

APPROVED BY THE  
COMMITTEE

FEB 21 2011

*Michele M. Thompson*  
SECRETARY OF THE BOARD

MEETING OF THE GOVERNANCE, PERSONNEL, AND ETHICS COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS

January 18, 2011

This meeting of the Governance, Personnel, and Ethics Committee of the Board of Trustees of the University of Illinois was held in Room 213 A and B, Student Center West, 828 South Wolcott Avenue, Chicago, Illinois, on Tuesday, January 18, 2011, beginning at 2:00 p.m. Attendance via videoconference was also available in Room 364, Henry Administration Building, 506 South Wright Street, Urbana, Illinois; and the Hatmaker Room, Room 550 Public Affairs Center, One University Plaza, Springfield, Illinois.

Trustee Pamela B. Strobel, chair of the committee, convened the meeting and asked the clerk to call the roll. The following members of the committee were present: Ms. Karen Hasara<sup>1</sup>, Mr. James D. Montgomery, and Ms. Pamela B. Strobel. Mr. Daniel A. Soso, voting student trustee from the Urbana campus, was present and attended the meeting at the Urbana site. Also present at the Chicago site were: President Michael J. Hogan; Dr. Mrinalini C. Rao, vice president for academic affairs; Mr. Thomas R. Bearrows, University counsel; and Dr. Michele M. Thompson, secretary. Ms. Donna McNeely, University ethics officer, attended the meeting via videoconference at the Springfield site. The following attended the meeting via videoconference at the Urbana site: Dr. Avijit Ghosh, vice president for technology and

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<sup>1</sup> Ms. Hasara participated via telephone.

economic development; Dr. Menah Pratt-Clarke, assistant chancellor and director of equal opportunity and access, University of Illinois at Urbana-Champaign; Ms. Maureen Parks, assistant vice president for human resources; Ms. Julie A. Zemaitis, executive director, University audits; Dr. Michael Hites, associate vice president of administrative information technology services; Dr. Lisa Troyer, executive assistant to the president and chief of staff; and Mr. Wayne Stahl, director, organizational effectiveness, University human resources.

Ms. Strobel asked if there were any comments or questions regarding the minutes from the meeting that was held on December 6, 2010, and there were none. On motion of Mr. Montgomery, seconded by Ms. Hasara, the minutes were approved unanimously.

#### REPORTS TO THE COMMITTEE

##### Report on Leadership Development Training

Ms. Strobel asked Ms. Parks to report on a proposal for leadership development training. Ms. Parks referred to a PowerPoint presentation, appendix, and proposal (materials on file with the clerk) that had been sent to committee members in advance, and began by providing an overview of the leadership development programs currently in place throughout the University. She said that while a number of training opportunities exist, there is little coordination across campuses. She proposed greater coordination and said that it is especially important to prepare employees for leadership roles in anticipation of expected retirements.

Ms. Parks provided a chart depicting the number of graduates of the University Fellows Program and showed the number of graduates that have been promoted within the University. President Hogan asked for the number of vacancies that have occurred per year among Resource Allocation Management Program (RAMP) administrators, with the last year and a half excluded,

and whether these positions were filled with external or internal candidates. Ms. Parks responded by stating that she would review the vacancies that have occurred in the last three to five years and provide that information at a later date. She then described a proposed three-tier development program for academic and civil service professionals in entry level, middle, and executive management positions, with a separate track for faculty consisting of tiers preparing them for roles as department heads, deans, and senior academic leadership positions. She noted that the creation of faculty development programs should originate in the office of the vice president for academic affairs, and said she wasn't proposing any specific training for that group at this time. Next, she reviewed the goals for each tier of academic and civil service professional leadership training, and emphasized the importance of diversity in each tier. She again stressed the role of the vice president for academic affairs in faculty development, and Dr. Rao stated that they have met to discuss training opportunities for faculty members. Ms. Parks then discussed ways that leadership development training for academic and civil service professionals and faculty could intersect, with the possibility that some training sessions would be appropriate for all. She provided a list of next steps and expected outcomes, and described the role of a Program Advisory Committee (PAC), which she said would be responsible for establishing a governance structure, goals, and learning outcomes, and would also review the programs that currently exist on each campus.

Ms. Strobel stated that this is moving in a positive direction, and President Hogan agreed. He advised that it may be necessary to limit enrollment to those who can move ahead quickly, in order to avoid raising the expectations of those who may not be eligible for timely promotion. He said that an estimate of possible vacancies may be useful to determine enrollment. Mr. Montgomery inquired about the importance of diversity, and suggested that some thought be

given to a more specific goal and objective. Committee members discussed the difficulties of broadly defining diversity, and Ms. Strobel suggested that the PAC may want to spend some time on this issue.

Ms. Parks then presented information about the University Fellows Program, of which three classes have graduated. She stated that funding for the program has not been renewed, and noted that it had been viewed as successful. She presented proposed changes to the program to lower costs and increase enrollment, and also proposed shortening the program from its current length of three years or more to 18 months. She said this proposal is based on conversations with participants in the program, and stated that these program revisions would also make greater use of faculty. She provided an overview of the proposed components of the curriculum, which she said would include University organization, leadership, University operations, management, a study project, and professional development.

Committee members discussed the presentation, and Ms. Parks explained that she envisioned the University Fellows Program serving as leadership development training for academic and civil service professionals in middle management positions, which she previously referred to in her presentation as the second tier of a three-tier professional development program. Additional discussion included the need to determine the correct enrollment for the program and the percentage of graduates from the previous University Fellows Program who have been promoted at the University. Dr. Ghosh stated that these types of programs increase retention and improve job performance, which are benefits for those who are not promoted, and Ms. Parks said that many have considered the opportunity to participate in this program an honor and privilege, often viewing participation as a reward. She then described some of the projects

that have been completed by participants in the program, and ways in which some of the resulting recommendations have been implemented at the University. President Hogan discussed the need for programs to assist faculty members who are transitioning from academic life to the role of department chair and from department chair to dean, and told the committee about a recent change from the Committee on Institutional Cooperation (CIC) that would exclude faculty members at the Chicago campus from taking advantage of its training opportunities, which they have utilized in the past. He said that the Chicago campus had guest status in the CIC, a practice which has been discontinued, and said that additional discussion with the CIC is underway to explore other possibilities.

#### Report on Responses to Questions and Comments Posed

During the Board of Trustees' Retreat July 21, 2010

Next, Ms. Strobel asked Dr. Thompson to provide an update on responses to the questions and comments that were posed on a variety of topics during the session entitled *Building the Agenda for the Year Ahead*, which took place during the trustees' retreat in July 2010. Dr. Thompson stated that the questions and comments were compiled and distributed in September 2010, and said that Chairman Kennedy requested a brief response to each. She said she worked with University administrators and Dr. Stanley O. Ikenberry, who at that time was the senior advisor to the president, to provide responses, and indicated that this document is the first installment of the report containing those responses. She said that with the help of the chancellors, vice presidents, and others, she hopes to have a complete set of responses finished by March, and indicated that some of the topics may be useful in planning for the retreat that will be held in July 2011. Ms. Strobel asked members of the committee to review this first installment and provide

feedback to Dr. Thompson, and also informed them that Chairman Kennedy has asked this committee to oversee the completion of this report.

#### REVIEW RECOMMENDED BOARD ITEMS

Ms. Strobel stated that there are two items that will appear on the agenda for voting at the Board meeting on January 20, 2011, that are within the purview of this committee. She said the first is an item to approve amendments to the policy on conflicts of commitment and interest, and asked if there were any comments regarding the item. Dr. Rao stated that the item reflects the changes that have been previously suggested, and indicated that the item was also reviewed at the last meeting of this committee. With no questions or comments, Ms. Strobel said that the next item for discussion deals with amendments to the operating agreement of the University of Illinois Research Park, LLC, to change the composition of the board of managers.

Mr. Montgomery said that his initial reaction to this item when it was discussed at the Audit, Budget, Finance, and Facilities Committee meeting was that it was lessening the influence of the Board, but that he changed his mind after getting additional information about the way the board functions. He indicated that he no longer has an objection to the item. Ms. Strobel told committee members that the item will be discussed at greater length at the Board meeting on January 20, 2011, in response to additional proposals concerning the structure of the board of the University of Illinois Research Park. Mr. Bearrows said that he is reviewing the legal ramifications surrounding the board's structure and the impact of alternative configurations. Committee members discussed whether it would be advantageous for the Board to vote on the item to amend the operating agreement to change the composition of the board and possibly

review an additional item to change the board's structure in the future, or to withdraw the current item and make changes to the structure now. Ms. Strobel asked Mr. Bearrows to provide an executive summary of his findings.

#### OLD BUSINESS

Ms. Hasara stated that she enjoyed the article recently written by Dr. Stanley O. Ikenberry on the changing demands of presidential leadership, and wanted to ensure that other committee members were aware of the article.

#### NEW BUSINESS

Ms. Strobel stated that the date for the next committee meeting has not been determined, and said she and Dr. Thompson would be in contact to determine availability.

#### MEETING ADJOURNED

At 3:14 p.m., Ms. Strobel requested a motion to adjourn the meeting. On motion of Mr. Montgomery, seconded by Mr. Soso, this was approved unanimously and the meeting adjourned.

Respectfully submitted,

Michele M. Thompson  
*Clerk*

Pamela B. Strobel  
*Chair*

Eileen B. Cable  
*Assistant Clerk*