

EDITORIALS

Secret searches not the way to go

Names are news when it comes to hiring top university administrators.

This past weekend, The News-Gazette published a lengthy article about the search for a new **University of Illinois** president that identified a handful of the finalists for the post that eventually went to Michael Hogan.

The article was the culmination of a lengthy dispute with the UI over access to documents that finally was settled in The News-Gazette's favor.

All of which raises a question: why go to such lengths to identify UI presidential candidates?

The UI and The News-Gazette long ago agreed to disagree about the propriety of the UI's standard, secrecy-laden searches for top administrators. The UI insists that secrecy is necessary to ensure highly qualified applicants, who might be scared off if their current employers knew of their interest. Plus, it's no secret that secrecy has for decades been a traditional part of the process. Old habits die hard.

The News-Gazette, for a variety of reasons, does not share that view. For starters, universities all across the country are embracing a new openness in the search process, freely identifying the finalists and often bringing them to campus for public inspection. They seem to be doing OK.

More important, however, is that coming and going is second nature to the individuals who hold top university posts across the country. Most provosts, chancellors and other university administrators are always looking to do better.

Even university presidents look to move — Hogan, to name just one example.

They are part of this country's permanent migratory class. So anybody who knows anything about the process couldn't be too surprised to find their chancellor wants to become president somewhere or their provost is applying to be chancellor somewhere. It's an unfortunate fact of life.

That's why secrecy surrounding the search process is only partly about attracting top candidates. It's also done to spare rejected candidates the embarrassment of having it known they wanted, but did not get, a particular job. Hence, the latest disingenuous spin on university job searches is reporting that unsuccessful candidates chose to withdraw from the process. They withdraw after being informed they've been eliminated from consideration.

It's our position that secrecy in government is bad public policy, absent extraordinary circumstances. The people who pay the bills — the taxpayers — are entitled to know who wants to run their governmental institutions, including those of higher learning. Further, throwing applicants names into the public square can produce useful information.

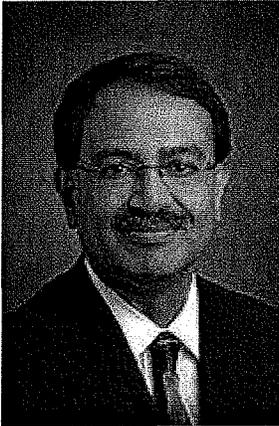
There are no guarantees when it comes to job searches. If excellence was guaranteed when it comes to hiring UI presidents and chancellors, secrecy might — just might — be acceptable. But experience tells us that no matter how thorough or secret the search, the chances of getting a lemon remain.

That's why The News-Gazette wants to know who these applicants are and why we'll keep trying to find out, no matter how protracted the fight.



Open college president searches

12:00am on Jul 20, 2011; Modified: 1:42am on Jul 20, 2011



Thanks to the relentless efforts of a newspaper in Illinois, we now know who the finalists were for the top spot at the **University of Illinois** last year. As it turns out, they included University of Kentucky provost Kumble Subbaswamy.

The Herald-Leader reported this Tuesday, relying on a story in the Champagne-Urbana News-Gazette, which pursued the information for over a year from a stonewalling university administration.

Online comments on both papers' Web sites criticized the reports as being uninteresting because the information was so obvious. The other finalists, like Subbaswamy, are longtime academics who have risen through increasingly responsible administrative positions at universities. They are exactly the people you would expect to be candidates for the job.

This is news because public universities form future leaders, are critical to a region's economic prospects and are supported by tax dollars. The public has a right to know more about how their leaders are chosen.

Kentucky, like Illinois, operated a secret search to find the replacement for Lee T. Todd Jr. In the end, the university community and the public only learned the name of the one, successful candidate.

Private search firms and the committees that hire them argue the names of finalists should be withheld because candidates might withdraw, or simply not apply, fearing their current employers would learn they're on the market.

But the ho-hum response to this story illustrates that's simply not true. We now know Subbasawamy was a candidate at UI and the world hasn't come to an end. While he may very well be happy at UK, as a school spokesman said, it would be foolish to think he has no higher ambition.

Likewise, it doesn't look like things have gone haywire in Illinois because citizens there finally learned about the finalists.

So, again, what is the point of conducting these searches in secret?

UNIVERSITY OF ILLINOIS

Parkland may adopt aviation

But college won't really consider idea until trustees vote Thursday

By PAUL WOOD

pwood@news-gazette.com

CHAMPAIGN — Parkland College isn't making any promises, but it could take over a small part of the Institute of Aviation.

Meeting Thursday on the Chicago campus, the **University of Illinois** Board of Trustees is scheduled to vote on whether to end more than a half century of pilot and human factors education at the Urbana campus.

Parkland's president said the college is interested in hearing more details, should the trustees vote to close the aviation program.

Tom Ramage said Tuesday that the UI and the community college have "had preliminary discussions about the possibility of some relationship" with pilot training.

"At this point, it's been nothing but discussion, depending on what the (UI) trustees decide," Ramage said.

He said it was "too early" to discuss which aspects Parkland could pick up, but doubted that there would be a degree-granting program.

"Parkland has a very different set of structures from a financial point of view" compared with the UI, he said. "A degree program might be problematic."

Supporters of the institute, many of them pilots in uniform, will show up before the trustees' meeting, starting at 7 a.m. Thursday at the UI Chica-

go Student Center West, 828 S. Wolcott Ave.

Aviation academic adviser Laura Gerhold said the informational picket will probably have around 50 demonstrators.

"There will be some alumni in uniform, but with nine days' notice, it was hard for some of them to get out of trips," she said.

The trustees' meeting begins at 8 p.m., with a scheduled closed session of about an hour.

The vote to close the institute was put on the trustees' agenda last week, less than two months after Urbana faculty and student senators ended the school year without a decisive vote on whether to retain the institute.

It had come under debate after a Stewarding Excellence report questioned the fit of the institute in the Urbana campus' core mission as the campus restructures.

One of the authors of that report, interim Chancellor Robert Easter, said last week that "in the due course of moving forward, it's the right time to make the decision."

Supporters have urged the institute to be kept open, even if it is broken up and parts of it go to other colleges.

A faculty committee recommended that the master's degree program in human factors find at least a temporary home in the Graduate College, possibly for two years, and then be disbanded if no other unit would pick it up.

Student senator Cole Goldenberg said other colleges are discussing taking parts of the program, including the College of Education.

Please see PARKLAND, A-6

PARKLAND

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Interim Aviation Director Tom Emanuel agreed there is some interest from other units of the Urbana campus.

"We are still trying to merge with another unit, which is one of the recommendations in the Stewarding Excellence report," he said.

But the College of Education was absolute on the issue.

"There are no such plans" to acquire parts of the program, Dean Mary Kalantzis said via email.

"The college is not considering any mergers with other units," she further said.

The News-Gazette

SERVING EAST CENTRAL ILLINOIS

UI Research Park's EnterpriseWorks named to website's top-10 list

Wed, 07/20/2011 - 9:00am | [Don Dodson \(/users/ddodson\)](#)

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CHAMPAIGN — EnterpriseWorks — the business incubator in the University of Illinois Research Park — has been selected as one of "10 Startup Incubators You Need to Watch" by Inc.com.

The selection is all the more remarkable because EnterpriseWorks is the only pure university incubator — and the only incubator in the Midwest — to make the list.

Ben Franklin TechVentures, also on the list, is housed on Lehigh University's campus in Bethlehem, Pa., but started in a former Bethlehem Steel research facility.

Many of the incubators on the list are unconventional programs that popped up in recent years.

"There are a lot of emerging 'accelerator' programs," said Laura Frerichs, director of EnterpriseWorks and the UI Research Park.

"That generally means companies are formed on a shorter timeline and are receiving some kind of mentoring from a successful entrepreneur, like a 10- to 12-week boot camp," she said.

Examples include TechStars, a highly competitive incubator with four locations, and Y-Combinator, founded by technology entrepreneur Paul Graham.

That quick-turnaround model works well for certain companies developing software or Web applications for mobile devices, Frerichs said.

But EnterpriseWorks works with a broad range of startups including firms in biotechnology, chemical sciences and material sciences.

The length of stay at EnterpriseWorks is determined on a case-by-case basis, since some companies, such as biotech startups, may need as much as five years to get off the ground, she said.

Another unconventional incubator on the list is Flashpoint, which works with nonprofit arts organizations in the Washington, D.C., area.

Frerichs said the UI Research Park is toying with the idea of a separate incubator where people in fine arts, dance and other creative areas could co-locate, sharing studio space or a retail or gallery location.

Several incubators on Inc.'s list — Summer@Highland, DreamIt Ventures and LaunchBox Digital, among them — have expanded to additional locations.

The UI Research Park isn't planning to follow that lead. But Frerichs said EnterpriseWorks is trying to do "a better job bridging" with the UI Chicago's incubator facility — perhaps through extension of the entrepreneur-in-residence program.

There are also grant opportunities that could allow the research park to support entrepreneurship at the Rantoul Business Center, she said. Rantoul has resources for manufacturing and larger-scale build-out that the park itself doesn't have.

Although EnterpriseWorks doesn't have a wealthy, well-known entrepreneur powering it, as Y-Combinator does, EnterpriseWorks does have four entrepreneurs-in-residence who advise young companies.

Those advisers include: Tim Hoerr and Dennis Beard, both of Serra Ventures; Jed Taylor of Pattern Insight and Harlee Sorkin of Mentor Management. All four have part-time consulting contracts with the university.

"We wanted to find a mix of skilled experts familiar with doing business in Champaign," Frerichs said.

Several incubators on Inc.'s list have a competitive application process. Some offer seed money — and take an equity interest in the companies they accept.

Though EnterpriseWorks doesn't make investments, it does work with IllinoisVentures, a UI-affiliated group that makes early-stage investments in small firms and advises them.

That formula works well for some companies, Frerichs said, but other companies prefer different revenue sources, including "angel" investors and Small Business Innovation Research grants.

Plus, the park is getting ready to launch an "iSmart" initiative that would provide more assistance to companies when they are initially formed.

It would involve a combination of providers that could offer legal, accounting and plan development services to start-ups.

Since the UI Research Park was established in 2001, about 120 companies have been tenants of the park's incubator facilities, Frerichs said.

"We're thrilled that we received the recognition from Inc.," she said.

Frerichs said the UI didn't apply for inclusion. Instead, it was contacted by a reporter for Inc. about a week before the list was released.

Although the list of 10 incubators appears on Inc.'s website — <http://www.inc.com/ss/10-start-up-incubators-to-watch> (<http://www.inc.com/ss/10-start-up-incubators-to-watch>) — Frerichs said she is not sure whether it will appear in Inc. magazine.

Government ranks colleges by cost

BY RACHEL RICE
Staff Reporter

You can find out which colleges are the most and least expensive using a new tool from the federal government. The College Affordability and Transparency Center ranks colleges nationally based on cost.

You select the type of institution — 4-year or 2-year, public or private, for-profit or not-for-profit — and the site, collegecost.ed.gov/catc, ranks all the colleges within those categories by highest or lowest tuition. Colleges can also be ranked by highest or lowest

“net price,” which averages the total cost — tuition, books, room and board minus the average amount of financial aid provided to students.

For more in-depth information, there's College Navigator, a tool on the National Center for Education Statistics website. College Navigator helps you search for American colleges by location, degree level offered, majors offered and type of institution. The program even lets users search for colleges within a certain number of miles from a specific zip code.

The database contains information on every college in the country, pub-

lic and private. Information provided includes the teacher-to-student ratio, average tuition for in-state and out-of-state students, average cost of room and board, types of financial aid provided, average SAT and ACT scores of accepted students, retention rates, and number of arrests on campus.

Some of the information is updated through only 2009, but the average tuition cost provided for most schools is current through spring 2011. College Navigator said the information was gathered from the schools themselves. The tuition figure adds base tuition to average fees.

HIGHEST TUITION

Private four-year colleges

1. Bates, Maine	\$51,300*
2. Connecticut, Conn.	\$51,115*
3. Middlebury, Vt.	\$50,780*
4. Union, N.Y.	\$50,439*
5. Colby, Maine	\$50,320*
6. Sarah Lawrence N.Y.	\$41,968
7. Vassar, N.Y.	\$41,930
8. George Washington University, D.C.	\$41,655
9. Columbia U., N.Y.	\$41,316
10. Kenyon, Ohio,	\$40,980
National average	\$21,324

*Fee includes room and board.

Tests: Progress in geography glacial

By **TARA MALONE**
Tribune reporter

Ask a group of 12th-graders how the Great Lakes formed, and about half can pinpoint the primary cause: glaciations.

Quiz eighth-grade students about the geography of the Southwest, and a third can identify the arid conditions that make water a scarce public resource there.

Such responses to a national exam released Tuesday reveal the tenuous command many U.S. schoolchildren have of basic geography, including knowledge of the natural environment and how it shapes society and other cultures and countries.

"If nothing else, it provides a window to the problems we're having with social studies education. If it continues to be neglected, our students, as citizens of the future, are going to be at a disadvantage as they make decisions for the country," said Susan Blanchette, head of the National Council for the Social Studies.

Twenty percent of 12th-graders scored at the proficient and advanced levels on the 2010 National Assessment of Educational Progress geography test, down from 24 percent in 2001 and 27 percent in 1994, when the national geography exam first was administered.

That means fewer than a quar-

ter of 12th-graders tested had at least a solid academic grasp of geography and could, for instance, identify a U.S. geographic barrier.

Fourth-grade scores climbed slightly to an average of 213 points on the 0-to-500-point scale, the highest ever recorded. Scores posted by eighth-graders remained virtually flat, however.

Across all grades, the lowest-performing students improved their average scores in 2010 as compared with 1994, according to the report, and the achievement gap narrowed as scores posted by African-American and Hispanic students improved in grades four and eight.

State-level results are not provided.

Illinois includes geography in the state's learning standards, though state law does not identify the subject as a required course for graduation. Districts, however, may opt to mandate geography.

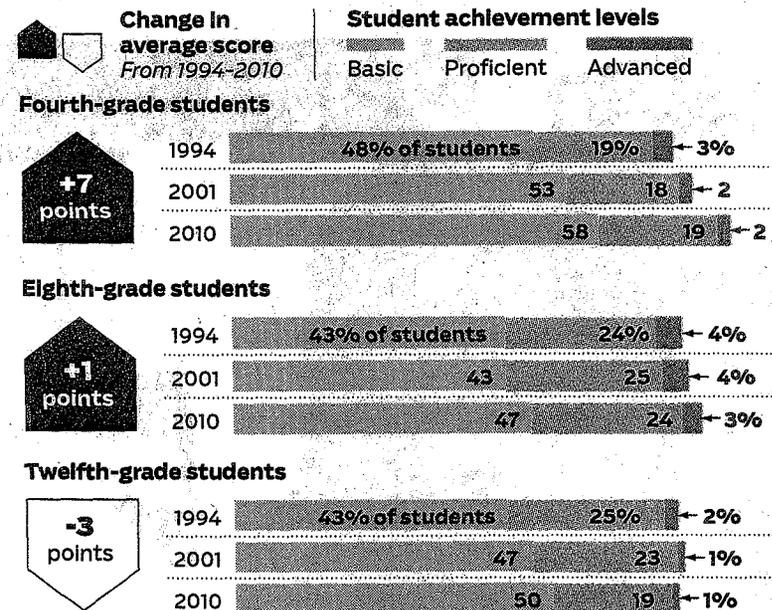
Sarah Conrad covers her north suburban classroom with maps. She has globes, atlases, pull-down wall maps and an expansive, laminated map where her fourth-grade students can practice charting latitude and longitude.

A teacher in Northbrook School District 28, Conrad begins the year with a rundown of the continents and bodies of water along with key skills like reading a map key. But

Geography test scores show modest gains

Fourth-grade students posted record high scores while eighth-grade performance flat-lined and the performance of high school seniors dropped to the lowest level since 1994, according to the results of a national geography exam released Tuesday.

Results of U.S. student geography assessment by grade



NOTE: The students not represented here scored below the basic level.
SOURCE: National Assessment of Educational Progress geography assessments

TRIBUNE

she also underscores connections among where people live, what foods they grow and what they do for jobs.

The district recently revamped the social studies curriculum to emphasize geography.

Several experts attribute the gains nationwide this year to a greater emphasis on reading more than a renewed emphasis on

geography instruction.

Still, the percentage of students who showed a solid grasp of geography was virtually unchanged.

A national sample of 7,000 fourth-graders, 9,500 eighth-graders and 10,000 12th-graders took the exam.

tmalone@tribune.com



Advertisement

News

Generational Knowledge

July 20, 2011

ITHACA, N.Y. — “Mom, la-la-la-la time,” said Nikko Schaff, a rising sophomore at the Rochester Institute of Technology, as he prepared to explain the strategy of turning off one’s phone before going to a college party so as to preclude the sending of imprudent text messages.

Tracy Mitrano, director of I.T. policy at Cornell University and Schaff’s mother, laughed and pretended to plug her ears.

The audience laughed too, for the point of the panel, held Tuesday here at the annual gathering of the Institute for Computer Policy and Law (ICPL), was to do exactly the opposite: to bridge the generational gap between students and college officials in hope of getting an idea of what students want, and what they should expect, from campus policymakers in the age of social media.

For the Millennial perspective, the ICPL members enlisted the closest college students at hand: their kids. Alongside Mitrano and Schaff, John King, the vice provost for strategy at the University of Michigan’s School of Information, appeared with his son, Matthew, a spring graduate of Eastern Michigan University. Cynthia Golden, the director of instructional development and distance education at the University of Pittsburgh, brought her daughter, Hannah Somers, a rising sophomore at the University of Wisconsin at Madison.

The discussion focused mainly on Facebook. The younger panelists copped to being ignorant of how the data they volunteered might be used and who might end up seeing their postings when they first joined Facebook during high school. They reported having since wised up and availed themselves of Facebook’s ever-changing privacy settings, but acknowledged that many of their peers are not so careful.

Indeed, the short history of Facebook is checkered with cases of self-incrimination by students. Some colleges have disciplined students for messages posted to Facebook, and many have warned students against posting pictures and comments that might compromise their job prospects down the line.

But Somers, the Wisconsin student, warned against sending students mixed messages. “I feel like you can’t [say], ‘Well, we’re really here to help you learn how to deal with it best, but you’re still learning ... and also take everything that we see and turn that against you, if that’s how it turns out,’” she said.

In other words: if a college believes its duties in loco parentis should include policing bad behavior on Facebook, then it should also teach students how to avoid having their bad behavior preserved in the amber of social media.

Schaff, the RIT student, suggested that colleges might even show some lenience toward students who’d had the good sense to untag compromising photos taken by others even if they end up surfacing anyway. “It depends on the situation,” Schaff said, but “there should at least be a clause where it was seen that someone untagged themselves or something, then that should be taken into consideration.” (Though, he acknowledged, “It doesn’t mean that I wasn’t there in the first place.”)

The idea that there might be some hypocrisy in a college that punishes students for Facebook-borne indiscretions after failing to teach students about the gravity of their social media outputs found some sympathizers in the older generation. A number of the technologists and policymakers on hand lamented the fact that between advising students on the dangers of alcohol abuse, unsafe sex, and a host of other tripwires that can be difficult to spot in the wilds of early adulthood, there was little room for primers on the perils of social media.

So how can colleges make students understand the implications of posting to Facebook? The assembled administrators put the question to the younger panelists.

"We care how much we have to read," said Matthew King, the Eastern Michigan graduate. Students get about as many orientation packets as they can handle already, he said. Also, having it come from the dean's office might not be as effective as having it come from student organizations. "We want to hear it from our peers," King said. "We don't want to hear, 'Facebook is big, bad, and can wreck your life.'"

"What people will respond to," he continued, "is 'Facebook can be an incredible development tool for you, but you have to learn how to use it.' " Adopting a tone of "Reefer Madness"-style alarmism is a sure way of getting students to tune out, King said. Somers and Schaff agreed that students would be more likely to change their behavior if the warnings came from inside the dorm.

Mitrano suggested that rather than treating the symptom — indiscreet postings — colleges might try to treat the disease: ignorance about Facebook's business model. Students are generally averse to the idea of being manipulated by larger, authoritative forces, she said. Once they hear about data mining and anti-privacy nudges, Mitrano said, they might be more likely to snap to attention.

"That is when light bulbs go off," she said. "That is when they have learned more about the Internet, in one fell swoop, than you could teach them in 27 different discrete discussions about a particular application."

For the latest technology news and opinion from Inside Higher Ed, [follow @IHEtech on Twitter](#).

— Steve Kolowich

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Bonus time!

As Illinois flounders, Republicans and Democrats elsewhere succeed

Good news from the state capital.

No, not the Illinois capital. But close.

Indiana Gov. Mitch Daniels will award bonuses to 90 percent of his state's 28,000 employees. Each worker's "efficiency dividend" will be \$500, \$750 or \$1,000, depending on his or her performance. The money will come from a nearly \$1.2 billion state surplus — yes, surplus — that Daniels credits in part to state employees helping find ways to save money.

And this isn't just a saga of Indiana competence. In state after state — have you heard the latest from Wisconsin? New York? — Republican and Democratic leaders are reinventing how all sorts of governments function, with positive results.

As soon as Daniels took office in 2005, he ended state employees' collective bargaining rights by executive order. Workers in January received their first raises in three years because, before then, the state didn't have money to pay them. Says Daniels: "The culture in (Indiana) state government has moved a long way" — evidently including state workers' awareness that while the Great Recession whopped the state and its taxpayers, the workers had jobs.

A spokesman for the American Federation of State, County and Municipal Employees told *The Indianapolis Star* that his union is glad public employees' hard work now is being rewarded by the \$15 million to \$20 million that Daniels unilaterally can award to workers who delivered results.

■ ■ ■

The Wisconsin story also will leave many Illinois residents envious. You'll recall the noisy accusations that changes to collective bargaining would be the ruination of that state's schools and government services. Well, the new rules are taking effect and the benefits are surfacing. The Appleton Post-Crescent zeroed in on schools in Kaukauna, where the school district is swinging from a projected \$400,000 budget shortfall next year to a \$1.5 million surplus.

With public employees now paying 12.6 percent of their health care costs and contributing 5.8 percent of wages to the state's pension system, the school board president says, "These impacts will allow the district to hire additional teachers (and) reduce projected class sizes" — possibly from 26 students to 23 in elementary classrooms, from 28 to 26 in middle school, and from 31 to 25 in high school.

The district also can afford to give educators more time to help students who need individual and small-group support. And did we mention the new \$300,000 merit pay pool for the district's best-performing employees?

■ ■ ■

Many Democratic pols and union leaders portray Republicans like Daniels and Wisconsin Gov. Scott Walker as oppressors who demonize public employees and undermine governments.

But look at what's happening around the country. This push to reinvent and recalibrate government is becoming bipartisan.

You see it in New York, from Democratic Gov. Andrew Cuomo.

And you see it in Chicago, from Mayor Rahm Emanuel.

Cuomo has persuaded his government's two biggest unions to accept major concessions: a three-year wage freeze followed by raises of 2 percent in years four and five; furlough days; higher employee contributions to health care; and so forth. The *New York Times* reports that if workers ratify the contracts, they will be protected from most layoffs for the next two years. "This was a difficult agreement to reach," one of the union presidents explained, "but with our members' jobs in peril and the state's fiscal hardship, we've stepped up and made the necessary sacrifices."

The changes would save Cuomo \$450 million in this year's budget — and would prevent 9,800 layoffs of state employees.

Emanuel's effort to press reluctant city unions to accept common-sense work rule changes to close this year's budget deficit is another great example. As is his announcement Monday that City Hall has chosen two private garbage removal companies to compete with city workers in providing curbside recycling here. In six months, the city will see which of those options is most cost-effective. We have high hopes for the efficiency drive instigated by another Democrat, Cook County Board President Toni Preckwinkle.

A footnote for public school officials in Democrat-dominated Washington, D.C., who on Friday fired 206 teachers for weak performance. They warned another 528 teachers (among a total force of 4,100) that they have one year to improve their work or face the same fate.

And catch this: The district's 663 teachers who received the highest ratings — under an evaluation system that grades them in part on their students' test scores — now are eligible for bonuses of \$3,000 to ... \$25,000.

And then

there's the state that's increasingly an outlier.

Contrast New York under Cuomo, and even Chicago under Emanuel, with Illinois under Gov. Pat Quinn. He got a political endorsement out of state government's largest union, the American Federation of State, County and Municipal Employees, after promising its members nearly two years with no layoffs, and no closings of the obsolete institutions where some of them work. His state is still desperately in debt and he tried to block pay hikes, but an arbitrator ruled Tuesday that the state has to pay the higher wages.

Illinois Statehouse pols get huffy when we report on moves that other governments have made to reimagine themselves — to stress services, results, pay for performance and cost-effectiveness. The Illinoisans' insecurity is natural. They know they simply haven't done the hard work others have to begin rescuing government here from too much spending, too much borrowing — and too many sweet-heart promises to unions that represent public employees.



Daniels



Emanuel



Cuomo