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Former University of Iowa provost under criticism

BY JORDYN REILAND | MARCH 20, 2012 6:30 AM

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A former University of Iowa provost is under scrutiny and discussion following complaints at his current place of employment.

University of Illinois faculty and staff wrote two letters over the last two months stating concerns about university President Michael Hogan. Hogan served as the UI provost from 2004 to 2007.

The letter discussed a lack of trust between Hogan and the faculty, saying it would be nearly impossible for Hogan to regain it.

"Trust and respect, once lost, are not so easily recaptured by any such façade, no matter how skillfully manufactured," the letter said.

Hogan was a finalist during the UI's most recent presidential search; the position was ultimately given to current President Sally Mason.

UI professors said they were confused by University of Illinois faculty's complaints.

"He was very consultative when he was a provost here," said UI history Professor Jeffrey Cox. "I think he was a really good provost."

Before becoming provost at the UI, Hogan served as a UI history professor.

Cox said Hogan had been open when discussing matters with faculty and staff members and did his job well. Yet Hogan's position at Illinois, Cox noted, is in jeopardy because he cannot be a good leader without the trust of his faculty.

"I am surprised that it happened to Mike Hogan," Cox said.

However, Cox said, when a president loses the confidence of the faculty, he or she loses the ability to be effective.

UI history Professor Katherine Tachau said she also knew Hogan when he was teaching and when she served as Faculty Senate president, but she declined to comment on Hogan's issues at Illinois.

While serving as UI provost, Hogan coordinated the construction of the UI's strategic plan, The Iowa Promise, reallocated \$10.9 million toward faculty salary competitiveness, and created the "2 Plus 2 Guaranteed Graduation Plan" program, according to a 2007 university release following his being hired to become the president of the University of Connecticut.

The letter written to the University of Illinois Board of Trustees on March 14 expressed the urgent desire for the board to let Hogan go.

"Given the challenges that the university faces in an uncertain period for the state of Illinois, we view it as essential that Hogan's failed presidency be seen for what it is and that a path be forged which can rapidly restore a healthy governance structure," the letter stated.

University of Illinois spokesman Tom Hardy was not available for comment Monday night.

While University of Illinois Board of Trustee members were not able to discuss the most recent letter in their last board meeting March 15, members have been discussing personnel matters at the most-recent meetings.

"His ability to get along with the faculty seems to cause the most friction," said board member Tim Koritz. "The faculty are certainly entitled to their opinions."

Yet, Koritz said, sensitive issues such as the faculty's concerns can often be misconstrued or misunderstood.

"We want to do what's best for the university," he said. "A lot of times letters are written, things are said, [and people] may not know all of the data at hand."

MurphysboroAmerican.com

University of Illinois is at it again -- unfortunately

Walter V. Wendler Ph.D., AIA Professor and Director SIUC School of Architecture

By **Walter V. Wendler Ph.D.**

Murphysboro American

Posted Mar 16, 2012 @ 12:59 PM

Murphysboro, IL — University systems are political organizations. Universities are academic organizations. The two coexist symbiotically only with determined leadership.

In a speech opening the legislative session, House Speaker Dean Cannon said Florida's public university system is "racing toward the middle," a hodgepodge of schools with no clear mission and overlapping agendas.

The Miami Herald, 3.6.12

The University of Illinois is at it again.

Michael Hogan and other system heads lead best when they leave the intellectual life of each campus in the hands of a campus leader and faculty. These lines of demarcation are critical, and, when they are blurred, systems and campuses suffer. Taxpayers and students soon follow with pain and anxiety.

A university system's primary role is to simplify and explicate the relationship between higher education institutions and the elected leadership of the state. While the best system leaders usually earn their stripes as academics, as system leaders they don't participate in the day to day processes of university life, academic or otherwise.

People don't cheer for systems. People cheer for campuses. A university system never has a Chief Illiniwek to defend or depose.

Bobby Knight reminded me once that he had a sign behind his desk that read, "What part of 'NO' don't you understand." He was a leader. He understood that he made decisions, not a committee. Have you ever seen a committee throw a chair? It won't work. For better or worse, in clear-headedness or a fog of commitment powered by brilliance or dullness, leadership is the act of a passionate individual. I call this the Knight Imperative.

The distinction between a university campus and a university system is often lost in translation. Anyone who says he/she attended the University of Illinois means Urbana-Champaign. If they attended one of the two other campuses they would so indicate with the modifier, "Chicago" or Springfield.

Unless they wanted to confuse the listener into thinking that they attended the flagship instead of one of the other excellent campuses in the system. This is particularly perplexing in states where there is not a consistent use of the moniker "president" and "chancellor." A system CEO is not the same as a campus CEO no matter the titling nomenclature, I recall something about "serving two masters."

Confusion is never positive in any organizational culture, from inside or outside.

A university has a single faculty, a basketball team, and one alumni organization. An institution with more than one of any of these is not a university but a university system. To be sure these are arcane topics, but they are critical to understanding the genesis of some of the challenges that face complex multi-institutional systems. The Knight Imperative is in play. University system leadership is driven by politics. In well-functioning multi-university systems, this is acknowledged. The University of Texas System has a Board of Regents that understands that it has one system leader, in this case Chancellor Francisco G. Cigarroa, who reports to the Board of Regents (trustees) appointed by the Governor. That chancellor has 15 university presidents who report to him. He does not do their jobs, nor they his.

I am not disparaging system leaders. It's essential for a system leader to have a different perspective than a campus principal. A collection of universities is not a McCormick Reaper with interchangeable parts...redundancy equals inefficiency. While taxpayers look to system leaders for effectiveness, these same citizens, as parents, students, and business people, hold different expectations for campus leaders.

The Knight Imperative demands one leader per organization. You never know when you might have to throw a chair. The coach can lead the point guard, but when the clock is ticking, the point guard leads the team. It's too late for the coach when the ball is in play.

The Knight Imperative affects any seat (chair) of learning, commerce, faith, or industry.

Good students want engaging teachers leading class. The rest is overhead.

It is a shame that people have to pursue excellence in a morass of meddling. Oddly enough, online education delineates a marked, rigidly focused, line of communication between teacher and student, albeit over an internet connection. At the University of Illinois, 160 faculty members, including some of the most distinguished on campus, had to sign a letter to make the simple point that Bobby Knight and the University of Phoenix seem to understand well.

No wonder the University of Phoenix seems to soar in this season of confusion in higher education.

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Chicago Sun-Times
March 20, 2012

A full-court press for Shaka

Convinced he needs to land Shaka Smart, Illinois athletic director Mike Thomas is making a no-holds-barred run at the Virginia Commonwealth coach, a source close to the talks said Monday.

Smart has shown solid interest, and money won't be a stumbling block, said the source, who has spoken with two people involved in the talks.

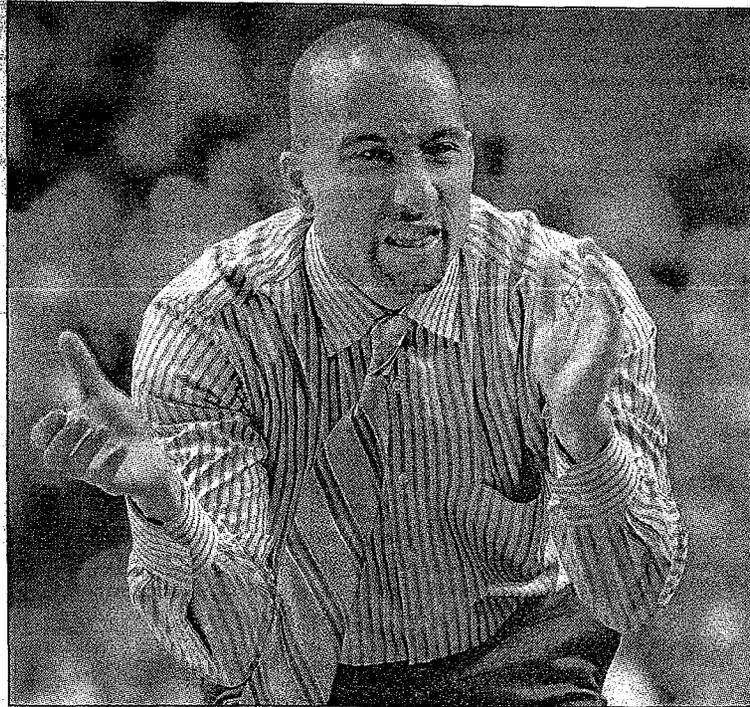
"They're going to make damn sure they don't let him get away," the source said.

But another source close to the Smart camp said it is far from a done deal. Smart, who wasn't interested in major-conference jobs at North Carolina State and Maryland a year ago, intends to consider his situation carefully.

With all but one of his top players returning next season, he's under no pressure to leave VCU and Richmond, a city he and his wife adore.

"He wants to make sure he doesn't pull a Dan Monson," the source said, referring to the successful Gonzaga coach who floundered at Minnesota. "He doesn't want to take a big-name job and wind up saying, 'What did I do here?'" He can probably be gotten, but he's going to need to be convinced."

One big issue is getting a handle on Chicago recruiting. While there are many talented players there,



Coach Shaka Smart took VCU from the First Four to the Final Four last season, then got back to the NCAA tournament this season. | GETTY IMAGES

it's complicated recruiting turf because of players' entourages, academic realities and its tradition of being an open city that's recruited by schools near and far.

Smart wants to make sure he assesses that situation carefully, the source said, and doesn't simply

accept the view that Chicago makes Illinois a sleeping giant.

As the hottest up-and-coming coach in the country, Smart — who will be 35 on April 8 — can afford to be circumspect. And as a candidate who addresses concerns that Illinois hasn't had a minority head

coach in men's basketball or football, he's even more attractive.

Even though Thomas made a serious run at Houston coach Kevin Sumlin, who wound up going to Texas A&M, two of Illinois' trustees declined to sign off on new football coach Tim Beckman's contract. Many Illinois alums of all backgrounds have voiced their interest in leaving Purdue and Nebraska as the only Big Ten schools that haven't had a minority head coach in football or men's basketball.

After taking VCU from the First Four to the Final Four last season, Smart signed an eight-year contract last spring worth about \$1.21 million a year. The buyout on that deal would be \$800,000 this year for Smart, who guided the Rams to 29 victories and the round of 32 this season despite losing four starters.

The buyout wouldn't pose a problem for Thomas, who has taken on more than \$7 million in buyouts for departed coaches Ron Zook, Jolette Law and Bruce Weber since being hired in August.

The buyouts are covered by the athletic department's budget, with no state funds and no individual booster contributions involved. For Thomas, who's embarking on a renovation of Assembly Hall, it's a business decision as much as any-

thing else.

"I think Shaka is very pleased with where the contract is right now," VCU athletic director Norwood Teague told the Richmond Times-Dispatch in its Sunday editions. "We'll talk at the end of the year if anything needs to be changed."

It wouldn't be surprising though, if Illinois offered Smart a multiyear deal worth \$2.5 million annually, a number that would force him to give Illinois serious thought.

Smart, who was an assistant at Akron when Thomas was the Zips' athletic director, would be an attractive candidate pretty much anywhere, but Illinois is regarded as the best coaching position that's open. It's thought Northwestern would be interested in Smart if its job became open.

One question is Smart's thoughts about Illinois being a program where a coach can have sustained success at the highest level. Several national media have said Illinois is among the top 10 programs in the country.

Smart, a native of Oregon, Wis., a small town near Madison, also would be returning to his Midwestern roots. His wife, writer Maya Payne, earned a master's degree in journalism from Northwestern. Their first child, daughter Zora, was born in September.

Background story on Illiniwek walk

I'm glad to live in a country where we can express our opinions. In a recent letter, a writer said it was disappointing to see "a young white man dressed up as Chief Illiniwek" at the Assembly Hall. She suggested it was improper.

Some fans have outrageous outfits. The "Muck Fichigan" shirts are not to my taste.

The University of Illinois doesn't support the personification of Chief Illiniwek. But we're going down a slippery slope when we question fans' clothing at UI sporting events.

The letter writer implicated the Rebounders organization in her suggestion of impropriety. This fan group conducts many activities to support the UI basketball team. One membership benefit is a room to store items, such as coats and hats, during the game.

What would readers think if this organization denied a member a place to store a hat because the hat didn't look like what they were accustomed to seeing?

Here's an additional fact: The "young white man" the letter writer cited is a young American Indian man. (What made her think he was white? Pre-judging? Stereotyping?)

His escorts were his father and younger brother. The shirt and headdress he wore were not university property.

I know because I am that young man's father. As an American Indian, I maintain close cultural ties with my American Indian community. I don't agree with all American Indian imagery in sports and commerce, but I don't have a problem with the portrayal of Chief Illiniwek.

The letter writer is free to wear her "Racial Stereotypes Dehumanize" T-shirt, I'll wear my "Honor, Loyalty, Tradition" shirt, and my son will wear whatever he wants. I respect her rights, but I expect the same from her.

I know there is hope because we agree on one thing — Go Illini!

IVAN DOZIER
Ivesdale

latimes.com/news/local/la-me-cal-state-20120320,0,1841747.story

latimes.com

Cal State plans to freeze enrollment next spring at most campuses

Facing uncertain budget prospects, the system also plans to wait-list all applicants the following fall pending the outcome of a proposed tax initiative on the November ballot.

By Carla Rivera, Los Angeles Times

March 20, 2012

Facing uncertain budget prospects, California State University officials announced plans to freeze enrollment next spring at most campuses and to wait-list all applicants the following fall pending the outcome of a proposed tax initiative on the November ballot.

The university is moving to reduce enrollment to deal with \$750 million in funding cuts already made in the 2011-12 fiscal year and position itself for at least an additional \$200-million cut next year if the tax proposal fails.

The move is a high-stakes gambit that could deny tens of thousands of students access to the state's largest public university system; it also pressures voters to support the tax increase. That proposal, backed by Gov. Jerry Brown, is intended to avoid so-called trigger cuts that will dramatically affect the state's public colleges and universities.

The majority of Cal State's 23 campuses won't be accepting any new students under the plan. But eight campuses — Channel Islands, Chico, East Bay, Fullerton, Los Angeles, San Francisco, San Bernardino and Sonoma — will accept only a few hundred students transferring from community colleges for the spring 2013 semester.

Typically, Cal State's campuses receive 70,000 applications in the spring and 16,000 students enroll.

In fall 2012, none of the campuses will make early admissions decisions, and all applicants — including prospective freshmen — will be warned that admittance is contingent on the outcome of the tax measure. Enrollment at individual campuses for fall 2013 will depend on funding and will probably be more restrictive.

Out-of-state students, who represent only about 3% to 4% of the system's total, will probably not be affected because their higher tuition covers the cost of instruction, officials said.

Fall applications typically number about 700,000, with 90,000 of those eventually enrolling.

The university aims to reduce overall enrollment by about 3% if trigger cuts are ordered, with 20,000 to 25,000 eligible students turned away in fall 2013, Robert Turnage, Cal State assistant vice chancellor for budget, said during a telephone briefing with reporters Monday.

"We need to keep some balance between the number of students we're enrolling and serving and the resources we have," Turnage said. "If we let everyone in who is eligible, the quality of services that students get and the quality of programs for everyone plunges."

The plan will be presented to the Board of Trustees at a meeting in Long Beach on Tuesday. Chancellor Charles Reed has the authority to shrink enrollment without approval from the board.

The alternative to such steep measures would be to further increase tuition, a strategy for which Cal State has come under scathing criticism. Tuition has increased six years in a row, including a 9% hike this fall that will raise the annual rate for undergraduates to \$5,970, not including housing, campus-based fees, books and other costs that can top more than \$25,000.

"Nobody seems to like fee increases," Turnage said. "But it comes down to either increasing revenue or cutting spending. Part of what we need to educate the board about is what cutting \$200 million entails."

Education experts said the news from Cal State was disappointing but not unexpected.

"Based on the devastating cuts Cal State has had to take, this was only a matter of time in coming," said Michele Siqueiros, executive director of the nonprofit Campaign for College Opportunity. "It's unfortunate and it's unfair to students who are not going to have an equal shot at getting into and going to college at one of California's public universities. It's also backward for the state. We are on track to have a generation less educated than we are, and this action doesn't help the case."

Cal State's preemptive move is in contrast to the University of California, which has no specific plans to cut overall enrollment at its 10 campuses next year, said spokeswoman Dianne Klein. But if the tax measure fails in November and no other revenue sources emerge, reducing enrollment is among several options that might be considered for fall 2013, she said.

The enrollment changes will place even more of a burden on students, particularly those who plan to transfer from community colleges. Many of them have been unable to graduate or transfer because of course reductions, said Kevin Feliciano, a student at Ohlone College in Fremont who is president of the Student Senate for California Community Colleges.

"With the budget cuts at the community colleges resulting in the reduction of course sections, students who had to stay an extra semester or quarter who were hoping for spring 2013 admissions to a CSU will now need to wait an extra term," Feliciano said. "The students have nowhere to go."

Besides enrollment, Cal State trustees will grapple with another issue Tuesday as they consider awarding 10% pay hikes to incoming presidents at the Fullerton and East Bay campuses. The annual salary for incoming Fullerton President Mildred Garcia is recommended at \$324,500 — 10% more than her predecessor, Milton Gordon, who made \$295,000. Garcia also earned \$295,000 as president of Cal State Dominguez Hills.

President Leroy Morishita's recommended salary at Cal State East Bay is \$303,660 — 10% more than predecessor Mohammad Qayoumi — plus an additional \$60,000 for housing. Morishita had been

earning \$276,055 as interim president at the campus.

Garcia and Morishita would also receive a \$12,000-per-year car allowance and other benefits.

The pay hikes are in line with a policy adopted in January to cap the pay of executives at 10% above that of their predecessor, with a limit of \$325,000 in public funds. The move was designed to deflect scrutiny of presidential compensation after trustees approved an annual salary of \$400,000 — \$350,000 in general funds and \$50,000 from a campus foundation — for Elliot Hirshman, the new president of San Diego State, at the same meeting last July at which tuition was increased by 12%. The salary was \$100,000 more than what Hirshman's predecessor earned and prompted several lawmakers to propose legislation that would limit pay increases.

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Los Angeles Times staff writer Larry Gordon contributed to this report.

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AP Associated Press**Cal State trustees consider executive pay raises**

Tuesday, March 20, 2012

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(03-20) 03:03 PDT Long Beach, Calif. (AP) --

The California State University board is scheduled to vote on raising the salaries of two campus presidents Tuesday, despite objections from critics who say CSU administrators are overpaid.

The CSU Board of Trustees will consider compensation packages for the new presidents of the Fullerton and East Bay campuses at its bimonthly meeting in Long Beach.

CSU East Bay President Leroy Morishita would receive a base salary of \$303,660. CSU Fullerton President Mildred would receive a base salary of \$324,500.

Those salaries are 10 percent more than their current pay and 10 percent more than that of their immediate predecessors. The presidents also receive a \$12,000 car allowance and a \$60,000 housing allowance.

Ten percent is the maximum raise allowed under a new executive compensation policy approved by the board in January.

State Sen. Leland Yee, D-San Francisco, said the pay raises are "shocking" when CSU trustees have approved a series of large tuition hikes. He is advocating legislation that would bar pay raises for top administrators during bad budget years or within two years of a student fee increase.

CSU officials say competitive compensation packages are necessary to attract and retain the leaders of major universities.

On Tuesday, the board will also discuss plans to cope with state funding cuts by reducing enrollment next year.

On Monday, CSU Vice Chancellor Robert Turnage said the 23-campus system plans to close spring admissions at most campuses next year in response to a \$750 million cut in state funding.

Only eight of Cal State's 23 campuses will admit students for the spring 2013 term, with enrollment limited to several hundred community college transfer students. CSU admitted about 16,000 students last spring, officials said.

If voters reject Gov. Jerry Brown's tax measure in November, the CSU would lose another \$200 million next year and the system would reduce enrollment by as many as 25,000 students, or roughly 6 percent, during the 2013-2014 academic year, he said. The system currently has 417,000 undergraduate and graduate students.

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March 19, 2012

Business and Liberal-Arts Professors Discuss How to Improve the Business Major

By Dan Berrett

Washington

Lewis A. Litteral held up two bottles of water and asked a series of questions of a room full of faculty members and administrators here Monday.

"Where does it come from?" asked Mr. Litteral, and associate professor and chair of the management department at the University of Richmond's Robins School of Business. "How much does it cost? Is it better than tap water? Why is it here?"

After being given three minutes to write their answers, the attendees offered a range of views: The bottles were bad for the environment because they often offered little more than tap water, and were made with petroleum-based products; but for shareholders, they were good because the profits for water could be higher per ounce than for soft drinks; and for workers they conferred a benefit because they created jobs.

Type your comment here.

Mr. Litteral's demonstration offered a glimpse of his first-year seminar "Water: Economics, Politics, and Policy," and was meant to show how faculty members in business disciplines can teach courses by calling upon the traditions and ways of thinking fostered by the liberal arts.

The demonstration took place during a two-day session organized by the Aspen Institute's Business and Society Program, which brought together nearly 100 deans and professors from business schools and liberal-arts departments from across the country. The meeting is part of a broader effort to better integrate the liberal arts and sciences into undergraduate business education, and it jumps off from ideas put forth in the book *Rethinking Undergraduate Business*

Education: Liberal Learning for the Profession (Jossey-Bass, 2011).

The book argues for literature, history, the social sciences, science, and mathematics to be more fully woven into the undergraduate business major. Its three main authors, Anne Colby, Thomas Ehrlich, and William

M. Sullivan, helped shape and facilitate Monday's event, held at George Washington University.

While business remains the most popular college major, higher-education leaders and deans of business schools, like those attending the sessions on Monday, want to boost the rigor of most business courses offered today. They also want to improve the ability of graduates of these programs to think in more nuanced ways and from multiple perspectives.

Concerns about the academic demands of the business major have grown more acute in recent years, particularly after the release last year of the book *Academically Adrift* and of other surveys that document that business majors spend less time studying than their peers, and show the weakest gains in writing and reasoning skills during the first two years of college. At the same time, educators want future business leaders to consider the broader implications of their choices on society, and the ethics of the decisions they will face.

"This is a teachable moment where we have a rare confluence of events," said Judith F. Samuelson, executive director of Aspen's business and society program. "There is strong student interest, faculty interest, and recruiter interest" in improving the rigor of the major.

Mr. Litteral's course demonstration was paired with an example of how a faculty member from the liberal arts can bring a new perspective to traditional business courses. Matt Statler, a clinical assistant professor of management and organizations at New York University's Leonard N. Stern School of Business, led attendees through a shortened exercise distilled from a required course for seniors in professional responsibility and leadership. It is in this course, of all places, where students confront Cicero's arguments about virtue and expedience.

Mr. Statler chose a thorny example from recent events that he uses in class: a complicated and controversial securities transaction called Abacus, which resulted in a lawsuit filed by the U.S. Securities and Exchange Commission, and a record \$550-million settlement paid by the investment firm Goldman Sachs.

Mr. Statler asked the attendees to assess the ethical decision-making of the main players involved in the controversy, including Paulson & Company Inc., a hedge fund run by John Paulson, and Goldman Sachs.

Attendees took turns arguing whether each of the players in the saga overtly lied, or whether they misled, or simply were not as

forthcoming with all the relevant information as they should have been, and how their actions affected their reputations in the long-term.

The conversation took several turns, with Mr. Statler often playing devil's advocate, pushing the attendees to support their arguments and consider whether hindsight might make some of the players in the saga appear more culpable than they may have been when events were unfolding. He also asked attendees whether the Stern School at NYU did the right thing when it accepted a \$20-million donation from Mr. Paulson to endow two faculty positions, renovate the building, and support scholarships.

The attendees asked one another, and Mr. Statler, how much he should make a normative argument, and clearly stake out what the acceptable ethical standards are. His goal, he said, was to train students to become more conscious of the values they hold, and to construct a coherent argument that flows from them.

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