policy question of changing the reporting lines for the first-professional schools. The book opens with a background/summarizing report; the tabbed sections as referred to in the report are next identified and offered for your review. Note that the various impact statements under that particular tab are 1) grouped by discipline, starting with medicine, and 2) presented in the order received.

The second document is a collection of memoranda written by John Haller over a few years' time when he served in the permanent position of System Vice President for Academic Affairs (which you know he is filling now in the role of special consultant). These memos are *not* being distributed beyond the Trustees and should be considered as CONFIDENTIAL. However, I include them here to give you some historical perspective on how long this reporting issue has been percolating... particularly in regard to the School of Medicine.

Please let me know if you have any questions on these pieces, and plan on having an initial, though thorough, discussion this upcoming Wednesday.



S O U T H E R N I L L I N O I S U N I V E R S I T Y

PROPOSED CHANGE IN REPORTING LINES FOR THE FIRST-PROFESSIONAL SCHOOLS OF SOUTHERN ILLINOIS UNIVERISTY

The attached materials represent a compendium of impact responses and other materials I have compiled following the Board's discussion at its August retreat and subsequently regarding the relationship of the first-professional schools with campus and system administration. The materials in large part concern the proposed change in the School of Medicine's reporting line to the president, in addition to moving the reporting lines of the other first-professional schools from the provosts to the chancellors. This would mean that while the School of Medicine would report to the president, the School of Law would report to the SIUC chancellor, and the Schools of Dental Medicine and Pharmacy would report to the SIUE chancellor.

These proposals precipitated a mixed response from the members of the academic community, some praising the change and thinking it long overdue, while others raised serious concerns, including potential changes to Carbondale's institutional accreditation through the Higher Learning Commission (HLC), its Carnegie "High Research" classification administered by the Center for Postsecondary Education, as well as the institution's "Community Engagement" classification. Other groups (e.g., alumni) took differing views often.

As a consequence of the issues raised, two broad actions were taken. First, due to the desire on the part of the larger University Community to understand the specifics of what the Board asked to have reviewed—and why—I prepared a white paper which explained the rationale and the limitations of the intended change, primarily as it applied to the School of Medicine. Impact statements were invited in response to this policy proposal generally, and to the white paper specifically.

Second, letters were sent to the Higher Learning Commission (of the North Central Association of Colleges and Schools), the Center for Postsecondary Education (at Indiana University), and the New England Resources Center for Higher Education (at the University of Massachusetts, Boston) to ascertain if the changes would detrimentally affect the criteria for the classifications set by these entities. This was done following my promise in the white paper "that if anything in the reporting line change proposed places SIUC's Carnegie status (or the Carbondale campus generally) at risk, it will be difficult if not impossible to move forward with the School of Medicine reporting line change."

To date, I have received a response only from the New England Resources Center for Higher Education reporting that the change in no way affects the campus's "Community Engagement" classification. As for the other two organizations, the HLC and the Center for Postsecondary Education, I have yet to receive a definitive response. With respect to the HLC and the impact on Carbondale's institution-wide accreditation, SIUC's accreditation liaison, Associate Provost James Allen, held a lengthy follow-up conversation with two members of the Commission who shared with him HLC Policy INST.B.10.020 titled *Components of Accredited or Candidate ('Affiliated') Institutions*. This policy, which clearly pertains to SIUC's and the School of Medicine's accreditation, has yet to be opined upon by HLC staff with respect to its relevance to the proposed changes.

Just so you are aware, there appears to be no impact to any of the underlying first-professional schools professional or disciplinary accreditations from the medical, law, dental, or pharmacy accrediting organizations.

Independent of these matters, the Executive Committees of the Faculty Senate and the Graduate Council met to discuss these proposed changes in reporting lines and prepared a joint resolution calling for a task force "to (1) examine any formal rationale and goals provided by the Board, President and Deans justifying restructuring; (2) identify any and all problems in the current reporting structure that may have led to proposed restructuring of the university; (3) address the potential pitfalls of any such proposals; and (4) make recommendations on organizational structure(s) that would improve and strengthen the ongoing working relationship between SIU and its professional schools that is in line with best practices in higher education."

At the April 16 meeting of the Board of Trustees, Dr. James A. MacLean II, President of the Faculty Senate, and Dr. Judith Davie, Chair of the Graduate Council, (both faculty members in the School of Medicine and assigned to the Carbondale campus) urged the Board to consider options other than changing reporting lines. If, as it seemed from the concerns raised, that the issues identified were external to the campus (i.e., clinical, regulatory, hospital relationships, etc.), there were legitimate justifications for the president's active involvement with the School of Medicine. However, they argued that these matters could be addressed in other ways.

At that same Board meeting, too, representatives from the School of Law spoke in favor of assigning that School's reporting line to the president as well.

On May 1, the SIUC Faculty Senate and Graduate Council Task Force released its *Report* which continues to argue for retaining the existing reporting line between the School of Medicine and the SIUC chancellor. In making its recommendation, the *Report* referred to a resolution approved by the Board at its July 15, 2009, meeting which adopted the document titled *The Mutual and Respective Roles of the Board, President, and Chancellors* "as a guide for the conduct of the relationship between and amongst the Board, the President and the Chancellors." According to the *Report*, the issues raised during the Board's August retreat were matters that did not necessitate a change

in reporting lines but, instead, required clarification in the relationship between the president and chancellor(s). In addition, the *Report* recommends the creation of an Executive Board for the School of Medicine as well as a Council for the Health Sciences to address matters that extend beyond the purview of the campus.

Under that proposal, the Executive Board for the School of Medicine, consisting of the president (chair), the SIUC chancellor, the School of Medicine dean, and others as appropriate would discuss and act on matters external to the campus. This Board would meet on a regular basis to address and act on clinical, regulatory, compliance, risk management, hospital, legal, and other related issues. A Health Sciences Council would be a new entity in the university's history, for the first time bringing the Schools of Medicine, Pharmacy, Dentistry, Nursing, and Allied Health together to discuss issues of common interest. The Council would consist of the president (as chair), the two chancellors, and deans of the respective schools, along with appropriate leaders from the health communities. The Council would meet perhaps twice a year.

Both the Executive Board and the Council, the *Report* argues, are consistent with the language of the 2009 resolution and therefore can achieve the Board's objectives without structural changes in the existing reporting lines and without incurring any of the many concerns raised in the *Report*.

With the creation of an Executive Board and a Council for the Health Sciences, there would at least be the opportunity to respond more directly to specific external issues involving the School of Medicine, and possibly also be better positioned to meet future needs by bringing fields of Medicine, Dentistry, Pharmacy, Nursing, and Allied Health into a much closer relationship than ever before in our university's history. As the *Report* suggests, this could allow for more careful academic, financial and operational planning; the sharing of best practices; achieving higher levels of external funding through greater collaboration; and bringing our combined expertise together with external partners to address issues critical to the university's role in the health sciences. With some continued review this approach may provide the Board with an accommodation for all sides, in addition to a decidedly elevated recognition of SIU's full potential in the years to come.

At the same time, the issue of reporting—particularly for the medical school—has been bandied about since before I arrived at SIU some twenty years ago. I think it will be important to get final "rulings" from the HLC regarding separate institutional accreditation for Springfield, as well as something definitive from the Carnegie group which speaks to any negative impact on the SIUC's "High Research" designation.

I remain of the belief that a final answer to this long-standing question of reporting lines needs to be arrived at to finally put this matter to rest. Toward that end, it will be important for the Board to make a decision that comports not only with the best practices of shared governance, but one that offers a solution to the issues which have been frequently raised, in a manner that removes further concerns as to the negative consequences resulting from a change in the reporting lines.



A White Paper: Proposed Reporting Line Changes for SIU's First-Professional Schools

Background

The SIU Board of Trustees has asked the President's Office to review the reporting lines for the first-professional schools: the schools of Medicine and Law attached to SIU Carbondale, and the schools of Dental Medicine and Pharmacy attached to SIU Edwardsville. As one aspect of this review, the Board also welcomes impact statements from internal and external constituencies, groups, and individuals potentially affected by any changes in reporting. As part of its analysis too, the President's Office has requested that SIU's institutional accrediting agency, the Higher Learning Commission, share any concerns or relevant insights it may have.

Currently, the dean of the School of Medicine reports to the SIUC chancellor, and this reporting line has been a topic of conversation during several chancellor administrations over at least the past two decades. The dean of the law school reports to the SIUC provost; the deans of dental medicine and pharmacy report to the SIUE provost.

The Trustees have asked for eventual recommendations regarding a proposal limited to the following: That the dean of the School of Medicine report directly to the system president, and that the deans of law, dental medicine and pharmacy report to their respective chancellor. It is important to note that this proposal is not a precursor to any kind of long-term reorganization plan for the system or individual campuses, and it is wholly consistent with Board policy regarding the responsibilities of the Board and the president with respect to questions of this type.

Nature of First-Professional Schools

First-professional schools are distinct from other collegiate units. Students must have previously completed undergraduate coursework and/or degrees before enrolling.

The nature of the first-professional schools generally is that they are much more independent units than the other academic colleges that have undergraduate and graduate programs. They tend to have relationships with a variety of community and regional institutions that are unique, and in its definition of first-professional schools, the U.S. Department of Education notes that these programs “are closely regulated by recognized professional and specialized accrediting agencies.”

One timely illustration of this concerns the SIU School of Medicine, which recently completed its cyclical review by its accrediting agency, the Liaison Committee on Medical Education. Among its standards is one that says the dean of a medical school “must have ready access to the university president...” In addition, SIU HealthCare is a \$100 million business enterprise and such elements as the in-depth relationships with multiple hospitals, the ongoing interface with municipal governments where SIU has clinics, and the extreme regulatory environment all contribute to the need for nearly constant participation of the president (as well as that of system staff in such areas as finance, legal affairs, tax compliance, and risk management) in the affairs of the School of Medicine.

Over the past few weeks, the President’s Office has been examining the organizational structure of medical schools across the country. There are approximately six models, one of which involves a medical school reporting directly to the highest-ranking officer of the university or system.

Similarly, several organizational models exist for the other first-professional schools nationally, including the structure proposed here. A key element of the changes under consideration within the SIU system is that the president and the chancellors would play a much more direct role in facilitating communication and collaboration between the first-professional schools and other academic units.

Carnegie Classifications

In addition to soliciting feedback from the Higher Learning Commission, the President’s Office has asked for external counsel regarding any impact the proposed School of Medicine reporting line change might have on SIUC’s research and community engagement classifications. To this end, the office has submitted written requests for feedback to the Center for Postsecondary Research at Indiana University, which

administers the Carnegie research classifications, and to the New England Resource Center for Higher Education at the University of Massachusetts Boston, which administers the Carnegie community engagement classification. Please note that if anything in the reporting line change proposed places SIUC's Carnegie status (or the Carbondale campus generally) at risk, it will be difficult if not impossible to move forward with the School of Medicine reporting line change.

System Impact

Nothing in the reporting line change for the School of Medicine, or for the other schools, is intended to create an adverse impact on organizational and governance functions. It would not create a free-standing medical campus, nor change its structure or function; it would remain a unit of the Carbondale campus as it is now with respect to its operating and support systems, and this change would not affect the Department of Physiology's programs within the College of Science.

The same would be true of the other first-professional schools: This is not about re-organization, nor is this a first step toward altering the reporting lines for other collegiate units on either the Edwardsville or Carbondale campus. As is the case in many large and complex organizations, the changes in reporting lines may create a need to reconsider, adjust, or change some operational processes—and that could be possible here. Those would, of course, be worked through in accordance with current applicable requirements as specified in other authorizing documents, such as collective bargaining contracts and operating papers. Generally speaking however, ongoing processes, including those involving academic administration, would continue as they exist across a wide variety of units on the campuses.

In addition to being responsive to the request from the Trustees to explore the reporting line question, it is believed to be best that this issue be resolved before a permanent SIUC chancellor is selected. It is important that those interested in the position have a clear understanding of the university's structure; it would be unprofessional to inform candidates of the position's responsibilities during the search process, only to make a change after the new chancellor is in place.

Input Requested

The Board of Trustees invites impact statements related to this review, including any findings generated by faculty and/or staff committees, such as the joint task force created by the Faculty Senate and the Graduate Council at SIUC. The Board also will consider any alternative approaches that achieve the same goals; some have suggested, for example, the formation of a joint advisory council for all of the first-professional schools that would report to the president.

All statements, letters, comments, thoughts, advisory votes, or other communication received from all parties will be included as part of the record as a recommendation is submitted to the Board for decision-making. While thoughtful input is welcome, it will need to be submitted in a timely fashion based on the Board's calendar. The Board will likely discuss this (and, as always, allow for public participation and testimony accordingly) at its regular meeting May 14 on the Carbondale campus.

As many who have followed this issue are aware, the original deadline for all input was March 20; however, when the Trustees met on March 19 they agreed to extend that deadline to **Friday, May 1** to ensure more time was made available as various groups had requested additional time to respond.

All written communication (including e-mails and attachments) can be directed to the office of the SIU System President, rdunn@siu.edu, or to that of Misty Whittington, Executive Secretary to the Board of Trustees, at mistyw@siu.edu. Please clearly indicate identifying and other contact information on any documents you provide. Further questions may be directed to the President's Office at 618/536-3331 or the Board's office, 618/536-3357.

Joint Faculty Senate - Graduate Council Task Force on first Professional School Reporting

May 1, 2015

Executive Summary

In response to the SIU Board of Trustees' inviting affected faculty and academic units to provide statements regarding the potential impact of proposed changes in the reporting lines for the first professional schools, a joint Faculty Senate – Graduate Council Task Force was created to examine the historical context for the proposed reporting line changes and identify the best practices of peer institutions. The Task Force focused primarily on universities within the purview of the Higher Learning Commission (which governs accreditation of the affected units) and now offers several policy recommendations that aim to protect and preserve accreditation. Until a specific plan for reporting line reorganization is developed and can be vetted through the appropriate accreditation agencies prior to implementation of any kind, the committee feels that the proposed change in the reporting line of the School of Medicine presents too much of a risk to move forward. The committee urges the Board to explore other options which include an addendum to the existing statement of *Mutual and Respective Roles of the Board, President, and Chancellors* that was ratified in July of 2009. The committee believes that modification of this policy represents a strong option to remove the barriers, perceived or real, within the current reporting schemes for the first professional schools.

The committee also suggests that the Board consider the creation of an executive board that would concern itself with only those external matters dealing with the School of Medicine. This council would be chaired by the SIU President and consist of the SIUC Chancellor, the Dean of the School of Medicine, and others as appropriate, including members of the health community. In addition, the committee recommends the establishment of council or advisory board of the health sciences that would be chaired by the SIU President and consist of the two SIU Chancellors, the Deans of the Schools of Medicine, Pharmacy, Dentistry and Nursing and the Director of Allied Health. These members could be augmented by others as appropriate, such as hospital administrators, legislative and legal consultants. The goal of this board would be to provide the university's leadership with advice needed to address non-academic issues concerning the organization and delivery of clinical programs which are typically outside the Chancellor's purview. In both these options, the committee believes that the Board of Trustees and President could realize a "value added" without the necessity of changing the existing reporting lines.

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- I. Faculty Senate Resolution on first Professional School Reporting
- II. Graduate Council Resolution on first Professional School Reporting
- III. President’s White Paper on first Professional School Reporting **(INCLUDED SEPARATELY)**
- IV. Public comments from the April 16th Board of Trustees Meeting
- V. President Dunn’s letter to the Higher Learning Commission regarding program accreditation
- VI. HLC Policy INST.B.10.020
- VII. SIU School of Medicine as a Component of SIUC as Defined by HLC Policy INST.B.10.020
- VIII. President Dunn’s letter to the Carnegie Board regarding SIU’s High Research Designation
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- X. Reply from Director John Saltmarsh regarding SIU’s Community Engagement Classification
- XI. SIU System Agreement of Mutual and Respective Roles of the Board, President, and Chancellors

Section I: Introduction

The discussion of reporting line changes, at least concerning the School of Medicine, is not a new issue for SIU. Almost since the School's inception more than 40 years ago, the complex nature of governing a large healthcare enterprise, as well as the integration of the teaching and research components of the School of Medicine's mission, has led to several reorganization proposals. These proposals have ranged from subtle alterations designed to improve efficiency within the current structure, to complete autonomy for the health-related first professional schools. In some cases, legislation to this effect has made it to committee hearings of the Illinois General Assembly.

At present, the committee was tasked with analysis of the impact of two reporting line changes affecting five first professional schools. In the first, the Dean and Provost of the School of Medicine would report directly to the SIU President instead of to the SIUC Chancellor. The other first professional schools (Law, Dental Medicine, Pharmacy, and Nursing) would shift their reporting lines from the Provost and Vice Chancellor for Academic Affairs to the Chancellor of their respective campuses.

The unusually quick timeline and impetus for this most recent request by the SIU Board of Trustees to examine a change in reporting lines for the first professional schools is not entirely clear to the committee. President Randy Dunn has indicated that the proposed change in reporting lines was under consideration by the Board in the fall of 2014, but that he thought more information was needed before the Board could make an informed decision and take action to approve any reporting line changes. His request for input from the SIUC Faculty Senate and Graduate Council occurred during the February meetings for both constituency groups. Based on the concerns raised during these meetings, a joint-resolution was passed by both constituencies in March, and the President's *White Paper* followed on March 26, 2015 (**Appendix I-III**).

The President's *White Paper* states that in contrast to previous attempts at modifying the SIU organizational chart, currently there was no desire to separate any first professional school from its host campus. Equally important, the proposal should not be perceived as a first step towards a more significant reorganization. This realignment is to be seen as "just a change in reporting" and that all operations within the affected units would remain as before. While this element of the *White Paper* served to calm some of the initial responses by the constituency groups and, in particular, those worried about the loss of the School of Medicine component of SIUC, there remains a concern that no clear plan exists on how such a change in reporting lines could be accomplished without some number of unintended consequences. As stated in the joint resolution, several unintended consequences of a change in reporting could be envisaged that the committee felt must receive attention before any change is implemented. By contrast, the initial rhetoric in support of the reporting line changes seemed to suggest a course of action to correct and/or undo changes if the unintended consequences of reporting changes proved to be more negative than expected (i.e., let's try it and see). However, such a simple reversal would not be possible if institutional accreditation were affected by any reorganization. The committee was gratified to learn that the President and Board would halt any proposed change if it affected SIUC's accreditation. Judy Davie and James MacLean acknowledged this concession and provided an update of the committee's progress at the April 16, 2015 Board of Trustees Meeting, an approximate transcript of their comments appears in **Appendix IV**.

Section 2: Task Force

No official Chair of the Task Force was appointed, but Judy Davie (Graduate Council Chair) and James MacLean (Faculty Senate President) served as *de facto* organizers and the public face of the committee's work. The primary contributors were members of the Faculty Senate and Graduate Council executive committees: Terry Clark (Business), Andrea Imre (Library), Sajal Lahiri (Economics), Randolph Burnside (Political Science), Mike Eichholz, (Zoology), and Constantine Hatziaioniu (Engineering). *Ex officio* members of the committee included: Jim Allen (Associate Provost for Academic Programs), John Haller (Assistant to the President), and Matt Baughman (Assistant to the Chancellor). In addition, the committee reached out to the following external consultants who were extremely helpful in framing our discussion: Karen Solomon (Higher Learning Commission, Vice President for Accreditation Relations), Victor Borden (Project Director Carnegie Classification of Institutions of Higher Education), and John Saltmarsh (Director of the New England Resources Center for Higher Education).

Section 3: First professional school reporting structures

The organizational charts for all universities in the Higher Learning Commission and aspirational peer institutions were available online or accessed via email and phone conversations with the appropriate administrative units at each school. The committee analyzed reporting tree scenarios independently of the work presented in the President's *White Paper*. The first step was to identify the terminology used at each school for administrative positions (i.e., are president and chancellor used interchangeably? Do all schools have both positions?, etc.) and what was considered their university's system head and/or top level governing unit (i.e., Board of Trustees). All universities were found to have a governing board for their systems. While different terms (trustee, curator, regent) were used and the size and composition of the groups varied greatly from institution to institution, for the purposes of the committee's charge they all operate similarly. The majority of campuses reviewed had a President as the head of their campus, who reports directly to the governing board. Much like SIU, university systems with multiple campus sites have a chancellor at the head of each local campus who reports directly to the board or to the system head.

3A. School of Medicine reporting schemes

With respect to the School of Medicine reporting lines, SIU is unique as the Dean also serves as the Provost with respect to budgetary, academic, and faculty governance issues. This, we believe, is best explained by the location of the School of Medicine's clinical facilities 170 miles from the main campus. However, the Dean's current placement of reporting to the SIU Chancellor is not unlike several medical schools accredited by the Higher Learning Commission (**Table 1**). In general, there are three predominant types of reporting lines for the Deans of medical schools. The most common has the Dean of the School of Medicine reporting to the campus head, who is most often the Chancellor, as is the case at SIUC. At some schools, the Dean reports to an intermediary Vice President who reports to the campus head. The next most common arrangement involves a scheme where the Vice President (or Vice Chancellor) receives the Dean's report and translates it to the Board via a "Healthcare Affairs Group" which is chaired by the system head. Often, the Dean may have a dual reporting role, one in which he or she serves as Provost for academic program reporting purposes and a Vice President who reports to the

healthcare-specific governing board (i.e., the line is, depending on the matter at hand). Some schools have two individuals in these separate roles, but because the SIU Dean / Provost already serves this dual capacity *de facto*, his or her specific duties would not necessarily change if the organizational chart were altered to duplicate such a system.

3B. School of Law reporting schemes

The current reporting scheme for the SIU School of Law matches precisely the apparent best practice policy of law schools accredited by the Higher Learning Commission (**Table 2**) and all 12 additional public and private law schools outside the HLC examined by the committee (data not shown). For comparative purposes, **Table 2** includes the same institutions as examined for Schools of Medicine reporting lines (i.e., only two schools in the preliminary analysis had medical schools, but not also a law school). At present, the committee has not extended the analysis to universities within the HLC that had a School of Law, but not a School of Medicine. This analysis was not deemed necessary because of the 31 schools examined, 30 had a School of Law reporting scheme where their Dean reported directly to the Provost (sometimes called Provost and Executive Vice President/ Vice Chancellor). In the lone case where the Law School Dean reported directly to the system head (University of Oklahoma), that Dean possessed the additional title of Vice President. It is not clear if this is a standard arrangement at the University of Oklahoma, or if the person appointed to the Vice President position may have been Dean of the school prior to taking a higher position in the administration and fulfills both duties. This may be the case, as the other first professional school Deans (nursing and dental) are not also Vice Presidents.

3C. Health-related first professional school reporting schemes

In nearly every case, the reporting schemes for the Deans of Nursing, Pharmacy, and Dental Medicine were similar to those described for the School of Law (i.e., direct reports to Provost). The notable exceptions are those institutions where a healthcare governing board existed. Much like the Schools of Medicine, the Deans (or their Associate Deans) appear in the organization chart at two positions, signifying different responsibilities/paths for the academic and clinical reporting lines.

Section 4: Rationale for recent inquiry into professional school reporting changes

The first professional schools of SIU have distinct elements that necessitate duplication of several administrative functions and the interplay between these and their central SIUC counterparts does not always run as smoothly as possible. The School of Medicine has a separate state appropriation, supplemented by external research funding and a substantial clinical revenue base, which has historically been utilized under the purview of the Dean / Provost of the School of Medicine and his executive staff. Indirect cost splits have been negotiated between the School of Medicine and SIUC Vice Chancellor for Research, but redistribution of funding between campuses is occasionally contentious. Both the School of Law and School of Medicine collect tuition that stays with their colleges. They also have their own admissions and registrar systems. The School of Medicine and the School of Law both follow university Tenure policies and procedures (see http://policies.siu.edu/personnel_policies/chapter3/ch3-faps/tenure.html). It is unclear how promotion and tenure processes would be handled under the proposed reporting structure.

4A. School of Medicine rationale

Through informal discussions with Dean and Provost of the School of Medicine, Kevin Dorsey, as well as statements made by President Dunn at both Faculty Senate and Graduate Council meetings, and in the President's *White Paper*, the following rationale for change in reporting lines from Chancellor of SIUC to the SIU President has been developed. The goal of the proposed restructuring is not to serve as a preamble for a separation of any element of the School of Medicine from SIUC. However, the large multifaceted healthcare system supplied by the School of Medicine and its associated hospitals has many areas of operation that extend beyond the Chancellor's purview. Often interaction with regulatory boards, government associations, and responses to potential changes in legislation requires the President to negotiate on behalf of the School of Medicine and SIU. For these issues, it is seen as an impediment for the Dean and Provost to work through the Chancellor's office instead of working directly with the President to settle these negotiations.

4B. School of Law rationale

The representatives of the School of Law have made three public pleas to elicit support for their proposed change in reporting. In addition, the members of the committee reached out to Dean Cynthia Fountaine for input on the nearly final draft of the joint resolution and also to seek her further insight on the potential reporting lines. Dean Fountaine did not personally reply, but Lucian Dervan (Associate Professor of Law and Faculty Senate Member) responded with the School of Law's request to not be named in the resolution. The School saw the resolution as a potential impediment to the Board's decision to grant the change in reporting that was supported by the entire faculty in the School of Law. Initially, the committee agreed to modify the language that the change in reporting was potentially detrimental to School of Law's operation, but after discussion with both executive councils it was decided that the resolution must include all the first professional schools mentioned in the President's *White Paper*. When the resolution was brought to the Faculty Senate, Professor Dervan and one other senator, not affiliated with the School of Law, were the only two dissenting votes. Similarly, in the Graduate Council, the two dissenting votes were from a Law School faculty member, with Patricia Mccubbin serving as proxy for Andrew Pardieck and a graduate student representative from the School of Law.

The rationale for the School of Law position against the resolution included arguments that the proposed changes would improve School of Law admissions and fix a deficiency cited in their past several program accreditation reviews, and that the School of Law faculty are unanimous in support of the proposed reporting change. While it is true that Law School admissions are declining across the country and not just at SIU (too many lawyers and not enough jobs), it is not clear how the reporting line change for the Dean would facilitate an increase in enrollment. Other schools are altering their admissions process, for example, the University of Iowa now no longer requires the LSAT for admission if students are in good academic standing. Law School faculty have declined to publicly elaborate on how their accreditation has been impeded by the current reporting scheme and the risks to SIU if it does not change. This information would be helpful, but the School of Law has turned down three independent invitations for this committee to help make their case by providing independent verification of their data in support of reporting changes.

Given the School of Law's reluctance to cooperate, and the fact that nearly all law school Deans across the country report to the Provost, it is difficult for the committee to verify the claim that the School would lose accreditation if it did not report to the Chancellor as discussed in the *White Paper*. At the April Board of Trustees meeting, however, the School of Law changed course and is now "demanding" that its Dean report directly to the President in lieu of the Chancellor. The rationale for this new strategy was briefly summarized in the public comments section of the meeting. Because this announcement was a complete surprise, and no public or private dialog has occurred since then, it is the committee's view that it can only focus on the initial charge to examine Provost to Chancellor reporting relationships.

4C. Health-related first professional schools rationale

Although the *White Paper* and Faculty Senate/Graduate Council resolution concerning the reporting committee was shared with the Faculty Senate and administrative leadership of SIUE, the committee has received no official response. The Dean of Pharmacy, Gireesh Gupchup, was reluctant to speak on behalf of his faculty, saying he preferred that each faculty member who had views about the implications of a change in reporting to respond to the President directly. The Dental School's Dean Bruce Rotter mentioned he had an opinion, but was chairing an accreditation site visit at another university and was thus unable to respond at length during the timeframe of the committee's work. However, his sentiments echoed that of Dean Gupchup and faculty from the School of Dental Medicine are sending position papers directly to the President. Thus, at present the committee is not sure whether a change in reporting is of interest to either the Pharmacy or Dental Schools, and whether this issue is at the forefront of any discussion at SIUE.

Section 5: Impact of proposed changes in reporting lines for first professional schools

When President Dunn initially brought the discussion of first professional school reporting line changes to Faculty Senate and Graduate Council, it was without a specific outline of action as to how the stated changes in reporting could be accomplished and what side-effects might arise from reorganization. This absence of information and analysis led the constituencies to brainstorm, which produced the following areas of concern: Program accreditation, Carnegie Research Designation, Carnegie Community Engagement Classification, conferral of degrees, Tenure and Promotion of affected units, shared governance, and the financial impact to SIU and the Southern Illinois region.

5A. Program accreditation

By all accounts, the loss of accreditation of any first professional school program is too great to justify any change, regardless of the efficiency it may create, in reporting schemes. The question the committee sought to answer was whether a "simple change in reporting" was indeed simple with respect to how our first professional programs are reviewed and perceived by their relevant accrediting bodies. To this end, President Dunn wrote Karen Solomon (Vice President for Accreditation Relations) at the Higher Learning Commission on March 10, 2015 (**Appendix V**). This request resulted in a conference call with Jim Allen on April 14, 2015 to discuss the proposed reporting line changes and their potential impact in the context of the *Components of Accredited or Candidate ("Affiliated") Institutions* HLC policy INST.B.10.020 (**Appendix VI**).

The discussion and interpretation of INST.B.10.020 identified a number of concerns with the accreditation of the School of Medicine, if the relationship between SIUC and the School of Medicine is not properly defined by the new reporting line (**Appendix VII**). To the committee's knowledge, there has been no legal analysis of this policy as to how it may or may not apply to our circumstances.

5B. Carnegie Research Designation

SIU currently operates under the highest classification awarded by the Carnegie Foundation for the Advancement of Teaching based in our breadth of academic programs and their associated research. This classification allows access to the maximum variety of grant programs supported by the federal government and also brings prestige opening the door for additional foundation funding opportunities. Reporting line changes for the School of Law may not have significant impact on Carnegie Research Classification. But if the new reporting line results in a change in the extra-mural funded research, neither SIUC nor the School of Medicine would independently qualify for the highest classification, crippling their ability to perform meaningful, funded research in many departments. The committee realizes that a division between the two institutions is not an intended goal of the proposed reorganization, but because it may be a potential unintended consequence, the committee feels this must be addressed before any change is authorized. To this end, President Dunn wrote Victor Borden (Project Director Carnegie Classification of Institutions of Higher Education) to inquire what change if any would result to SIU's research designation on March 10, 2015 (**Appendix VIII**). The President has yet to receive a reply.

5C. Carnegie Community Engagement Classification

SIU has garnered significant national recognition for its commitment to service and outreach to the central and southern Illinois regions. In 2015, SIUC became one of only 361 (from more than 4000 rated) academic institutions to receive the Carnegie Foundation for the Advancement of Teaching – Community Engagement Classification. Concern that the proposed changes in reporting lines might alter SIUC's rating on this scale, in particular given the School of Medicine's many community partnerships which are coordinated by its Office of Community Health and Service, President Dunn reached out to John Saltmarsh (Director of the New England Resources Center for Higher Education) on March 10, 2015 (**Appendix IX**). Two weeks later, the president learned that the proposed change in the reporting line for the SIU School of Medicine would have no impact on the classification of the campus. (**Appendix X**). However, the committee feels that this should not be taken as a signal that this would hold true for SIU's Carnegie Research Designation and reiterates its stance that the Board tread lightly until more information is in hand.

5D. Conferral of degrees

The primary academic goal of the first professional schools is to produce graduates within their associated disciplines. Many programs in these colleges offer Ph.D. and M.S. degrees. Additionally, the School of Law and School of Medicine offer joint degrees in conjunction with multiple programs. The Department of Physiology, located in Carbondale, is the lone School of Medicine program to offer bachelor's degrees, but it is a significant component of the College of Science's undergraduate teaching and research mentoring. One question that the committee has yet to hear anyone address is how the reporting line changes will affect conferral of degrees in any form. It may seem a simple observation, but as far as the committee is aware, potential graduates are presented to the Chancellor and the authority to confer degrees resides in his or her office. The President's office is purely administrative, not a true

academic unit with the power to confer degrees. If the Deans and/or Dean and Provost of the School of Medicine do no report to the Chancellor (or to the Provost who reports to the Chancellor), it is not clear that their programs are authorized to grant degrees.

5E. Tenure and Promotion

For the School of Medicine, tenure recommendations from the faculty member's department is forwarded to a School of Medicine-specific committee that reviews dossiers and makes a recommendation to the Dean and Provost. A change in reporting for the School of Law would require reworking of the School's tenure procedures which may be incongruent with current contracts. One concern raised by the Faculty Senate and Graduate Council is that by altering the reporting line to "skip over" the Provost to the Chancellor, it would leave these faculty members with one less line for redress of grievance if a negative decision is reached. Details of the proposed reporting line changes are currently lacking, but it would seem that the ability of the faculty in the affected units to call upon the Faculty Senate Judicial Review Board for tenure grievances (or other grievances which may arise) could be called into question and must be considered if changes in organization occur. Reporting line changes that lead to a Dean directly reporting to the President and SIU System Head would appear to leave only the Board of Trustees as the only body to hear faculty grievances. The committee does not believe that this duty falls under the President's purview as defined by *The Mutual and Respective Roles of the Board, President, and Chancellors (Appendix XI)*. On both the Faculty Senate and Graduate Council floors, the representatives from the School of Law in attendance acknowledged that despite this potential loss of grievance level, that their faculty was still unanimous in support of the reporting line change. School of Medicine faculty members have not been approached to weigh in on this issue. However, the committee notes that the Faculty Council of the School of Medicine shared the committee's concern on this issue. In particular, as the Tenure and Promotion Guidelines for the School of Medicine are undergoing a substantial revision and unification of metrics that could be affected depending on the timeline of the potential reporting changes.

5F. Shared Governance

The committee has noted that it is unclear how reporting line changes might impact faculty representation in shared governance. For School of Medicine faculty, the reporting line change may remove the ability of these faculty to participate in the SIUC-based constituency groups, which is the major mechanism for faculty input in SIUC policy and procedures. Involvement of School of Medicine faculty in SIUC shared governance was positively noted by the Liaison Committee on Medical Education in the recent recommendation for School of Medicine accreditation. For the School of Law, a reporting change to the Chancellor would likely come at the expense of the loss of the Dean's seat at the Provost's Dean's Council meetings (as is the current case for the School of Medicine). If the reporting line change becomes direct to the President, then the aforementioned potential loss of faculty participation in the SIUC-based constituency groups would also apply for the School of Law.

5G. Financial Impact

Inclusion of potential financial impact to SIU and the Southern Illinois region in the original resolutions was predicated on the possibility that the change in reporting could be a first step to complete separation of one of the first professional schools from SIUC or SIUE. The *White Paper* explicitly stated this was not an option. Thus, the committee decided to turn the bulk of its attention elsewhere.

Section 6: Alternatives to changes in reporting lines

In the committee's examination of the ways that might improve and strengthen the ongoing working relationship between SIU and its professional schools that is in line with best practices in higher education, it came to the conclusion that the Board of Trustees already has another option. At the July 2009 Board of Trustees meeting, the Board unanimously approved a resolution supporting *The Mutual and Respective Roles of the Board, President and Chancellors* which enumerated the respective roles and responsibilities of the President and Chancellors for the SIU system. The committee strongly recommends that this Board policy be reviewed, revised if any deficiencies are identified, and implemented for the SIU system. The committee believes that the issues raised by the President and Board can and should be addressed through this document rather than by changing reporting lines and complicating the university's administrative structure.

In lieu of alteration to existing guidelines for interaction between the Board, President, Chancellor, and Deans described above, the committee believes that many of the shortcomings of the current reporting structure may be alleviated through the creation of two separate but related entities:

6A. Executive Board for the School of Medicine

This Board would attend to those issues that are central to the School of Medicine's clinical, legal, legislative, and other matters that extend beyond the immediate purview of SIUC. The board, chaired by the President, would include the SIUC Chancellor, the Dean and Provost of the School of Medicine, and other members as appropriate to the issues, including a member of the Board of Trustees. The Executive Board would meet on a monthly basis.

6B. Health Sciences Advisory Committee

The precise make-up of this group could be negotiated if this new committee were authorized of action is deemed the best choice by the Board. However, the committee has seen several institutions where there exists an advisory group, chaired by the University or System President (variable by institution), which reports directly to the Board on health care related issues. In some instances, the Dean of the School of Medicine chairs the group, but such individuals also carry a Vice President level title in addition to being Dean. For SIU, the committee feels that the best starting point would be to include the Vice President for Academic Affairs, the Chancellors from Carbondale and Edwardsville, the Provost and Dean of the School of Medicine, the Deans from the Schools of Dentistry, Pharmacy, Nursing, the Director of the School of Allied Health and additional representatives from the healthcare community, plus a member of the Board of Trustees, as appropriate. This council would primarily be charged with providing the President guidance on federal and state regulatory issues, compliance to major health care policy issues, strategic planning for health-related endeavors at SIU, and administration of the operating and capital budgets of the clinical and research enterprise within the health-related first professional schools.

Table 1: Reporting Schemes for Schools of Medicine within Higher Learning Commission Institutions

University	Campus Head	System Head	Medical School Reports
University of Arkansas for Medical Sciences	Chancellor	President / BOT	Dean reports to Campus head
University of Colorado Boulder	Chancellor	President / BOT	Dean reports to Campus head
University of Illinois	Chancellor & Vice President	President / BOT	Champaign School of Medicine - Joint reporting to the Vice Chancellor for Academic Affairs and Provost and to the University of Illinois Chicago Dean of Medicine.
The University of Kansas	Chancellor	Board of Regents	Dean reports to Executive Vice Chancellor of the Medical Center
Washington University in St. Louis	Chancellor	Board of Trustees	Dean reports to Campus head
University of New Mexico	Chancellor, CEO, Dean	President / Board of Regents	Dean reports to the Board
University of Wisconsin-Madison	Chancellor	Board of Regents	Dean reports to Provost/Vice Chancellor for Academic Affairs
University of Arizona	President	Board of Regents	Dean reports to Vice President of Health
Loyola University of Chicago	President / CEO	Board of Trustees	Dean reports to Provost for Academic Affairs Health Sciences
University of Missouri	Chancellor	President/Board of Curators	Dean reports to Campus head
Northwestern	President	Board of Trustees	Dean is also VP for Medical Affairs, reports to Campus head
The University of Chicago Pritzker	President	Board of Trustees	Dean is Executive VP of Medical Affairs reports to Campus head
Rush University	President	Board of Trustees	Provost is MD reports to Campus head
Indiana University - Bloomington, IN	President	Board of Trustees	Health groups report to the Board of Trustees
University of Iowa	President	Iowa Board of Regents	Dean reports to Provost/Campus head
University of Michigan	President	Board of Regents	Dean of professional schools reports to VP for Medical Affairs
Creighton University	President	Board of Trustees	Dean reports to Provost/Campus head
University of Nevada Reno	President		Dean reports to Campus head
University of North Dakota SOM	Vice President for Health Affairs / Dean		Dean is VP for Health Affairs/Campus head
University of Cincinnati	President	Board of Trustees	Dean reports to Sr. VP of Acad. Affairs/Provost/Campus head
Case Western Reserve University	President	Board of Trustees	Dean reports to Provost,Exec. VP / Campus head
University of Oklahoma	President	Board of Regents	Dean of College of Medicine reports to Campus head
University of South Dakota	President	SD Board of Regents	Dean is the VP of Health Affairs and reports to Campus head
St. Louis University	President	Board of Trustees	Vice President for Medical Affairs (and Dean) and reports to Campus head
Wayne State University	President	Board of Governors	Reports to Provost/Sr. VP/Academic Affairs and reports to Campus head
University of Missouri-Kansas City	Chancellor	Board of Trustees	Dean reports to Campus head
University of Nebraska	Chancellor	President/Board of Regents	Reports to Chancellor of Univ. Med Center who is also the VP of the University and reports to Campus head
Ohio State University	President	Board of Trustees	Reports to Exec. VP/Provost, who reports to Campus head
Wright State University	President	Board of Trustees	Dean reports to Provost/Campus head
Oklahoma State University	President	Board of Regents	Dean reports to Provost/Senior VP/Campus head
West Virginia University	President	Board of Governors	Dean reports to Chancellor for Health Services, Campus head
Medical College of Wisconsin	Presidency/CEO	Board of Trustees	Dean reports to Campus head

Table 2: Reporting Schemes for Schools of Law within Higher Learning Commission Institutions

University	Campus Head	System Head	Law School Reports
University of Arkansas for Medical Sciences	Chancellor	President / BOT	Dean reports to Provost and Vice Chancellor Academic Affairs
University of Colorado Boulder	Chancellor	President / BOT	Dean reports to Provost and Exec. VC Academic Affairs
University of Illinois	Chancellor & Vice President	President / BOT	Dean reports to Provost and Vice Chancellor Academic Affairs
The University of Kansas	Chancellor	Board of Regents	Dean reports to Provost and Exec. VC Academic Affairs
Washington University in St. Louis	Chancellor	Board of Trustees	Dean reports to Provost
University of New Mexico	Chancellor, CEO, Dean	Board of Trustees	Dean reports to Provost and Exec. VP Academic Affairs
University of Wisconsin-Madison	Chancellor	President / Board of Regents	Dean reports to Provost/Vice Chancellor for Academic Affairs
University of Arizona	President	Board of Regents	Dean reports to Provost and Senior VP Academic Affairs
Loyola University of Chicago	President / CEO	Board of Trustees	Dean reports to Provost
University of Missouri	Chancellor	President/Board of Curators	Dean reports to Provost
Northwestern	President	Board of Trustees	Dean reports to Provost
The University of Chicago	President	Board of Trustees	Dean reports to Provost
Indiana University - Bloomington, IN	President	Board of Trustees	Dean reports to Provost
University of Iowa	President	Iowa Board of Regents	Dean reports to Provost and Exec. VP Academic Affairs
University of Michigan	President	Board of Regents	Dean reports to Provost and Exec. VP Academic Affairs
Creighton University	President	Board of Trustees	Dean reports to Provost
University of Nevada Las Vegas	President	Board of Trustees	Dean reports to Provost
University of North Dakota	President	Board of Trustees	Dean reports to Provost and Exec. VP Academic Affairs
University of Cincinnati	President	Board of Trustees	Dean reports to Provost and Exec. VP Academic Affairs
Case Western Reserve University	President	Board of Trustees	Dean reports to Provost and Exec. Vice President
University of Oklahoma	President	Board of Regents	Dean is also Vice President and reports to the President
University of South Dakota	President	SD Board of Regents	Dean reports to Provost and Exec. VP Academic Affairs
St. Louis University	President	Board of Trustees	Dean reports to Provost and VP Academic Affairs
Wayne State University	President	Board of Governors	Dean reports to Provost and VP Academic Affairs
University of Missouri-Kansas City	Chancellor	Board of Trustees	Dean reports to Exec. Vice Chancellor and Provost
University of Nebraska	Chancellor	President/Board of Regents	Dean reports to Provost and Exec. VP Academic Affairs
Ohio State University	President	Board of Trustees	Reports to Exec. VP/Provost, who reports to Campus head
Oklahoma State University	President	Board of Regents	Dean reports to Provost/Senior VP/Campus head
West Virginia University	President	Board of Governors	Dean reports to Provost and VP Academic Affairs
Marquette University	President	Board of Trustees	Dean reports to Provost

EXECUTIVE COMMITTEE

Resolution urging the SIU Board of Trustees to take under advisement the published report of the joint Faculty Senate-Graduate Council task force before it acts on any change to the reporting structure for the first professional schools.

Whereas, the SIU Board of Trustees and the SIU President have sought input on their proposed change in reporting lines for the Deans for the School of Law, the School of Dental Medicine and the School of Pharmacy at both SIU-Edwardsville and SIU-Carbondale, as well as for the Dean and Provost of the SIU School of Medicine without explicitly stating and/or formally explaining in writing their rationale and goals for such restructuring; and

Whereas, for the School of Medicine, the proposed change to report directly to the system head is not in alignment with all 30 of SIU Carbondale's peer and aspirational peers and the vast majority of medical schools accredited by the Higher Learning Commission; and

Whereas, the SIU Board of Trustees and the SIU President have proposed this change in reporting lines without first directing that institutional and economic impact analyses be prepared and evaluated prior to any decision; and

Whereas, there has been no formal and/or public discussion of the potential impact of such a change to SIUC's mission and to those program components that have historically benefited from the collaborative efforts between SIU Carbondale and the SIU School of Medicine under the current reporting structure, namely, program accreditation, tenure and promotion, degree conferral (including the BS, MS, PhD, and other health-related degree programs currently offered through the school), the Carnegie Research and Community Engagement Classifications; and

Whereas, this proposed change in reporting lines is occurring at a time of institutional instability when SIU Carbondale's administrative leadership in the Chancellor's office and state appropriations for FY 2016 are still in question, and when the President is serving in the dual capacity as President and Chancellor, thus ruling out the possibility of an alternative campus position;

Therefore be it resolved that the SIU Carbondale Faculty Senate will establish a task force, including SIU faculty within and outside of the affected units, to (1) examine any formal rationale and goals provided by the Board, President and Deans justifying restructuring; (2) identify any and all problems in the current reporting structure that may have led to proposed restructuring of the university, (3) address the potential pitfalls of any such proposals, and (4) make recommendations on organizational structure(s) that would improve and strengthen the ongoing working relationship between SIU and its professional schools that is in line with best practices in higher education; and

Be it also resolved that this task force, with the assistance of appropriate consultants external to the institution, undertake a thorough institutional and economic impact study on how the proposed changes in the SIU's reporting structure would affect its many stakeholders, including students, alumni, faculty, staff, donors, granting agencies, accrediting and licensing bodies, the cities of Carbondale, Edwardsville, and Springfield, and the southern Illinois region; and

Be it further resolved that this task force's report be completed, published, and presented to the SIU Board of Trustees before it acts on any change in the reporting of the first professional schools.

EXECUTIVE COMMITTEE

Resolution urging the SIU Board of Trustees to take under advisement the published report of the joint Faculty Senate-Graduate Council task force before it acts on any change to the reporting structure for the first professional schools.

Whereas, the SIU Board of Trustees and the SIU President have sought input on their proposed change in reporting lines for the Deans for the School of Law, the School of Dental Medicine and the School of Pharmacy at both SIU-Edwardsville and SIU-Carbondale, as well as for the Dean and Provost of the SIU School of Medicine without explicitly stating and/or formally explaining in writing their rationale and goals for such restructuring; and

Whereas, for the School of Medicine, the proposed change to report directly to the system head is not in alignment with all 30 of SIU Carbondale's peer and aspirational peers and the vast majority of medical schools accredited by the Higher Learning Commission; and

Whereas, the SIU Board of Trustees and the SIU President have proposed this change in reporting lines without first directing that institutional and economic impact analyses be prepared and evaluated prior to any decision; and

Whereas, there has been no formal and/or public discussion of the potential impact of such a change to SIUC's mission and to those program components that have historically benefited from the collaborative efforts between SIU Carbondale and the SIU School of Medicine under the current reporting structure, namely, program accreditation, tenure and promotion, degree conferral (including the BS, MS, PhD, and other health-related degree programs currently offered through the school), the Carnegie Research and Community Engagement Classifications; and

Whereas, this proposed change in reporting lines is occurring at a time of institutional instability when SIU Carbondale's administrative leadership in the Chancellor's office and state appropriations for FY 2016 are still in question, and when the President is serving in the dual capacity as President and Chancellor, thus ruling out the possibility of an alternative campus position;

Therefore be it resolved that the SIU Carbondale Graduate Council will establish a task force, including SIU faculty within and outside of the affected units, to (1) examine any formal rationale and goals provided by the Board, President and Deans justifying restructuring; (2) identify any and all problems in the current reporting structure that may have led to proposed restructuring of the university, (3) address the potential pitfalls of any such proposals, and (4) make recommendations on organizational structure(s) that would improve and strengthen the ongoing working relationship between SIU and its professional schools that is in line with best practices in higher education; and

Be it also resolved that this task force, with the assistance of appropriate consultants external to the institution, undertake a thorough institutional and economic impact study on how the proposed changes in the SIU's reporting structure would affect its many stakeholders, including students, alumni, faculty, staff, donors, granting agencies, accrediting and licensing bodies, the cities of Carbondale, Edwardsville, and Springfield, and the southern Illinois region; and

Be it further resolved that this task force's report be completed, published, and presented to the SIU Board of Trustees before it acts on any change in the reporting of the SIU School of Medicine and other professional schools.

Judy Davie's Comments

As School of Medicine faculty, Dr. Maclean and I are particularly proud of this performance record. We are very proud of our school and this serves as a reminder to all of us who share in this pride not to do anything that would endanger the School's reputation or its accreditation as we move forward.

Over the past several months, Dr. MacLean and I also been members of the Advisory Committee for the ongoing Chancellor search. Because the Board of Trustees has been considering this change to the reporting lines for the School of Medicine and the School of Law, the committee chose to include this matter among the questions given to the nine semi- finalists since the candidates recommended by the president to be SIUC's next chancellor should understand why this may occur. It is important to note that in these interviews, each and every one of our semi finalists expressed concern with the proposed changes, desiring to know the rationale, the circumstances that had lead to this action on the part of the Board of Trustees and the intended benefits of the change. While some recognized that certain matters could be better handled at the system level, none saw this as a reason to change reporting lines.

These sentiments were echoed by the Faculty Senate and Graduate Council and served as the basis for the previously mentioned resolution.

Our constituency groups have agreed in principle with what was indicated in the white paper, that there needs to be greater communication and collaboration in matters external to the university, but we ask you to consider whether there are options other than changing the reporting lines?

We note that some regional peer institutions utilize such an option, which would not change the existing reporting structure but which, we believe, may address your concerns.

We suggest the creation of a council or advisory board of the health sciences that would consist of the president as chair, the two chancellors, the deans of the Schools of Medicine, Pharmacy, Dentistry and Nursing and the director of allied health. These could be augmented by other external people as appropriate and provide the university's leadership with needed advice.

This group could also consist of a council or advisory board that would concern itself with only those matters dealing with the School of Medicine

In both these options, we argue that the Board of Trustees and the President could realize a "value added" without the necessity of changing the existing reporting lines.

We are gathering information for the impact of the change of reporting lines and the benefits and limitations of the potential establishment of a Health Board. Our report will be available to you at the next Board of Trustees meeting and we hope that you will take the information provided into consideration as you make any decisions to alter reporting lines for the 1st Professional Schools.

Thank you for your time.



SOUTHERN ILLINOIS UNIVERSITY

March 10, 2015

Karen J. Solomon, Vice President for Accreditation Relations

Higher Learning Commission
230 South LaSalle Street, Suite 7-500
Chicago, IL 60604

Dear Dr. Solomon:

The Board of Trustees of Southern Illinois University, a two campus system with its primary locations in Carbondale and Edwardsville, is currently considering a reporting line change that I believe is best made only after consultation with the Center so we better understand the potential impact, if any, on our accreditation status with the Higher Learning Commission.

Namely, the proposal would move the reporting line for the Provost and Dean of the SIU Carbondale School of Medicine from that of a direct report to the Carbondale campus chancellor to the SIU system president.

As way of background, the first year of the MD curriculum is taught on the Carbondale campus while the following years are taught at the medical school's Springfield campus, 170 miles to the north. This arrangement was brokered from the founding of the medical school as its faculty in Carbondale also provide essential coursework for undergraduate and graduate programs based on the Carbondale campus and collaborate across disciplines on research grants and on other matters central to the university's mission.

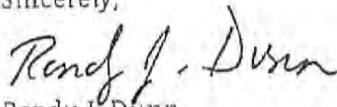
The underlying intent of the proposal is to make the reporting line change--that of moving the dean and provost from Carbondale campus to the system office--without affecting the existing structural and/or working relationships supporting teaching, research, and service (i.e., IT, budgeting, HR, outreach, etc.). With the possible exception of signoff on promotion and tenure, which is currently under examination, no other change in function or authority is being considered. The change is not intended to make the dean and provost of the School of Medicine a CEO or other university officer within the system office.

A threshold question that has been raised is: Would the Carbondale campus' HLC accreditation be impacted by separating the medical school's reporting line from the Chancellor? On the flip side, what impact might such a move have on the medical school's accreditation?

Office of the President, Stone Center - Mail Code 6801, 1400 Douglas Drive, Carbondale, Illinois 62901

You and your colleagues may well have a series of other questions for us to think through and recommend other issues our Board take under consideration during these deliberations. Given the serious consequences that could result from this decision, we would be grateful for your input. I and other senior administrators at SIU would welcome your inquiries and feedback as well all seek to more thoroughly evaluate this proposal prior to any formal action by our Board.

Sincerely,



Randy J. Dunn

President

Southern Illinois University System

cc: SIU Board of Trustees
Susan Ford, SIUC Acting Provost
John Hailer, Special Assistant to the President
James Allen, SIUC Associate Provost



Policy Title: Components of Accredited or Candidate (“Affiliated”) Institutions

Number: INST.B.10.020

The affiliation status of an institution shall include the institution’s home campus or system office located within the Commission’s region and all its components wherever located. Components of an institution shall include all branch campuses, instructional sites, course locations and divisions offering distance delivery or correspondence operating inside the region, outside the region but within the United States, or outside the United States.

The operational status of all institutional components will be periodically reviewed under this policy.

Characteristics of a Component that may be included in the Institution’s Affiliation

An entity may be deemed a component of an affiliated institution if responsibility for the educational and operational activities of the component is clearly located at a home campus or system office that is central to the institution affiliated with the Commission.

The component may be included in the institution’s affiliation only if it has all of the following characteristics:

1. the home campus or system office has oversight over the finances, administration, and hiring, firing and retention of personnel at the component;
2. an administrator for the component reports to the CEO of the affiliated institution or the system;
3. the home campus or system office provides meaningful oversight over the academic programs at the component;
4. degree-granting authority of the home campus or system office encompasses, where possible, the degree or program activity of the component;
5. public information about the institution, the component, and any corporate parent or structure is consistent with the characterization of the entity as a component of the affiliated entity.

Characteristics of a Separately Accreditable Component

A component of a larger institution that is currently included in that institution’s accreditation may be separately accreditable if a significant portion of responsibility and decision making for its educational activities lies within the component and not in the other parts of the larger system as defined in the CHARACTERISTICS outlined in this section.

The component may be separately accreditable if it has the following characteristics:

1. has, under board policy, substantial financial and administrative independence from the home institution including matters related to personnel;
2. has a full time chief administrative officer;

3. is empowered, under board policy, to initiate and sustain its own academic programs;
4. has degree-granting authority in the state or jurisdiction in which it is located; and
5. public information about the institution, the component, and any corporate parent or structure is consistent with the characterization of the entity as a separately accreditable entity.

Policy Number Key

Section INST: Institutional Policies

Chapter B: Requirements for Achieving and Maintaining Affiliation

Part 10: General

Last Revised: June 2009

First Adopted: January 1983, June 2000

Revision History: June 2000, revised June 2009

Notes: Jointly adopted with Council on Regional Accrediting Agencies. Former Policy number: 3.4(b). Also combined with the following policies November 2012: 3.4, 3.4(a)

Related Policies:

SIU School of Medicine as a Component of SIU Carbondale
As defined by Higher Learning Commission Policy INST.B.10.020
<http://policy.hlcommission.org/Requirements-for-Affiliation/components-of-accredited-or-candidate-institutions.html>

Jim Allen
 Associate Provost for Academic Programs
 HLC Accreditation Liaison Officer
 April 14, 2014

The Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools has established policy defining the components of its affiliated or accredited institutions. This policy (INST.B.10.020) is relevant to the SIU School of Medicine (SoM), which has a special status as a component unit of SIU Carbondale, an accredited member of the HLC. How SIU SoM participates in the mission, function, and structure of SIU Carbondale determines whether or not it requires separate HLC accreditation.

According to HLC policy, there are five characteristics of a component unit that may be included in the institution's affiliation. All five of them must pertain, for example, in order for SIU SoM to be included in SIU Carbondale's accreditation:

1. "The home campus... has oversight over the finances, administration, and hiring, firing, and retention of personnel at the component;
2. "An administrator for the component reports to the CEO of the affiliated institution...;
3. "The home campus... provides meaningful oversight over the academic programs at the component;
4. "Degree-granting authority of the home campus... encompasses, where possible, the degree or program activity of the component;
5. "Public information about the institution, the component, and any corporate or structure is consistent with the characterization of the entity as a component of the affiliated entity." *

Under the present arrangements of the SIU SoM's report to the SIU Chancellor, nearly all of these characteristics apply. The one exception is the role of the university's chief academic officer, the Provost, who has no purview over the hiring, tenure, and promotion of the SIU SoM faculty. This purview lies with the Chancellor, as does the ultimate disposition of faculty grievances and student complaints.

* Note that the Higher Learning Commission policy refers interchangeably about campus and system. HLC accreditation can reside in either. In the case of SIU – the university system – it has no HLC accreditation, just its constituent universities, SIU Carbondale and SIU Edwardsville. So, in order to avoid confusion, lest readers assume that SIU is accredited, this analysis has replaced the misleading term "system" with ellipses.

Otherwise, the SIU SoM is fully integrated into the SIU Carbondale and therefore enjoys the university's HLC accreditation status.

If the SIU SoM Dean/Provost reports to the SIU President instead of the SIU Carbondale's Chancellor, the component's status as part of an affiliated member of the HLC may well change. At least one of the characteristics above would not hold: the component would not be reporting to the affiliated institution. There is also some question as to two other characteristics (items 1 and 3): the home campus would have to share "oversight over finances, administration, and hiring, firing, and retention of personnel at the component"; and the home campus would be less able "to provide meaningful oversight over the academic programs at the component." Staffing decisions, tenure and promotion review, program accreditation, and shared governance would all be affected on the SIU Carbondale campus if the SIU SoM no longer reported to the Chancellor.

The HLC policy also describes the characteristics of a separately accreditable component. This is to say, such a component would require its own HLC accreditation, a process requiring a completely separate review process. Such a unit would have

1. "under board policy, substantial financial and administrative independence from the home institution including matters related to personnel;
2. "a full time chief administrative officer;
3. be "empowered, under board policy, to initiate and sustain its own academic programs;
4. "have degree-granting authority in the state or jurisdiction in which it is located; and
5. "public information about the institution, the component, and any corporate parent or structure is consistent with the characterization of the entity as a separately accreditable entity."

It is difficult to determine just how independent the School of Medicine would be if its Dean/Provost reported to the SIU President. At a minimum, the Dean/Provost would be a full-time administrative officer with considerable authority to oversee the School's financial and administrative affairs and its academic programs without substantive accountability to the SIU Carbondale Chancellor. According to Dr. Karen Solomon, Vice President for Accreditation Relations at the HLC, the university would need to provide much more detail than is evident from the President's White Paper to determine if the School would be an accreditable entity.

Under the terms of the HLC's INST.B.10.020 policy, the School of Medicine, with its own reporting line, might well have to obtain its own HLC accreditation in order to be eligible for access to federal funding, including NIH and NSF research grants and US Department of Education Title IV support for student financial aid.



SOUTHERN ILLINOIS UNIVERSITY

March 10, 2015

Victor Borden, Project Director
 Carnegie Classification of Institutions of Higher Education
 Center for Postsecondary Education
 Indiana University
 Eigenmann Hall, Suite 419
 1900 E. Tenth Street
 Bloomington, IN 47406-7512

Dear Dr. Borden:

The Board of Trustees of Southern Illinois University, a two campus system with its primary locations in Carbondale and Edwardsville, is currently considering a reporting line change that I believe is best made only after consultation with the Center so we better understand the potential impact, if any, on our Carnegie classification.

Namely, the proposal would move the reporting line for the Provost and Dean of the SIU Carbondale School of Medicine from that of a direct report to the Carbondale campus chancellor to the SIU system president.

As way of background, the first year of the MD curriculum is taught on the Carbondale campus while the following years are taught at the medical school's Springfield campus, 170 miles to the north. This arrangement was brokered from the founding of the medical school as its faculty in Carbondale also provide essential coursework for undergraduate and graduate programs based on the Carbondale campus and collaborate across disciplines on NSF research grants and on other matters.

The underlying intent of the proposal is to make the reporting line change--that of moving the dean and provost from Carbondale campus to the system office--without affecting the existing structural and/or working relationships supporting teaching and research (i.e., IT, budgeting, HR, etc.). With the possible exception of signoff on promotion and tenure which is currently under examination, no other change in function or authority is being considered. The change is not intended to make the dean and provost of the School of Medicine a CEO or other university officer within the system office.

A threshold question that has been raised is: Would the Carbondale campus high research classification be impacted by separating the medical school's reporting line from the Chancellor? On the flip side, what impact might such a move have on the medical school?

You and your colleagues may well have a series of other questions for us to think through and recommend other issues our Board take under consideration during these deliberations. Given the serious consequences that could result from this decision, we would be grateful for your input. I and other senior administrators at SIU would welcome your inquiries and feedback as we all seek to more thoroughly evaluate this proposal prior to any formal action by our board.

Sincerely,

Randy J. Dunn

Randy J. Dunn
President
Southern Illinois University System

cc: SIU Board of Trustees
~~Susan Ford, SIUC Acting Provost~~
John Haller, Special Assistant to the President
James Allen, SIUC Associate Provost



SOUTHERN ILLINOIS UNIVERSITY

March 10, 2015

John Saltmarsh, Director
 New England Resources Center for Higher Education
 College of Education and Human Development
 University of Massachusetts Boston
 100 Morrissey Blvd.
 Boston, MA 02125

Dear Dr. Saltmarsh:

The Board of Trustees of Southern Illinois University, a two campus system with its primary locations in Carbondale and Edwardsville, is currently considering a reporting line change that I believe is best made only after consultation with the Center so we better understand the potential impact, if any, on our Carnegie Community Engagement classification.

Namely, the proposal would move the reporting line for the Provost and Dean of the SIU Carbondale School of Medicine from that of a direct report to the Carbondale campus chancellor to the SIU system president.

As way of background, the first year of the MD curriculum is taught on the Carbondale campus while the following years are taught at the medical school's Springfield campus, 170 miles to the north. This arrangement was brokered from the founding of the medical school as its faculty in Carbondale also provide essential coursework for undergraduate and graduate programs based on the Carbondale campus and collaborate across disciplines on research grants and on other matters central to the university's mission, such as its community engagement.

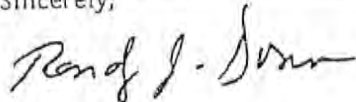
The underlying intent of the proposal is to make the reporting line change--that of moving the dean and provost from Carbondale campus to the system office--without affecting the existing structural and/or working relationships supporting teaching, research, and service (i.e., IT, budgeting, HR, outreach, etc.). With the possible exception of signoff on promotion and tenure, which is currently under examination, no other change in function or authority is being considered. The change is not intended to make the dean and provost of the School of Medicine a CEO or other university officer within the system office.

A threshold question that has been raised is: Would the Carbondale campus' Community Engagement classification be impacted by separating the medical school's reporting line from the Chancellor? On the flip side, what impact might such a move have on the medical school's recognition?

Office of the President, Stone Center - Mail Code 6801, 1400 Douglas Drive, Carbondale, Illinois 62901

You and your colleagues may well have a series of other questions for us to think through and recommend other issues our Board take under consideration during these deliberations. Given the serious consequences that could result from this decision, we would be grateful for your input. I and other senior administrators at SIU would welcome your inquiries and feedback as we all seek to more thoroughly evaluate this proposal prior to any formal action by our Board.

Sincerely,



Randy J. Dunn
President

Southern Illinois University System

cc: SIU Board of Trustees
Susan Ford, SIUC Acting Provost
John Haller, Special Assistant to the President
James Allen, SIUC Associate Provost



New England Resource Center for Higher Education

A RESOURCE CENTER AT THE COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT, UNIVERSITY OF MASSACHUSETTS BOSTON

NERCHE is committed to collaborative change processes in higher education to address social justice in a diverse democracy.

March 23, 2015

President Randy J. Dunn
Office of the President
Southern Illinois University
Stone Center
1400 Douglas Drive
Carbondale, IL 62901

Dear President Dunn,

Thank you for your letter regarding the Carnegie Community Engagement Classification.

The question you raise in your letter is whether a shift in reporting line from the Provost and Dean of the SIU School of Medicine from the Chancellor at Carbondale to the President of the System will impact your current classification.

The answer is no. The classification is for the Carbondale Campus as a whole, and a reporting line for one college will not impact the classification for the campus. SIU Carbondale will retain the classification until 2025, and in order to keep the classification, it will need to re-classify through a re-application process starting in the spring of 2023.

If you have any questions about this, please let me know.

Sincerely,

Director

Southern Illinois University System

The Mutual and Respective Roles of the Board, President, and Chancellors*

The Southern Illinois University System (SIU) is one of 46 multi-campus systems operating in thirty-four states and one of two operating within Illinois. Of those, SIU is one of the smaller multi-campus systems. Although its physical presence can be found in multiple locations within and outside of Illinois, the operating authority for these various entities has been divided between its two campuses—SIU Carbondale and SIU Edwardsville.

The SIU system, hereafter identified as the University, benefits its member institutions and the taxpayers of Illinois by providing greater financial flexibility as the result of economies of scale, i.e., combined resources, pooled earnings, and pooled borrowing. Through a productive division of labor, the energies of its leadership team (Board, President, and Chancellors) are tailored in such manner as to most effectively support the needs of the University and of the southern Illinois region it principally serves. Through effective stewardship of its financial, physical, and intellectual assets, the University's leadership team is positioned to achieving cost savings due to economies of scale; securing cooperative and planning advantages; shaping, supporting, and achieving complementary missions; ensuring excellence in programs, faculty, and students; minimizing unnecessary duplication through cooperative endeavors; gaining public and legislative support for the University through unified efforts; and shielding campuses from direct political intervention.

Within the framework of the University is a division of labor between the Office of the President (i.e., central administrative staff) and the support services operating on the campuses. In some instances, university-wide administrative functions are delegated to a specific campus (i.e., preparation of University audited financial statements at SIU Carbondale); in other instances, the function is held centrally. As a general rule, centralized services exist only when there is a strong rationale justifying cost efficiencies and unnecessary duplication of functions. These include risk management, auditing, legal services, investments, debt financing, treasury, financial information systems, and external lobbying contracts.

* Appreciation is given to "The Committee to Improve the University of Missouri," Charles F. Knight, CEO of Emerson Electric, Chair of the Committee; Harold L. Enarson, President Emeritus of the Ohio State University; Doug Russell, member of the University of Missouri Board of Curators; R. Kenneth Hutchinson, University of Missouri administrator; John Jackson, Chancellor Emeritus of Southern Illinois University Carbondale; and Duane Stucky, Senior Vice President for Financial and Administrative Affairs and Board Treasurer, Southern Illinois University.

Board of Trustees

The SIU Board of Trustees was created by the General Assembly of the state of Illinois for the purpose of “operating, managing, controlling and maintaining Southern Illinois University.”

As guardians of the public trust, the SIU Board of Trustees considers as the primary responsibilities the consideration and development of overall policies governing the University, thoughtful assessment of the performance of the University and its constituent institutions, and review and oversight of academic, physical development, and financial plans of the University. It also serves a crucial role in representing the University to the Governor and the General Assembly.

Holding the University in its trust, the Board ensures that the University achieves the purposes of its mission and goals; ensures that it is properly led and managed; maintains the quality of the University’s academic programs; achieves the benefits intended for its many constituencies; provides responsible policies and procedures for the University’s proper governance; safeguards the University’s assets; and serves as a buffer between the University and the public, assisting where appropriate in the understanding of each other’s needs.

In achieving the advantages of a multi-campus system, the Board requires the energy and talent of a strong President and Chancellors. The proper distribution of oversight, power, and responsibilities between and among these leadership positions is essential to an effective multi-campus system. Equally critical to the effectiveness of the system is a shared understanding as to the distinctive roles and responsibilities of each and that their combined success requires vision, cooperation, teamwork, and strong communication skills.

In its pursuit of effective University leadership, the Board must ensure that there is no blurring of the lines of authority between the President and the Chancellors. To the extent that the Office of the President intrudes into the daily operations of the campuses, or vice versa, there is created a confusion over lines of authority, a weakening of campus and University leadership, and the sowing of seeds of dysfunction that can emerge at multiple levels of administration.

The President

The President is the chief executive officer of the University and, as such, exercises such powers as are necessary for the governance and function of the University. The President is empowered to execute all documents and exercise all powers necessary to the discharge of that office.

Operating under the overall direction and policy control of the Board, the President of the University:

- Provides vision and overall leadership for the University and a single focus of accountability to the state and its citizens.
- Shall be the chief executive and administrative authority for the University.
- Serves as the primary link between the Board's responsibilities for policy and the Chancellors' responsibilities for operations.
- Promotes and preserves the overall mission and goals of the University by directing each campus Chancellor to plan, build, and sustain appropriate academic and co-curricular programs and initiatives that minimize duplication and link the University's resources to state, regional, and national needs.
- Working in conjunction with the Chancellors, proposes to the Board short- and long-term planning goals, policies, and actions which serve the best interests of the University.
- Working in conjunction with the Chancellors, promulgates guidelines and regulations for the consistent interpretation and application of Board policies.
- Monitors and evaluates the performance of the Chancellors and the campuses in the pursuit of their established missions and goals.
- Allocates resources to campus Chancellors in accordance with their respective educational, research, and service missions and priorities.
- Serves as the "voice" of the University to the citizens, Governor, General Assembly, and the Illinois Board of Higher Education regarding the capacity of the University in meeting the priorities of the state.
- Communicates the needs of the state to the University community.
- Serves as a "shield" against outside interference in University and campus matters.
- Working in conjunction with the Chancellors develops inter-campus cooperative academic and operational programs and services designed to reduce cost while improving efficiencies and accountability.
- Establishes procedures guiding the annual fund-raising goals and priorities for the University and its campuses.
- Ensures that the Office of the President can meet the University's responsibilities in risk management, auditing, legal services, investments, debt financing, treasury, financial information systems, and external lobbying contracts.
- Serves as the channel of communication between the Board and all subordinate administrative officers and personnel.
- May consult with the campus constituency groups through the Chancellors on matters which the President deems appropriate for constituency involvement.
- Administers the academic, financial, and other functions of the University in a manner which assures the institutional autonomy of the two campuses.
- Directs the activities of the Chancellors in a manner which promotes the general welfare of the University while, at the same time, ensuring institutional autonomy.
- Evaluates the performances of the Chancellors based on annual performance goals jointly established by the President and the Chancellors.
- Balances the sometimes competing interests of the campuses.

The Chancellors

In addition to a strong Board and President, achieving the advantages and purposes of a multi-campus university require the energies, leadership, and talent of equally strong Chancellors who are dedicated to the mission and goals of their respective campus. Whereas the principal role of the Board and President lie in policy, overall direction, and planning, the leadership demanded of Chancellors is primarily focused on implementation and direct operational control.

The Chancellors are the Chief Executive Officers of their respective campuses. This designation includes the right and responsibility to manage the campus within the overall policies and directives issued by the President and the Board of Trustees. The Chancellors should have the autonomy to manage their campuses on a day to day operational basis. The President and Chancellor will consult on decisions of mutual interest before those decisions are made or announced. Ordinarily the President and the Board of Trustees will only overturn or countermand decisions made by the Chancellor if there are compelling reasons for concern by the University and/or if University policies and procedures are involved.

Reporting to the President and through that officer to the Board, the Chancellors are responsible for carrying out approved policies, guidelines, and regulations governing the management of academic, business, and student affairs, delegating execution to administrative aids and heads of appropriate functional areas. They assume primary responsibility for the internal organization of the campus administration, including academic, administrative, and student affairs, and the development and management of the physical plant and auxiliary services.

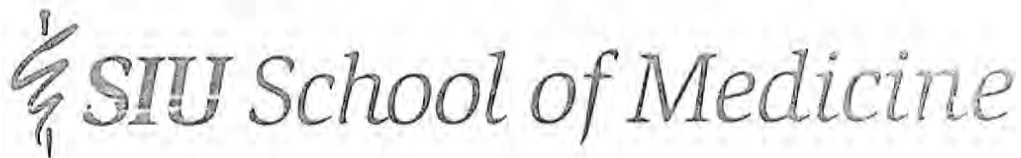
The University's Chancellors are responsible for the day-to-day functioning of the campuses. As educational leaders, their challenge is to ensure that the assets of the University are continually directed at maintaining and sustaining the quality of teaching, research, and service that comprise the mission and goals of the campus. As campus leaders and stewards, their tasks include consensus building; facilitation of quality scholarship; careful management of resources; recruitment and retention of outstanding faculty, staff, and students; problem solving; and promoting the intellectual, physical, and fiscal health of the campus.

Among the responsibilities of the Chancellors include the following:

- Working with the President to develop, shape, and sustain the mission of their campus.
- Providing the necessary leadership and management skills for their campus to achieve its mission and goals.
- Having primary responsibility for the day-to-day operational leadership and control of their campus.
- Ensuring excellence in the campus's teaching, research, and service missions; maintaining the strength of the campus's academic and co-curricular programs;

and furthering the recruitment and retention of outstanding teachers, scholars, staff, and students.

- Maintaining a productive relationship with faculty, students, staff, and alumni.
- Ensuring a fair and appropriate distribution of resources to support and sustain the campus's academic, research, and service functions.
- Ensuring an efficient and effective use of the campus's assets.
- Developing and maintaining effective and productive relationships with the campus's adjoining communities, business, and government agencies by building strong town-gown partnerships.
- Articulating to the campus community the Board's and President's goals and the assigned mission of the campus.
- Securing grants, gifts, and contracts from private, state, and federal sources that further the mission and goals of the campus.
- Appointing all academic and non-academic employees within the limitation of powers delegated by the Board and President.
- Assuming primary responsibility for fund-raising and alumni relations.
- Shall be reviewed annually by the President based upon a statement of goals and objectives for the year of evaluation which were previously formulated by the Chancellor and agreed upon by the President.



February 2, 2015

Randy J. Dunn
President, Southern Illinois University
Office of the President
Carbondale, Illinois 62901

Dear President Dunn:

In its meeting today, SIU School of Medicine's Executive Committee considered the "first-professional" school proposal as outlined in your January 28th "System Connection" email. The Executive Committee is the medical school's primary deliberative body and includes officers and representatives of the school's Faculty Council, other standing policy committees of the faculty, medical students and employee constituencies.

The Executive Committee discussed that this proposal would change the reporting line of the medical school's Dean and Provost position to report directly to the SIU System President and that the medical school would remain as an administrative unit under the SIUC campus. The committee members noted that this change would not create a free-standing medical campus nor change the medical school's structure or function.

The Executive Committee voted unanimously today (with one abstention) to support the proposal.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kevin", written in black ink.

J. Kevin Dorsey
Dean and Provost

Randy J Dunn

From: Misty D Whittington
Sent: Wednesday, February 04, 2015 1:50 PM
To: Randy J Dunn
Subject: FW: Support for Reporting Relationship

For your info, please see the following:

From: Karen Carlson [mailto:kcarlson@siumed.edu]
Sent: Wednesday, February 04, 2015 1:46 PM
To: Misty D Whittington
Subject: Support for Reporting Relationship

Ms. Whittington,

This letter is in response to Dr. Dunn's letter requesting input regarding the reporting relationship of Dr. Dorsey directly to President Dunn. I am in support of this direct reporting relationship. Dr. Dunn is well aware of the complexity of the School of Medicine and its clinical practice, SIU HealthCare. I believe that having a direct reporting relationship will help both Dr. Dunn and Dr. Dorsey maintain their good communications and streamline communications, particularly when sensitive issues need urgent attention.

I have given this thought and discussed it with several colleagues. None of us can think of a negative repercussions. Of course, we will continue to maintain positive relationships with the chancellor's office. Personally, I am very appreciative of the Communications team in Carbondale, particularly Rae Goldsmith, Tom Woolf, and Pete Rosenberry. I'm proud to be part of SIU!

Sincerely,

Karen

--
Karen V. Carlson, MA
Director, Office of Public Affairs
SIU School of Medicine
MC 9621
217.545.2155

Randy J Dunn

From: Kathy Campbell <kcampbell@siumed.edu>
Sent: Thursday, February 05, 2015 11:39 AM
To: Randy J Dunn
Subject: reporting structure

Just a note to let you know that I support having Dr. Dorsey report to you directly. It seems like this change would facilitate the critical communications between your two offices. All the best, Kathy

--

Kathleen C.M.Campbell, PhD
Distinguished Scholar & Professor
PO Box 19629
SIU School of Medicine
Springfield, IL 62794-9629
(217) 545-7310

Randy J Dunn

From: Misty D Whittington
Sent: Friday, February 06, 2015 11:21 AM
To: Randy J Dunn
Subject: FW: My Input
Attachments: wmcneese.vcf

For your info:

Misty Whittington
Executive Secretary
Office of the Board of Trustees
Southern Illinois University
MC 6801
Carbondale, IL 62901
Phone: 618/536-3357
Fax: 618/536-3404
E-mail: mistyw@siu.edu

-----Original Message-----

From: Wesley McNeese, M.D. [mailto:wmcneese@siumed.edu]
Sent: Friday, February 06, 2015 11:20 AM
To: Misty D Whittington
Subject: My Input

I agree that the Dean of the School of Medicine should directly report to the System President.

WM

Randy J Dunn

From: Misty D Whittington
Sent: Friday, February 13, 2015 9:27 AM
To: Randy J Dunn
Subject: FW: Reporting change School of Medicine

FYI:

Misty Whittington
Executive Secretary
Office of the Board of Trustees
Southern Illinois University
MC 6801
Carbondale, IL 62901
Phone: 618/536-3357
Fax: 618/536-3404
E-mail: mistyw@siu.edu

From: Egzook [mailto:egzook@aol.com]
Sent: Friday, February 13, 2015 9:00 AM
To: Misty D Whittington
Subject: Reporting change School of Medicine

I have been on the Medical faculty at SIU since the start (1971) and have been present for the changes in reporting of the Medical school dean over this time. The many changes required of the Medical school over the years by governmental and other organizations has required quick and significant changes. Early on these were hampered by a reporting system up a ladder. The medical School Dean should report directly to the President. Added steps in reporting is particularly inefficient and cumbersome in view of the distance in miles, between the two campuses. The system has worked much better in the present style and to change it would be a step backwards.

Elvin G. Zook, MD Prof. Em.

Southern Illinois University
Office of the President-SIUP
Mailcode: 6801
Carbondale, IL 62901

February 24, 2015

Dear President Dunn:

I write in opposition to the proposal to change the Dean of the School of Medicine's reporting procedures. I believe such a proposal is premature until a task force has investigated the consequences for the professional schools and the university of such a change.

At the medical school no one has been able to articulate either a clear rationale for the change, or the pros and cons for the school of medicine as a whole. I was present at the medical school executive committee meeting at which the proposal was endorsed, but abstained from voting, as the proposal's rationale and consequences were not explained. A potentially significant change such as this requires critical thinking by smart individuals willing to ask hard questions. Perhaps a task force will do this.

Sincerely,

A handwritten signature in cursive script that reads "Bethany Spielman/se".

Bethany Spielman, Ph.D., J.D., M.H.A

Professor, School of Medicine and School of Law

President, School of Medicine Faculty Council



SIU HealthCare

Exceptional Medicine. Partners in Care.

March 2nd, 2015

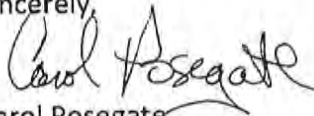
Randy J. Dunn
President, Southern Illinois University
Office of the President
Carbondale, Illinois 62901

Dear President Dunn:

In its meeting today, SIU HealthCare's Board of Directors considered the "first-professional" school proposal as outlined in your January 28th "System Connection" email. The SIU HealthCare Board of Directors is the practice plan's governing body and includes officers and representatives from the Springfield community as well as members of the practice and administrative representatives from the School of Medicine.

The SIU Healthcare Board of Directors voted today to support the proposal, which would change the reporting line of the medical school's Dean and Provost position to report directly to the SIU System President and that the medical school would remain as an administrative unit under the SIUC campus. The Board members noted that this change would not create a free-standing medical campus nor change the medical school's structure or function.

Sincerely,



Carol Posegate
Chair

SIU HealthCare Board of Directors



SIU School of Medicine

March 2, 2015

Randy J. Dunn, President
Southern Illinois University
Office of the President
Carbondale, Illinois 62901

Dear President Dunn:

I would like to comment on the “first-professional” school proposal as outlined in your January 28th “System Connection” email.

This proposal would change the reporting line of the medical school’s Dean and Provost position to report directly to the SIU System President. The medical school would remain as an administrative unit under the SIUC campus. This change would not create a free-standing medical campus nor change the medical school’s structure or function.

As Chairman of SIU School of Medicine’s Department of Psychiatry, I support this proposal. In today’s rapidly changing healthcare environment, healthcare organizations must be nimble and able to react quickly. This proposal removes a layer of management between the School and the President and will facilitate expeditious decision making.

Sincerely,



Stephen M. Soltys, MD
Professor and Chairman



March 3, 2015

Dear President Dunn and SIU Board of Trustees:

On behalf of AFSCME Local 370, the Executive Board would like to respond to the January 28, 2015 email requesting input from "external constituencies, groups and individuals affected by changes in the reporting lines of the deans of our first-professional schools." At our last meeting, we discussed the proposed change of having the Dean of the School of Medicine report directly to the President instead of the Chancellor. It is our unanimous decision that this change in reporting is in the best interests of not only the Membership of Local 370, but also the wider SIU-SOM community. The Executive Board of Local 370 supports initiatives to improve and streamline communication between our campus and Carbondale, and endorses this proposed change without reservations. We appreciate the chance to provide input on this matter.

Sincerely,
Executive Board
AFSCME Local 370
SIU School of Medicine

Department of Radiology

March 6, 2015

Dear Dr. Dunn:

I am writing in response to your request for input regarding the reporting lines for the Dean of the School of Medicine of SIU.

I am currently a member of the Alumni Board of Governors of the SIU School of Medicine (M.D., '76). My background includes 27+ years at the University of New Mexico School of Medicine, Chair of the Department of Radiology 2002-2009, as well as membership on multiple committees including the School of Medicine Contracting Committee, Board of Trustees of the Practice Plan, and the UNM Hospital Executive Committee.

I see many similarities between UNM and SIU. About eight years ago, our Chancellor was allowed to function independently from the main campus president with reporting lines more directly to the Board of Regents. This method of administrative control has been important because it has allowed the Health Sciences Center to move quickly to adapt to the threats and opportunities in a rapidly changing health care landscape. For example, we have built and are now operating a small 64 bed hospital in a nearby community and have opened several remote clinics. Many other changes have also occurred. These efforts were dramatically more difficult when lines of authority were longer.

Medical school faculty at SIU and at UNM work at taking care of patients and must compete with myriad private practices to maintain a patient base and keep the medical school on sound financial footing. Some of our past university presidents have come from fields such as English or Engineering. They are sometimes not familiar with the medical school faculty model and are more familiar with the traditional faculty model where one's time is spent in a classroom. They are also often not comfortable with the scale of the financial commitments where a neurosurgeon may make \$600,000 or more or a minor remodel of a clinic may cost \$100,000. Finally, the operating rules and reimbursement rules are changing monthly, if not weekly, in the new healthcare environment.

I would urge that the Dean of the SIU School of Medicine have a direct reporting pathway to the system president. The long term health of the School of Medicine may depend on it.

Sincerely Yours,

A handwritten signature in cursive script that reads "Michael R. Williamson".

Michael R. Williamson, M.D.
Department of Radiology
University of New Mexico
505-272-2269



Southern
Illinois University
School of Medicine

March 23, 2015

Randy J. Dunn, Ph.D.
President
Southern Illinois University System
1400 Douglas Drive
Carbondale, Illinois 62901

Dear President Dunn,

On March 23, the School of Medicine Faculty Council voted to join with the Graduate Council and Faculty Senate in urging the SIU Board of Trustees to take under advisement the published report of the joint Faculty Senate-Graduate Council task force before it acts on any change to the reporting structure for the first professional schools.

Respectfully,

A handwritten signature in cursive script that reads "Bethany Spielman".

Bethany Spielman, J.D., Ph.D. M.H.A.
President, Faculty Council
Professor, Medical Humanities
Southern Illinois University School of Medicine

Office of Associate Dean for Research and Faculty Affairs

www.siumed.edu/adraf

Southern Illinois University School of Medicine

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PO Box 19616

Springfield, Illinois 62794-9616

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www.siumed.edu

FACULTY OF THE SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF LAW

Resolution urging the SIU Board of Trustees to take immediate action to change the administrative reporting line for the Dean of the Southern Illinois University School of Law.

Whereas, the SIU Board of Trustees and the SIU President have sought input on their proposed change in reporting lines for the Deans for the School of Law, the School of Dental Medicine and the School of Pharmacy at both SIU-Edwardsville and SIU-Carbondale, as well as for the Dean and Provost of the SIU School of Medicine; and

Whereas, the Southern Illinois University School of Law is the only affordable, public law school in the State of Illinois south of Champaign; and

Whereas, the School of Law is a Southern Illinois University System asset with a mission to serve not only the physical campus on which it is located, but the broader region; and

Whereas, the School of Law's ability to expand its regional reach and influence by working in collaboration with units on the Edwardsville campus and in Springfield is constrained by the current SIUC-campus-focused reporting line from the School of Law Dean to the SIUC Provost; and

Whereas, the School of Law needs administrative and budgetary autonomy to educate its students according to best practices in legal education; and

Whereas, the School of Law must compete for a shrinking nationwide pool of students in a cut-throat environment;

Therefore be it resolved that the Faculty of the Southern Illinois University School of Law unanimously supports a change in reporting line for the Dean of the School of Law from the SIUC Provost to the SIU System President to (1) enable the School of Law to fully reach its potential as both a SIU system and regional asset, (2) streamline the administrative decision-making process so the School of Law can better serve its students and carry out its educational and community outreach missions, and (3) position the School of Law to compete in a legal education market rocked by declining student enrollment; and

Be it further resolved that the Faculty of the Southern Illinois University School of Law unanimously urges the Board of Trustees to consider the attached letter from the Faculty in taking action to change the administrative reporting line for the Dean of the School of Law from the SIUC Provost to the SIU System President.

April 14, 2015

Office of the Southern Illinois University Board of Trustees
1400 Douglas Drive
Mailcode 6801
Carbondale, IL 62901

Dear Chairman Thomas and Members of the Board,

The Faculty of the Southern Illinois University School of Law submits this letter in response to the Board's request for statements regarding the proposed changes in reporting lines for the University's professional schools. We unanimously support a change in reporting line for the law school. We believe there are three reasons for a change: (1) it will enable the School of Law school to function as both a SIU system and regional asset; (2) it will streamline the administrative decision-making process and enable the School of Law to better serve its students; and (3) it will better position the School of Law to compete in a legal education market rocked by declining student enrollment. As to the specific change in reporting line, we believe the mission of the School of Law can best be served with the Dean reporting directly to the President. Each of our reasons is discussed in further detail below.

The School of Law as a System and Regional Asset

The School of Law's mission is to serve not only the physical campus on which it is located, but also the broader region. When the SIU Board of Trustees and the Illinois Legislature created the School of Law, they did so with a mandate to serve the ends of justice throughout all of Southern Illinois. The SIU School of Law, as the only public, affordable law school in the Southern Illinois region, can and should be of service to the entire region. Law schools not only educate future attorneys, but through a growing emphasis on practical experiential training, provide an array of pro bono legal services to the local community in need.

In the four decades since it was given this mission, the SIU School of Law has served the people of Illinois well, with a particular focus on the southern part of the state. Our alumni

are judges, prosecutors, public defenders, and legal aid attorneys throughout the region. They serve as legislators at both the state and federal level. Further, our alumni have increased regional access to legal services by establishing private practices in large numbers in the Metro East region, central Illinois, the southernmost parts of the state, and in adjoining areas in Kentucky, Missouri, and southern Indiana.

In keeping with this geographically broad mission, the SIU School of Law was established as, and continues to be, a system-wide asset. In recognition of this, our official title is the Southern Illinois University School of Law (rather than the SIUC School of Law). We believe the School of Law could play a greater role at the Edwardsville campus, and in Springfield, than has been possible under the current reporting system. Greater ease of collaboration with sister campuses would bring such services to a broader array of communities in need and facilitate student exposure to the larger region. It would enhance the ability of the law school and other professional and graduate schools to form productive partnerships and attract more numerous funding sources. Additional creative dual degrees and specialized interdisciplinary educational opportunities would naturally emerge. The ease provided by technological pedagogical advances in remote communications and online courses make such collaborations both possible and inevitable. The SIU School of Law already benefits from developing expertise in successful interdepartmental collaborations on the Carbondale campus, as well as with the School of Medicine in Springfield and Carbondale.

Over the years, our faculty has desired to expand the reach and influence of the School of Law at all three campuses, but these efforts have been complicated by the inevitably campus-driven focus of the offices of the SIUC Provost and Chancellor. The School of Law has not been free, in other words, to operate as a system asset within the current reporting structure. We believe a different reporting structure would give us greater freedom to offer classes, run legal clinics, and operate unique programs of legal education in the Metro East area and in Springfield. Expanding to a SIU system-wide collaborative model would only benefit the Carbondale campus, as well as the Edwardsville and Springfield campuses and future sites in the SIU system, with new resources and shared knowledge learned in partnership. Our

reporting line should, therefore, be set in the best fashion to allow us to develop and take advantage of new opportunities.

Streamlining the Administrative Decision-Making Process to Facilitate the Unique Mission of the Law School

The Law School's mission, expressed most broadly and fundamentally, is to prepare individuals to practice law. Before our graduates can practice law, they must sit for and pass the bar exam. This role in preparing students for a professional license and professional career imposes many unique obligations, required by our mission and by our accrediting body, the American Bar Association (ABA).

Most significantly, these obligations require the Law School to structure its programs in a manner that makes it a microcosm of the larger University, providing its own versions of many of the functions that the entire University at large provides. Most of these obligations result from accreditation requirements imposed by the ABA. The School of Law is required to provide:

- Its own registrar, admissions, academic advising, career services, and student services offices.
- Its own academic support program.
- A specialized legal writing program.
- A separate building, uniquely adapted to the School of Law's mission, containing such facilities as legal clinics and a moot court room.
- A separate library, housed at the Law School, with its own staff and unique requirements regarding collections and student access. Specialized technology, continually updated to keep up with technology currently used in the practice of law.

As a result of these requirements, the Law School has administrative functions that differ from other campus units that share its current reporting structure.

In reality, the School of Law is considerably different from all the other units under the administration of the SIUC Provost. We do not educate undergraduates. We do not offer Ph.D programs. We do not, and cannot, make use of many of the administrative assets and functions offered by the Office of the Provost.

Moreover, our current reporting structure has, on many occasions, actually hindered the School of Law's ability to carry out its mission, compete for students and faculty, and meet accreditation standards. In dealing with an SIUC administration that is naturally more focused on undergraduate education or other activities not relevant to the Law School, we find we have to educate the administration about our unique needs on too many occasions when we seek to take actions beneficial to the School. That is highly inefficient, and our efforts are not always successful, resulting in decisions that put us at a competitive disadvantage. Here are just a few examples:

- *Withholding of University Funding for Academic Support Personnel Summer Contracts.* In summer 2013, the Provost's Office refused to approve a summer one-month contract for a nine-month faculty member who works with spring graduates about to take the bar exam. The Dean had already budgeted and set aside the funds to pay this contract. The contract was rejected because the bar passage assistance provided by the School of Law is not a revenue-producing program. Bar examination pass rates, however, are actually vital to the success of the Law School and an important element of ABA accreditation reviews. Law schools in other states have been placed on probation or have lost accreditation because of low bar passage rates. In addition, bar passage rates factor heavily in national rankings of law schools. Our bar passage rate is traditionally higher than the overall pass rate for Illinois, in large part because we provide extra support to our students. This unilateral decision by the Provost's Office jeopardized a critical element of the School of Law's mission, placed our graduates at risk for failing the bar examination, and potentially impacted the School's recruitment efforts for years to come.

- *Budget Issues.* Although ABA standards contemplate significant budget autonomy for law school deans, the SIUC campus administration has increasingly stripped autonomy from deans at the School of Law. For the first time, in 2012, the University imposed an assessment on the School of Law in the amount of about \$825,000, ostensibly to cover overhead associated with the operations of the School but without providing any specific explanation of the basis for the amount of the charge. The University rebuffed the School's requests for additional information so that the School could engage in effective budget planning and confirm what costs and expenses were covered by the assessment. The amount of the assessment caused considerable hardship to the School of Law and resulted in the School having to drain its reserves and shift other funds in order to avoid programmatic cuts. In addition, the School has sometimes found itself in a double budgetary bind, caught between the offices of the Provost and the Chancellor. For example, the School was double-assessed institutional fees for technology support by both offices.
- *Interference with Contracts and Abrogation of Prior Agreements.* In the summer of 2014, the SIUC central administration informed our Dean that it would no longer recognize an agreement reached more than 20 years ago between the University and the School of Law about the funding of summer research stipends for our faculty. The Dean had budgeted for these stipends and reserved the funds to pay them. These stipends are contractual obligations to the faculty and are a critical part of the faculty's compensation packages. According to recent surveys, SIU Law faculty members are among the lowest paid in the nation, and the stipend is crucial to the School not slipping even further behind. Recruiting and hiring highly qualified individuals is essential to maintain a distinguished faculty committed to both excellent teaching and scholarship.
- *Limiting the School of Law's Ability to Hire Faculty with Tenure and Advanced Status.* Despite having approved a position announcement that indicated the School of Law was searching for individuals to be appointed at the Assistant, Associate or Professor of Law levels, the Provost's Office repeatedly informed the Dean that it would not

approve hiring candidates with tenure and rank. This has happened on multiple occasions in the past several years, and it substantially interferes with our ability to attract the highly qualified faculty essential to the mission of the Law School.

- *General Lack of Autonomy.* In general, the SIUC central administration has often deprived the School of Law and its Dean of the basic autonomy called for in the Standards for Accreditation of the American Bar Association. In addition to the specific issues noted above, some other examples included the Provost's Office not approving the Dean's requests for equitable salary adjustments for faculty and staff, as well as not permitting the Dean to compensate overloads and "extra assignments" as necessary for the effective staffing of programs and classes.

Some of these examples arose under a recent SIUC administration that has since changed, but these issues are not unique to any particular administrator. Rather, these difficulties stem from the disconnect between the Law School's unique circumstances and the SIUC administration's understandable focus on matters more appropriate for undergraduate or Ph.D. education. For this reason, the School of Law has long advocated for a change in its reporting line. It would be far more effective and efficient to streamline the School of Law reporting line, reducing layers of administration and allowing the Law School appropriate autonomy while reporting to those who have a system-wide view of the place a professional school should occupy within the larger Southern Illinois University System.

Positioning the School of Law to Compete in a Cut-Throat Legal Education Market

Legal education is now experiencing unprecedented challenges requiring the Law School to become even more engaged with the public and practicing bar. Critics of legal education in general have demanded more experiential learning so that students are better prepared for practice. Change has become necessary for legal education as applicants have grown skeptical about the value of legal education. Fortunately, and so far, the SIU School of Law has been able to address these challenges. It has been at the forefront of expanding experiential learning through measures such as externship programs. The School of Law is

ranked in the top 50 schools for Practical Training by the National Jurist magazine. Last year, the School of Law placed in the top 20 nationally for job placement, ahead of all other law schools in Illinois except for the University of Chicago and Northwestern University.

Legal education is in a period of contraction. Applications have fallen to a multi-decade low, and some law schools are in danger of closing. In order to respond to these historic conditions, law schools need to maintain their autonomy to use their resources. The past several years at SIU, however, have seen an erosion of the School of Law's autonomy, as the School has been subjected to arbitrary, ad hoc, and inconsistent decisions by the Provost and Chancellor. Those decisions have negatively affected the School of Law's ability to fulfill its unique mission.

We believe that we can not only survive, but thrive, in a competitive environment. In order to do so, we need the administrative autonomy and freedom to operate as a system and regional asset within the Southern Illinois University System. We need the ability to make entrepreneurial decisions that will enhance the opportunities we can provide to our students, without the parochial constraints of campus-centric reporting arrangements.

The Law School's mission to serve the people and communities of the region coincides completely with its obligation to provide its students with a first-class legal education. Legal education has always focused on practical, service-oriented training, and reform measures have greatly increased that focus in recent decades. Legal education includes extensive hands-on training via legal clinics, externships, and skills courses as well as the use of experienced and distinguished practitioners as adjuncts. Our students learn by serving and working with the lawyers and people of our region.

This issue relates back to the School of Law as a system-wide asset. To a greater extent than most jobs and professions, the practice of law is localized in nature. If we can provide clinical opportunities and offer classes in the Metro East and Springfield areas, we increase the possibilities for our graduates to find meaningful employment. We believe we can attract

students who might otherwise choose higher-priced private law schools in St. Louis if we are able to offer programs to them in the St. Louis metropolitan area.

We believe we share with you a goal to have a strong and vibrant institution. We see the issues raised in this letter as fundamental to the continued ability of the School of Law to meet the challenges of the legal education market. As previously stated, we believe that any change to the School of Law's administrative reporting line should accomplish three objectives:

- 1) Solidify the School of Law's role as both an SIU System and a regional asset;
- 2) Streamline the administrative decision-making process for Law School matters, thereby permitting the Law School to better serve its students, achieve its educational objectives, and fulfill its mission; and
- 3) Position the School of Law to compete effectively in the cut-throat world of legal education in the modern era.

We believe that the Law School needs the autonomy and administrative support to serve as a system-wide and regional asset. Accordingly, we support a change to the reporting structure to the level that would permit us to reach our full potential as an integrated part of the SIU System. We thank you for your time and consideration.

Sincerely,

The Faculty of the Southern Illinois University School of Law

This letter was approved unanimously by a vote of Faculty of the Southern Illinois University School of Law on March 20, 2015.



March 12th, 2015

ALUMNI COUNCIL EXECUTIVE COMMITTEE
DR. CHRIS LARSEN, CHAIR

President Dunn,

I am writing you today in hopes you would consider changing the reporting line for the professional schools. As a practicing general dentist, I am fully aware of the unique financial needs of practicing dentistry and it's incurred high overhead cost. As the SIU-SDM Alumni Council President, I admire how Dean Rotter has run the dental school in a world class fashion, in lieu of severe limitations.

But, the fact is, the dental school is very different from the SIUE based healthcare professional schools. The School of Dental Medicine operates a professional program which must prepare students, in four years, to be license ready, safe and effective health care providers. The SDM also offers a post-baccalaureate professional education, all done in a full scope dental clinic. This is uniquely different from the other professional schools in that budgetary decisions regarding personnel (faculty and staff); equipment and supplies (purchase, repair, replacement), for direct patient care must be evaluated and executed in a much different and proactive way.

In conclusion, regardless of the reporting official renewed consideration, the overall reporting process for the School of Dental Medicine should be given. The school should be considered as a distinct entity, which provides professional healthcare and healthcare education in a world class manner.

Sincerely,

A handwritten signature in black ink that reads 'Christopher C. Larsen D.M.D.' The signature is written in a cursive style.

Christopher C. Larsen D.M.D
Class of 1988

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Frank A. Maggio, D.D.S.

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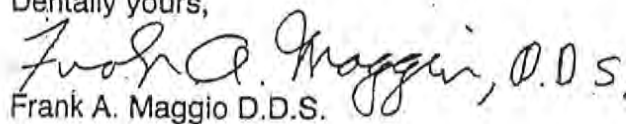
March 12, 2015

As chairman of the Deans Advisory Committee for SIU School of Dental Medicine I would like to give you my perspective on the idea of the possible change on the reporting line for all professional schools and especially as it relates to the Dental School.

As you know the Dental Schools mission is to educate folks so that they can become members of the health care team. We function similarly as the Medical School and as such it makes sense that the School of Dental Medicine should follow the same mechanism as the School of Medicine. We should not be viewed like the undergraduate program at SUE because we are not the same as the undergraduate school since we give an advanced degree. Also the Dental School offers direct patient care which is totally different from the other professional programs thus the process for budget decisions should be viewed differently.

I therefore feel that whatever the mechanism devised for reporting it should be given a new look. The School of Dental Medicine is different in many ways, but like the School of Medicine, it should allow for changes in budget to better have it function in the best way, not only for the students but also the patients they served. Thinking differently the usual is a good thing. Things change and the School of Dental Medicine goal is to always be the best it can be. Thanks for taking your time to read this.

Dentally yours,


Frank A. Maggio D.D.S.



SIU
School of
Dental Medicine

March 13, 2015

President Dunn,

I would like to offer the following perspective on the realignment as it relates to the operation of the School of Dental Medicine.

The School of Dental Medicine operates a professional program which must prepare students to be license ready, safe and effective health care providers. In as much, the school also operates a very sophisticated and complex patient care operation, a dental hospital if you will. This operation is in close alignment with that of the School of Medicine. It would make fiscal, operational and curricular sense for the School of Dental Medicine to follow similar operational protocols to those of the School of Medicine.

Realignment of the professional schools within the SIU system should be considered primarily as a philosophical operational change. The SDM, in trying to maintain a professional curriculum as well as an intricate system of patient care delivery, operates at a distinct disadvantage when being looked at in the same light as the undergraduate programs (both operationally and fiscally).

Indeed, we are actually different from the other SIUE based healthcare professional schools as well. The SDM offers a post-baccalaureate professional education. The SDM also operates, as I previously stated, a full-scope patient care operation. This is uniquely different from the other professional schools in that budgetary decisions regarding personnel (faculty and staff), equipment and supplies (purchase, repair, replacement) for direct patient care must be evaluated and executed in a much different and proactive way.

Therefore, regardless of the reporting official, the overall reporting process for the School of Dental Medicine should be given renewed consideration. The school should be considered as a distinct entity which provides professional healthcare and healthcare education. This plan should also consider budgetary adjustments which would allow the School of Dental Medicine to plan and execute its operations in a more versatile and proactive fashion, as does the School of Medicine. Structurally and operationally we are much different than any other unit within the University, save the School of Medicine. Capitalizing on these differences, rather than being constrained by them would allow the School of Dental Medicine to not only continue its pattern of excellence, but to further excel in the future.

Sincerely,

Kathy Shafer DMD
Chair, SDM Faculty Assembly



SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

School of Pharmacy

t 618.650.5150 f 618.650.5152 w siue.edu/pharmacy

200 University Park Drive, Suite 220, Campus Box 2000, Edwardsville, Illinois 62026-2000

April 8, 2015

Randy J. Dunn, President
Southern Illinois University System

Dear Dr. Dunn,

The faculty from the SIUE School of Pharmacy are writing this letter in response to your request for comments on the proposed reporting line changes for SIU's first professional schools. We have read the White Paper that you sent to Dean Gupchup and we agree with much of what was written in the paper. Specifically, we strongly identify with your statements that our program, as a first professional program, is very independent and has unique needs and obligations that are different from undergraduate and graduate programs. Our accrediting body has many requirements that we must meet in order for our students to be licensed pharmacists. Oftentimes this seems to be misunderstood as we are asked to fit into the policies and requirements that, while appropriate for the majority on campus, are incongruous to the unique needs of our professional program.

We feel that it is important to write to you now to let you know what we think about the proposed changes. First, we would like you to know that we will make any reporting structure work for our program. Second, in any reporting structure we feel strongly that the School of Pharmacy should be recognized as a professional school, with needs for support that differ from undergraduate and graduate programs. As long as these different needs are acknowledged and supported, we have no doubt that we will continue in our success.

We currently have a very strong program that is routinely recognized on a national level. We appreciate all that you do to help us continue to do what we do well to keep this a great program. Thank you for allowing us the opportunity to provide comments on this proposal.

Sincerely,

Cassandra Maynard
David P. Jody
[Signature]
[Signature]
Will M. Kelly
Cathy Santorello
[Signature]

Kat Ann
Lisa [Signature]
Miranda Wilhelm
Cindy Weller
William Weller
Demi Poire

April 18, 2014

RE: Proposed Reporting Line Changes for SIU's First-Professional Schools

President Dunn,

I am writing this letter in response to your call for comments regarding a proposed change in reporting lines for SIUE's School of Pharmacy (SOP).

As a relatively new program on the SIUE campus, the SOP has grown exponentially and today rivals some of the more established pharmacy programs in the country. However, SIUE seems to operate in a system that uses undergraduate strategies in policymaking that severely hamper further development. Differences between professional and undergraduate programs are overlooked in policy decision-making. The SOP trains direct patient-care health care practitioners and are held to a much higher standard by the public. This training is rigorous, takes a longer time to complete, costs more in tuition, and is very closely scrutinized by the professional accrediting agency. The proposed reporting line should streamline administrative decision making such that the SOP can better serve its students and their patients in Southern and Central Illinois.

Professional schools are resource intensive and must comply with strict accreditation standards which often require additional resources. It is not uncommon to see highly rated schools of pharmacy placed on probation for failure to meet all accreditation standards. In addition, the SOP must compete aggressively for students, and needs some autonomy administratively to continue to attract the best students. Under the current administrative model, the danger of failure and, perhaps even closure of the SOP becomes very real. I believe the proposed reporting line will provide administrative support that will help the SOP continue to meet its current mission and obligation to the region.

I fully support the proposal that all first-degree professional schools report to an entity that understands their needs, and that will provide them with the means to continue to produce practitioners to meet our mission of providing care to Southern Illinois.

Sincerely,



Walter Siganga
Professor, Pharmaceutical Sciences
SIUE School of Pharmacy
618-650-5135
wsigang@siue.edu

Randy J Dunn

From: mkontoyi04@gmail.com on behalf of maria kontoyianni <mkontoy@siue.edu>
Sent: Thursday, April 30, 2015 12:47 PM
To: Randy J Dunn
Subject: Reporting line change

Dear President Dunn,

Thank you for giving us the opportunity to provide you feedback regarding 'a' potential change in the reporting line of the School of Pharmacy (SOP). Because the professional schools have different requirements and operational standards, I feel it would be in our best interest to group us together first of all. We are a unique combination of a science/research-based (Department of Pharmaceutical Sciences) and clinical applications (Department of Pharmacy Practice) program. In that capacity, we have an infrastructure that is better understood in the realm of a professional 'unit', which could in turn enable more research opportunities and collaborations with the School of Medicine and the other professional schools.

Secondly, reporting directly to the Chancellor might be beneficial in that our needs for support from the administration are different from undergraduate, even other graduate programs. Thus, what is expected of us regarding performance and return of investment should be commensurate with our expertise. Consequently, I feel that reporting to the top executive on campus could lead to a more efficient and focused relationship.

Finally, support for research and creating an environment conducive to innovation (for those faculty who are focused on basic science) would in my opinion raise the bar, and put emphasis on moving forward towards higher excellence/prominence for SOP. The expectations of the faculty in turn would be increased turnaround grant submissions and better chances at being funded.

Thank you for your consideration and best wishes for continued success.
Maria

--

Maria Kontoyianni, Ph.D.
Associate Professor, Medicinal Chemistry
Adjunct Professor, Chemistry
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Southern Illinois University Edwardsville
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SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

April 30, 2015

To: President Dunn and the SIU Board of Trustees

From: J. Mark Ruscin, Pharm.D., Professor and Chair, Department of Pharmacy Practice

RE: Changes in reporting structures within the SIU system

Dear President Dunn and SIU Board of Trustees (BOT) Members,

I appreciate having the opportunity to provide input into the proposed reporting line changes for the first-professional schools within the SIU system. As a faculty member with the School of Pharmacy, I feel it is important to provide my perspective. I joined SIUE School of Pharmacy in 2008, after having served with the faculty at the University of Colorado Health Sciences Center School of Pharmacy for 13 years. I grew up in a small town in the central part of the state (Sullivan, IL) and was drawn back to the region by the SIUE pharmacy program and the opportunity to impact health care, student education and the practice of pharmacy in downstate Illinois. In a short amount of time, the School of Pharmacy has made positive impacts on both SIUE and the profession of pharmacy. It is rewarding to see the number of high performing students attending SIUE from rural parts of Illinois returning to their home towns after graduation to practice pharmacy and positively influence patient care.

With regard to a change in reporting lines, I believe that there are important differences in professional doctoral training programs that require attention and consideration. However, I do not have a stated preference as to whom the Dean of the School of Pharmacy should report; that is up to you as the President and BOT to decide. I do feel, however, that it is important for you, as President, and the BOT to ensure that the individual possesses a keen understanding of how professional doctoral training programs differ in terms of structure, function, enrollment, experiential education, the need for clinical faculty, faculty teaching loads, tuition structure, funding needs, etc., relative to undergraduate programs.

It is clear that the fiscal circumstances within the State of Illinois will impact funding of higher education going forward. In my opinion, the SOP faculty and administration are highly committed to being good academic citizens and are mindful of the need to make sacrifices for the greater good. That said, the School of Pharmacy has maintained an extremely lean budget for several years which, unfortunately, does not provide us with many options when budget cuts are looming. Beyond a certain threshold, cuts will profoundly impact the quality of the program, graduate board pass rates, student recruitment, and possibly most importantly, jeopardize accreditation status. As you are well aware, the School of Pharmacy at SIUE is the one and only pharmacy program offered in the State of Illinois outside of the Chicago metropolitan region. Without the SIUE program, there would be no focused higher education efforts in Illinois to meet the pharmacy healthcare needs for the 66 counties and 2.2 million people making up our catchment area. The school must be funded at a level that allows it to maintain reasonable quality and to meet all accreditation standards. Our graduates are not able to sit for the pharmacy board exam and practice pharmacy unless they have graduated from an accredited program.

The professional degree programs in medicine, pharmacy, dentistry, and law within the SIU system are a tremendous asset to our University. These programs all have unique characteristics that require special attention and administrative oversight to ensure adequate funding to preserve quality and to meet accreditation standards.

Respectfully,



J. Mark Ruscin, Pharm.D., FCCP, BCPS
Professor and Chair, Department of Pharmacy Practice
SIUE School of Pharmacy
jruscin@siue.edu

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

May 1st, 2015

Randy J. Dunn, President
Southern Illinois University System

Dear Dr. Dunn,

I wish to provide comments regarding the proposed reporting line changes for SIU's first professional schools. Per the published white paper, I agree that first professional programs are unique and have different requirements than undergraduate and graduate programs. As you are aware we are subject to stringent accreditation standards that guide how we structure and offer the program. Like most doctoral health professions program, Pharmacy is very resource intensive. Policies that apply to undergraduate programs often cannot be applied to such programs.

I would like to state that the structure of reporting lines is less the issue than the support needed to offer a professional program like pharmacy. We will support whatever reporting lines is determined to be best for the programs and the future. I am in agreement that the current structure of reporting lines is probably less than optimal and could benefit from some changes. The current structure does not support the ability to enhance interprofessional collaboration among the health sciences. However, I am unclear if the proposed new structure would be optimal to support enhancing interprofessional education. A structure that creates a Provost and Vice Chancellor for health sciences, where all health sciences program including medicine, dental medicine, pharmacy, nursing and health education report to this individual would make more sense.

In conclusion, I commend the recognition that first professional programs are unique and that evaluating a new structure for reporting lines is being undertaken. However, we should be cautious in just creating a new structure without contemplating where we desire to be in the future as a health care system that plans to excel in health care offerings.

Thank you for allowing us to provide comments on this proposal.

Sincerely,



Therese I Poirier, PharmD, MPH, BCPS, FASHP, FCCP
Professor of Pharmacy Practice and Senior Scholar
Southern Illinois University Edwardsville

Randy J Dunn

From: Holly S Hurlburt
Sent: Tuesday, February 03, 2015 4:44 PM
To: Randy J Dunn
Subject: BOT strategic plan and reporting relationships

Dear President Dunn-

I hope this is the correct means to communicate my thoughts about the latest system connection newsletter. It is hard to come to any sort of conclusion about the reporting relationships item, as in your brief missive we're not given any sense of what the pros of such an arrangement might be. Why is such a rearrangement necessary? Would such changes trigger article 9 proceedings according to the FA contract? I suspect I am not the only faculty senator with such questions (for example, I imagine Jim MacLean has a lot of questions), so if you will be attending next week's meeting it would be terrific to get more details on the plan, and especially the benefits the BOT thinks it might generate.

In terms of the BOT's strategic improvement plan - again, it would be useful to know what processes they went through to generate this document. Was there any faculty input, or is the idea that our comments now amount to faculty input?

In the mission statement, I wonder about the ordering of the categories - I would move teaching up so it appears after access and opportunity, especially since the gist of the rest of the document seems to be student focused. I am not saying I think the other categories benefit students less, only that teaching is the most obvious benefit.

It would be nice to see the pledge of maintenance of quality (or even increase of quality) foregrounded more in the document - especially in the strategic themes, some points of which will be read by some faculty as endangering our quality (ie, streamlining, cost saving, etc).

In terms of values, it's nice to see some of these things (like transparency) articulated in print! I'm not quite sure what 'distributive' leadership and governance' means.

How is 'student satisfaction' measured? I know there's quite a lot about this in the media now...some students are 'satisfied' if their campus has a splash pool, or cool dorms, or winning sports teams. If possible, I would foreground the student success in this strategic theme, and perhaps even remove 'satisfaction'.

I for one like the part of 'stronger system' about working across campuses - I have wondered each of the 14 years I have been here why we can't figure out ways to do that. I think it deserves its own bullet point, because doing so would be beneficial for more reasons than just streamlining.

These are my (more than?) two cents. Thanks for asking!

Cordially,
Holly S. Hurlburt
Associate Professor
Department of History

E-mail: lahiri@siu.edu
Home page: <http://mypage.siu.edu/lahiri/>

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economics.siu.edu

Dr. Randy J. Dunn,
President,
Southern Illinois University
Office of the President-SIUP
Mailcode: 6801
Carbondale, IL 62901

March 13, 2015

Dear President Dunn,

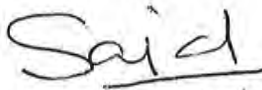
Reporting Structure for the Professional Schools

I have some concerns about the proposed changes in the reporting structure for the professional schools within the SIU system. I understand that this will be discussed at the next meeting of the Board of Trustees (BoT). Since it may have big negative externalities for the rest of us in terms, for example, of Carnegie research classification, I would urge the BoT to move with caution in this respect. Since we do not have any background information for the need for such changes, I would like fuller and wider discussions with all the information. Since a new Chancellor for SIUC is likely to be in place before the Fall semester of 2015, It would also like the BOT to wait for consultations with the new Chancellor before making any decision on such an important matter.

I shall be grateful if you could please bring my concerns to the attention of the BoT.

With regards,

Yours sincerely,



Sajal Lahiri
Vandeveer Chair Professor of Economics.

Randy J Dunn

From: Curt Lox <clox@siue.edu>
Sent: Thursday, April 02, 2015 12:24 PM
To: Randy J Dunn
Subject: RE: First-Professional Schools White Paper

Randy,

Thank you for the opportunity to respond to your white paper proposal regarding first-professional schools. I will attempt to keep my comments very brief. After reading the proposal, my first instinct was to simply develop a pros and cons list. Now, I will admit that I likely lack background and understanding as to many of the issues involved which have led to this proposal. I will also admit that my primary interest and concern centers around SIUE's Pharmacy and Dental Medicine schools (though certain departments in my unit have begun what I believe are promising collaborations with the Medical School). Ultimately, my thoughts are as follows:

- 1) While I recognize and appreciate that these entities operate differently, I am concerned that two of our academic units (Pharmacy, Dental Med) would not report to the same individual as the rest of our academic units. While I cannot necessarily predict the downside of such a system, it simply doesn't make sense to me. Currently, the School of Education, Health and Human Behavior has a wonderful, open, and collaborative relationship with these two units (mostly Pharmacy) and I have been excited for some time about the possibility of merging certain components of my school with these two units and Nursing to form some sort of "Allied Health" unit. Again, what would be the impact of half of the entities reporting to one individual while the other half reports to somebody else? How would this impact our ability to move forward together with the same consistent messages and goals? It is my perception that the communication and collaboration of all schools/college on our campus is as strong as it has ever been at the moment and with John Navin and I staying on in our positions, will only get better.
- 2) I am simply struggling to identify the "pros" in this proposal. I suspect that the Med School and Law School have had issues of some kind which precipitated this proposal. Again, I cannot pretend to know what those are but perhaps this proposal should be limited to their concerns and needs? Unless there are also issues from the standpoints of Pharmacy and Dental Med of which I am unaware, why must our units at SIUE be subject to this proposal? As you may know, my background is in sport psychology so I have made a career working with athletes and coaches. I've worked tirelessly to help them develop cohesiveness, shared vision, and open communication. Given this, I am struggling to find a positive consequence to this proposal as it relates to these factors and our academic team here at SIUE. If anything, I could envision a perceived "academic hierarchy" developing by virtue of two schools reporting directly to the Chancellor while the rest report to the Provost.
- 3) Randy, please know that I am a very "outside the box" kind of person and appreciate creative problem-solving approaches as much as anybody you'll find. I embrace change and strategic risk-taking. However, the pros and cons list doesn't seem to add up for me, possibly because I simply do not have enough information. At the end of the day, I sense great collaborative potential among our schools/college which will be vital to our shared successes going forward. I am concerned that this proposal will ultimately have a negative impact on our continued collaborations with these two schools and I would hate to see that happen. Thanks again for taking the time to consider my somewhat random thoughts/concerns. I will support whatever you and the Board decide.

Regards,

Curt

Curt L. Lox, Dean

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April 30, 2015

Memorandum

To: Randy Dunn, President SIU

From: Susan M. Ford, Provost and Vice Chancellor for Academic Affairs, SIUC

Re: Evaluation of proposed change in reporting lines of professional schools

I write to provide an analysis of the proposed changes in reporting lines of the professional schools, with the School of Medicine going from the Chancellor of SIUC to the President, and the Schools of Law, Dentistry, and Nursing going from the respective provosts to the chancellors of each university. My focus is on SIUC, but some of my comments and observations relate to both universities. I have delayed submitting my views until I could fully seek information from individuals in the affected units at SIUC on the perceived benefits of the realignments, as well as additional information from other units on campus. At the most recent BOT meeting, the faculty of the School of Law asked to have their reporting line changed to the System President as well, a further permutation on the proposed realignment.

First, I will note that both the Schools of Medicine and Law believe there are some key problems in the current reporting lines, which they need to have addressed. I talked with the deans of both schools extensively to seek an understanding of these problems. They have had real difficulties in the past and currently which need to be addressed. A key question however needs to be whether: (1) changed reporting lines will resolve the problems; (2) if so, will they also create new and serious problems; and (3) is there a better way to address the problems these schools have faced?

To assist in considering this issue, I compiled a comparative chart (attached) for SIUC with UIUC, the 10 IBHE peer institutions for SIUC, and a sample of 25 of the 100 institutions with the same Carnegie High Research ranking as SIUC. I selected 25 that were non-coastal, mostly Midwest, mostly public. They were chosen PRIOR to looking at their organizational charts (originally selected for a different study of GA stipend rates). Six schools are in both our IBHE and Carnegie peer groups, so a total of 30 unique institutions are reported for comparison. In the chart, I provide data on whether the school is part of a system (if yes, is it the flagship school), whether the institution's CEO reports directly to its Board of Trustees (vs. through a higher system administrator), and to whom each of its professional schools reports.

SCHOOL OF MEDICINE:

Identified Problems:

- 1) Claim that other Schools of Medicine report to the CEO of the institution. Failure to do so damages their national status and reputation.
- 2) Previous chancellors have not always fully understood the complexities of the clinical, applied, and service aspects of the medical school, nor the management of

the hospitals. As a result, policies have been passed that are detrimental to the functioning of the SOM. Several examples were given of policies passed by Chancellor Cheng that made application for NIH grants more difficult as well as hiring of nurses in hospitals.

- 3) Management of the hospitals and clinical practices need more attention and time investment by the CEO to which the School of Medicine reports.

Pros of Realignment:

- 1) SOM staff in Springfield (but not those based in Carbondale) believe that other schools of medicine report to the "highest ranking individual" regardless of structure and irrespective of "campus/institutional integrity" vs. a system structure, and that this will have no impact on their accreditation.
- 2) SOM Springfield staff believe that a system President will automatically be more knowledgeable about and engaged in their institution than a chancellor of SIUC, and that there is something intrinsic in the structure of the SIUC chancellor that has led to poor policy formation (rather than individuals).
- 3) SOM Springfield staff believe that a system President would give them more time and attention than the chancellor of SIUC.
- 4) SOM staff stated that they have a totally independent operating structure and have little to no dependency on or need for the SIUC functional area.

Cons of Realignment:

- 1) Comparative reporting at other schools: In fact, of the 14 institutions examined with Schools of Medicine, 6 report directly to the Provost. Three (3) report to a Vice President/Chancellor for Health Sciences who oversees several programs related to Health Science, and 1 has a dual report to the Provost and to a VP Health Sciences. 1 reports dually to the Provost and to the CEO. Only one reports directly to the CEO, in a structure similar to ours (the CEO of the institution, within a system) – this is the University of North Dakota.

In fact, **ONLY TWO** report to the System President outside the university structure. At Texas Tech University, the system includes two university campuses and two health science campuses each with a school of medicine, and all four report to a single system president. At the University of Mississippi, the school of medicine also has a line to the system president. There is no information given on their websites about whether/how accreditation is determined on these campuses – to the system (since they have flagship and branch campuses) or otherwise. Neither of these systems is identical to ours, in that they both have a clear flagship institution.

Thus, the reporting of the SOM is already similar to or "more prestigious" (=higher up the reporting chain) than almost all of our peer institutions. The two that are closest to what is contemplated have very different system structures to ours.

- 2) We do not yet have a clear understanding from the Higher Learning Commission on the impact on accreditation, if any. The major concern is that the School of Medicine is accredited as part of the HLC accredited institution of SIU Carbondale. Since our SYSTEM is not an accredited institution, but an administrative oversight

of two separately accredited bodies, changing the reporting line so that the School does not report to the Chief Executive Officer of its accredited body or a subsidiary could essentially remove it from the university in the eyes of the HLC and remove its accreditation. It would take at least ten years for it to be fully accredited on its own as a unique separate institution.

A similar concern exists for the Carnegie High Research status of both the School of Medicine and SIU Carbondale as a whole. Carnegie status depends on a dual consideration of external research dollars acquired and number of PhDs granted in a single year. If the changed reporting of the SOM results in the two entities being seen as separate and unique, then *neither* independently would achieve the criteria needed for Carnegie High Research status. This would impact the ability of researchers to apply for some types of grants and seriously damage the reputations of both.

- 3) Clearly, policies have been enacted that were detrimental to smooth operations in Springfield. However, many of these policies were also detrimental to research and smooth operations on the Carbondale campus and resulted in widespread dissatisfaction and frustration on both campuses. I believe this was the result of poor decision-making on the part of an individual (the chancellor at the time) – and there is no guarantee that a president is any more or likely to be a “wise decision maker” than a chancellor. Any individual is possibly capable of flawed decision making. The key is making sure that whomever the SOM reports to is well informed and familiar with the issues and problems unique to the SOM. This level of understanding is the responsibility of both the chief officer and the dean/provost of the SOM. (See next point).

I asked the dean/provost and some of the chairs at the SOM if any chancellors had made monthly visits to the Springfield campus, to meet with them and learn more about the medical school. They indicate that this had not happened in a very long time – but interestingly, they also said they weren’t sure they would want this to occur. They seemed to prefer to remain aloof and “mysterious” to the chancellor while also unhappy that the chancellors have been unable to make informed and wise decisions. This seems a very counter-productive and counter-intuitive set of goals and preferred operating procedure.

- 4) It is possible that the system President would have more time to spend with those on the Springfield campus to be better informed about their needs and issues. However, the President is also a busy person, and like the Chancellor is based in Carbondale, not Springfield. It is not clear why they would welcome visits from the President if they would prefer not to have visits from the chancellor. THE KEY ISSUE is that whomever the SOM reports to needs to have a much better understanding of their needs through visits and interaction, and that more eyes and minds may need to be involved than currently in considering policies as they affect the SOM.
- 5) The SOM is erroneous in its belief that they are almost totally “stand alone” from institutional support from SIUC. In fact, their financial aid packaging is managed at Springfield but then finalized and reported nationally through SIUC’s financial aid office. Likewise, all of their international faculty and international graduate students are processed through the Center for International Education at

Carbondale, which is the legal "home" office in the eyes of the federal government. Final repository for all student records, transcripts, and diplomas is with the Office of the Registrar in Carbondale. The graduate programs of the SOM are part of the Graduate School, under the Graduate Dean, in Carbondale, and ALL student processing (admission, contracts, grievances, clearances including graduation clearance, records and registration, and diploma production and transcripts) are managed by the Graduate School in Carbondale. All undergraduates in the College of Science are required to take a course taught by SOM faculty in Physiology. A number of computer programs are jointly owned and primarily managed through Carbondale's IT (including the Student Information System, Banner). Faculty in the SOM are active participants in the shared governance bodies, the Faculty Senate and Graduate Council (in fact, the chairs of both this year are from the SOM, and another faculty member in Springfield attends every Faculty Senate meeting through video conference participation). Fundraising is through the SIUC Foundation, and their accounts are part of our Foundation (not a System Foundation). Their alumni network is managed as part of the SIU alumni association. Finally, if there are faculty grievance OR student grievances, the final arbiter and level of appeal for all of these is the CEO of the university, the Chancellor. It is not really an isolated, independent island in Springfield.

Managing all THESE aspects of student processing and student issues, and of student and faculty life, takes place on the Carbondale campus. Policies passed by the CEO, the Chancellor, and other groups within SIUC will directly impact life for the SOM for those on both campuses. Creating a structure in which the Dean/Provost of the SOM no longer regularly meets with the Chancellor and does not participate in the biweekly chancellor's cabinet leadership meetings will certainly add layers of complexity and difficulty to wise decision making. The policies of SIUC will continue to apply to and dictate the lives of those in the SOM. However, the SOM will no longer have any voice in that decision making except through the added step of SOM talks to the President who brings concerns to the Chancellor, and the Chancellor informs the President of planned or new actions and policies, and the President informs the SOM. The dean/provost no longer has any direct route to voice his/her concerns or to quickly and efficiently weigh in and influence decision making during the process, only in the aftermath.

The only way to avoid the delays and likely mis-communications of this awkward and inefficient communication trinity is for the SOM to separate entirely. In addition to the unresolved issues of accreditation and Carnegie Research status, the SOM will invoke the added cost to take on and duplicate all of the many services provided by units on the Carbondale campus. They will lose all their graduate and undergraduate programs (a sacrifice that would be huge for the now separated SIUC). Students in SIUC's College of Science lose access to a valuable and critical required course and basic training for pre-med students. The President now takes on the new and possibly cumbersome role of being the final arbiter for faculty and student grievances.

Recommendation:

In sum, there are legitimate concerns on the part of the SOM and difficulties they face that need to be addressed. However, the many problems and negative

consequences that would accrue to a changed reporting line for the SOM or a total separation far out-weigh any positives. The SOM's past difficulties and problems need to be addressed and a good, permanent, and "codified" solution put in place. In the distant past, there was in informal practice that the Dean/Provost of the SOM would meet regularly (e.g., monthly) with BOTH the Chancellor and President together. If this were re-established and codified by the BOT, it would allow more minds to be brought to issues in the SOM (avoiding the problem of an "unwise" Chancellor or President) and increase the understanding of all of the problems and challenges. An advisory health board could even be constructed to meet several times a year to broaden the number of minds involved. In addition, despite the reluctance of the SOM, the chancellors in the future should plan to make regular, perhaps monthly, day-long visits to Springfield to observe and visit with faculty, researchers, clinicians, and students, so as to be more aware of the unique issues faced by the SOM.

SCHOOL OF LAW:

Identified Problems:

- 1) Claim that other Schools of Law report to the CEO of the institution (plan in place is to report to Chancellor of SIUC; faculty recently requested this be to the System President). Failure to do so damages their national status and reputation and, they claim, makes them out of alignment with other institutions. The dean assumes her title would change to Provost and Dean, like that for the current Provost and Dean of the SOM, further enhancing status.
 - a. Like the SOM, the Law School claims they largely handle all of their own business, and do not need to depend on the provost's (or chancellor's) area for anything.
- 2) Previous provosts have not always fully understood the unique nature of the law school. Claimed harm relates to the fact that provosts have blocked them from having internship placements in Springfield and prevented budgetary decisions they wished to make. Other difficulties in the past have been alluded to, with particular mention that past Dean Tom Guernsey was unable to complete a number of desired initiatives due to problems from the provost's office.

Cons of Realignment:

- 1) Comparative reporting at other schools: Of the 16 peer institutions examined with Schools of Law, virtually ALL report directly to the Provost, as a part of academic affairs. There were no exceptions.

I will note that reporting to the Provost is also characteristic of almost all Schools of Nursing, Dentistry, and Pharmacy. The two exceptions for Nursing have it reporting along a School of Medicine (and in one case with Dentistry) to a combined VP for Health Sciences. In ALL other cases, even when there is a School of Medicine which reports differently, these professional schools are within academic affairs and report to the Provost. Far from being unique now, changing their reporting line to the Chancellor, much less the President, would make them totally unique among our peer institutions and I suspect most or all institutions across the nation. In addition, we would become the only institution in the nation with three provosts.

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- 2) Again, if the School of Law is pulled out to report to the President, we have unresolved questions about the impact on their accreditation, as they are accredited as a School of Law only as a imbedded part of an HLC accredited institution, SIU at Carbondale.
- 3) There were very few examples of specific problems and difficulties encountered in the past by the School of Law from a poor understanding of their nature by a provost. In fact, although Dean Guernsey believed he was stifled in accomplishing initiatives by his provost, he later became Provost Guernsey – and did not make those initiatives happen. The stumbling blocks were largely extra-institutional. It was actually Speaker of the House Madigan who personally blocked (and continues to block) SIUC and some other institutions in the state from placing law interns in Springfield, for example. The Dean of the School of Law has not been allowed to spend his/her budget in any way chosen, but then, neither has any other dean – it is the job of the provost, as it would be the job of the chancellor or president, to oversee expenditures by deans and assure sufficient funds for central needs. Someone, somewhere, will always provide a level of oversight and thwart some wishes.

Every unit is unique in some ways. The Rehabilitation Institute and the School of Allied Health, with their many clinical placements and programs, the unique online MBA program, the farms, animals, and widespread test plots of the College of Agriculture, the different standards for judging art and music faculty from historians from engineers from lawyers, the very different roles of Information Technology, the Center for Teaching Excellence, Enrollment Management, and the Graduate School – all of these are very unique units with unique missions, funding, and activity. A provost must learn to understand all of these varied arenas and work with them; in my experience, the School of Law is in fact far less odd than some of other units under the Provost.

- 4) The many ways in which the staff and central processing that report to the Provost serve the School of Law far exceed those mentioned for the School of Medicine. In addition to managing the final packaging of their financial aid, holding the permanent records and issuing diplomas and clearances, and managing all visa paperwork and status for international faculty and students, the provost's area process all hiring and other paperwork for the School of Law, manages parts of the hiring process, assists in budgetary issues, receives payment from students, their students are part of the SIUC healthcare system for students. All faculty and student grievances are managed through the provost's area. We provide campus legal assistance and support on legal issues. All of their information technology needs and infrastructure come through the SIU Carbondale campus. Thus, while they collect and keep their own tuition and are somewhat more independent than other academic colleges, the daily operations of the School of Law are intricately intertwined and reliant on the staff in the provost's area. A duplicate staff for these functions does not exist at either the Chancellor or President's level, and a separation of the School of Law from Academic Affairs would likely require the construction of expensive duplicate offices or a communication triad/quadrat of inefficiency and unnecessary complication.

- 5) An additional serious concern for the Faculty Senate and for me as provost is that this would remove an important level of review and oversight for tenure and promotion. Without department chairs in the School of Law, there would now be a single decision maker after the faculty vote, the dean. For other departments, there is the decision of the chair (and faculty), then the dean (with advisory committee), then the provost. While several law faculty have stated at Faculty Senate that this loss of levels of review and oversight, including the possible loss of access to the Judicial Review Board for grievances, doesn't worry them, I find this short-sighted. Only recently, with an earlier dean, there was a number of grievances files on tenure/promotion decisions, and overturning of the dean by either the provost or JRB. These layers of review have served the faculty and School of Law well in the past.

Recommendation:

My conclusion from both the comparison of reporting lines at peer institutions and a review of the perceived pros and cons is that it is difficult for me to see a justification for a changed reporting line for the other first professional schools, even to the chancellors much less to the system President. Not only would it be precedent setting and place us with a very unique structure compared to all peers, and remove these schools from critical academic dialog among deans on each campus that are the heartblood of moving the academic mission forward, but it would create a structure requiring either the expensive construction of duplicate processing streams OR the provosts' areas would continue to process all the various paperwork and set academic policy that directly affects these schools, but the deans of the schools would be removed from the dialogue and discussion about policy that affects them AND conversations about processing, paperwork, and other issues would be slowed by needing to go through intermediaries between the dean and the provost who oversees all of the essential processing systems.

I have tried to collect a great deal of information and opinion prior to compiling this review and evaluation. From this it is clear that there are concerns that should be addressed – but changing the reporting line is upended a functional organizational chart to address issues that are primarily ones of personality and competence by individual leaders. Better to replace the leaders and institute practice that assures wise counsel will be engaged in advising future leaders, particularly for the School of Medicine. The School of Law's problems appear to be largely external to the university.