

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Chancellor  
Swanlund Administration Building  
601 East John Street  
Champaign, IL 61820



*Revised*  
March 3, 2010

**Project Team: Institute of Aviation**

Wynne Korr, Chair, School of Social Work  
Kanglin Chuang, Undergraduate Student  
Keith Marshall, Associate Provost  
Alison Schmulbach, College of ACES  
William Trent, Department of Educational Policy Studies  
Bruce Walden, Capital Programs and Real Estate Services  
Scott Walter, University Library  
Rayvon Fouché, Department of History (CAC liaison), *ex officio*

Dear Colleagues:

As a campus, we are engaging in a thoughtful and thorough evaluation of how we use resources toward the broader aim of advancing excellence in our scholarship, education and outreach activities. We write to invite you to serve on a working team to review the Institute of Aviation. The primary focus of this review is the effectiveness and efficiency with which the Institute's current organizational structure enhances cross-campus intellectual synergies. Your working team is one of many that will be asked to review specific units or activities as part of the campus evaluation effort.

The financial context of the University and the state of Illinois is a catalyst for this review. Given a challenging financial climate, it is vital for the campus to carefully consider our expenses and the ways in which our investments contribute to our mission. At the same time, it is critical to emphasize that this review is a complete and open process that does not begin with a predetermined aim of withdrawing or reducing resources or concluding activities. Instead, we ask that the review openly examine the extent to which the resources dedicated to the Institute of Aviation enhance our institution and its missions.

As your team begins its work, we ask that the following key questions be explored:

- With the relocation of the Human Factors faculty to other units on campus, can the BS and MS in Human Factors remain viable degrees? Should the degrees, and the students pursuing those degrees, continue to be housed in the Institute when the Institute has no tenure-system faculty?

- Is the Professional Pilot flight training program sufficiently connected to the core academic mission of the University? Should the Professional Pilot program continue to admit freshmen, therefore serving as a *de facto* general studies program for students interested in pilot training? Should campus resources, both direct and indirect, be used in support of this program or should it be designated as cost recovery?
- Are there opportunities to partner with Parkland College, which also offers pilot training ground school? Should the Institute of Aviation be discontinued?
- How would the changes in the Institute proposed through this process affect the long-term stability of Willard Airport and/or commercial airline service at Willard Airport?

In conducting your review, we ask that your team devise a process that allows you to provide well-reasoned, comprehensive responses and recommendations on the key questions outlined above. It will be important for you to consult experts within the unit and related units, as well as internal and external stakeholders who will have valuable insights on the Institute of Aviation and its contributions to the campus and the broader community. Members of the Provost's office leadership team will also stand ready to assist you in this work, primarily Associate Provost Mike Andrechak (budget and finance), and Vice Provost Barbara Wilson (academic affairs).

We have invited Dean Wynne Korr to serve as the chair of your working team, and she has graciously agreed to do so. Staffing for your team's work will be provided by Dean Korr's office. We ask that you complete an initial written report summarizing your review by April 2, 2010.

We are deeply grateful for your time and expertise in this important review process, and look forward to your report and recommendations.

Sincerely,



Robert A. Easter  
Chancellor and Provost (Interim)



Richard P. Wheeler  
Vice Chancellor for Academic Affairs (Interim)

c: M. Andrechak  
T. Emanuel  
B. Wilson