



## *President, University of Illinois*

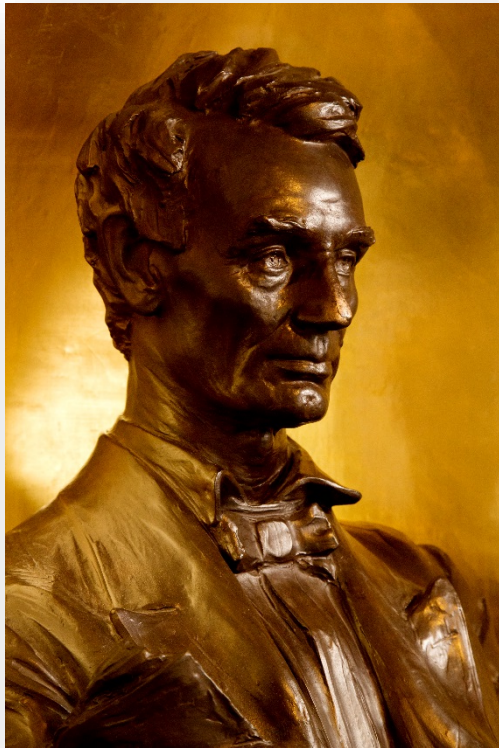
### *Position description*

The Board of Trustees of the University of Illinois invites nominations and applications for the position of President, with the appointment to be effective July 1, 2015, or as designated by the board.

The University of Illinois stands as one of the outstanding examples of public higher education in the country and, indeed, the world. With a shared commitment to excellence and innovation in teaching, research, service, and economic development, the University's three campuses in Chicago, Springfield, and Urbana-Champaign have distinct missions and student populations. Together with our regional medical schools in Peoria and Rockford and our state-wide Extension offices and the Prairie Research Institute, we serve the state, the nation, and the world by educating exceptional graduates, producing leading-edge research, and promoting the well-being of our constituents.

# UNIVERSITY OF ILLINOIS

URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD



In Illinois, we feel special resonance with the educational vision first expressed in this state in the middle of the 19<sup>th</sup> century. In a far-reaching resolution, the Illinois Legislature in 1854 petitioned the U.S. Congress with a truly remarkable idea: to donate federal lands to each state for the establishment of a university for its citizens. The Morrill Act, once vetoed by President James Buchanan, was eventually signed into law by Abraham Lincoln in 1862. Today, we are challenged to act with creativity and vision to set the stage for the next 150 years of the public university.

The University is proud of its land-grant tradition, which gives it a strong sense of institutional responsibility to the people of the state of Illinois, the nation, and the world. Each of our campuses, in its own way, and the University as a whole are committed to study, and to act on, the great challenges of the human condition: health, energy, food, education, equity and justice, economic development, technology, the arts, and the quality and meaning of the well-lived life. Each of these areas constitutes a rapidly changing and endlessly challenging pursuit, into which we seek to integrate our students, our professional disciplines, and the community at large.

An institution with the breadth and quality of the University of Illinois has unsurpassed resources with which to understand and engage these grand challenges. An institution with the international scope and reach of the University of Illinois is also attuned to how each of these challenges must be understood and addressed within a global context. And there is always more work to be done.

## Fast Facts, 2014

Students enrolled: **78,117**

Degrees awarded in 2012-13: **20,418**

Faculty (FTE): **5,879**

Administrative and professional staff (FTE): **7,149**

Support staff (FTE): **10,471**

Graduate assistants (headcount): **9,456**

Living alumni / Alumni Association members: **664,629** (All alumni are members of UIAA)

Operating budget in 2013-14:  
**\$5.63 billion** (Includes \$1.18 billion in payments on behalf, such as retirements contributions and \$35.9 million for Academic Facilities Maintenance Fund Assessment).

Separately funded research in 2013-14:  
**\$757 million**

Student organizations: **1,603**

The University has more than 800 buildings with a **replacement cost of \$9.2 billion**. The three campuses encompass 2,433 acres, with additional holdings totaling 10,520 acres.

## THE UNIVERSITY OF ILLINOIS PRESIDENCY

The president is the chief executive officer of the University of Illinois as a whole and is the executive agent of the Board of Trustees. Appointed and evaluated by the Board of Trustees, the president works closely with the Board in setting overall institutional goals and policies. While it is the Board's responsibility to secure the needed revenues for the University and to determine the ways in which the University funds shall be applied, the president makes recommendations to the Board regarding any phase of University policy or administration that she or he deems wise.

The Board explicitly embraces the principles of the "integral leadership" articulated by the Association of Governing Boards in their 2006 Task Force report. One of their main recommendations is to link "the president, the faculty and the Board together in a well-functioning partnership purposefully devoted to a well-defined, broadly affirmed institutional vision." Our goal is to "engage the faculty, student leaders and key external stakeholders in achieving collectively what no single individual or unit can accomplish individually."

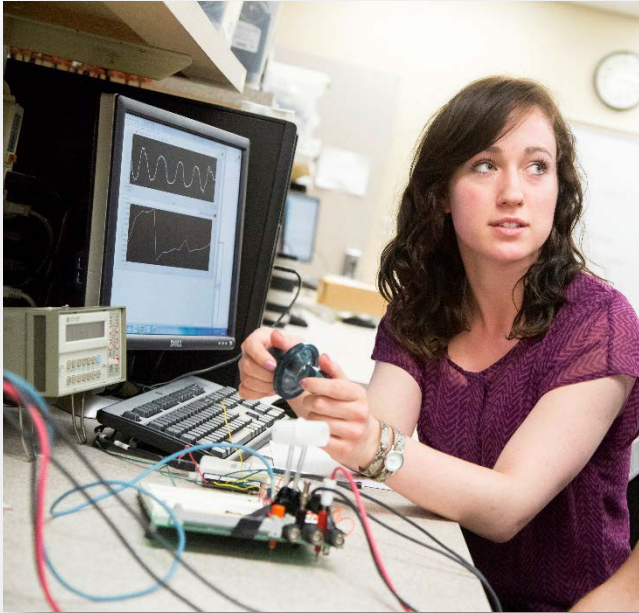
The University looks to the president to set the standard of excellence in the appointments of her or his executive officers, whose strength as a cohesive group provides the base from which the University can fulfill its mission. The president's leadership team includes the three chancellors, who are the chief executive officers of their respective campuses as well as vice presidents of the University, and the vice presidents for academic affairs, for research, and for finance. These latter three executive officers work closely with the president to help secure resources to support campus activities; to develop institution-wide standards that promote quality and ensure consistency and efficiency in campus operations; and to identify, encourage, and support potential areas of collaboration and strategic opportunity across the campuses.

The president also oversees a cross-campus University administration (UA). This group manages and supports University-wide strategy and policy under the direction of the president, and also serves and supports the campuses, enhancing synergies where institutional efficiencies can best be achieved, and performing functions that are best managed in a coordinated and centralized manner. Examples of such functions are developing a coherent institutional strategy, lobbying for the University's interests with the state legislature, and conserving and allocating the overall University budget coming from the state.

Direct reports in UA include the secretary of the University, executive director for labor and employee relations, assistant vice president of University Equal Opportunity, and the offices of University Audits, University Counsel, University Ethics, Governmental Relations, and University Relations.

The president has specific responsibility to:

- provide overall strategic leadership for the University consonant with goals of the Board of Trustees
- shape and promote the aspirational goals of the University as a world leader in each of its key missions
- represent to, and clarify for, the Board of Trustees the needs, interests, values, and aspirations of the students, faculty, and staff of each campus
- execute the processes through which policies established in the integral leadership are implemented
- lead representation of the priorities of the University and its campuses to the state and federal governments, especially the Illinois General Assembly and the Illinois delegation to the U.S. Congress
- protect the resource base that underlies the excellence of the University and ensure appropriate distribution of resources across the University



- recruit, work collaboratively with, and evaluate annually the chancellors and other vice presidents
- engage fully in shared governance through work with the University Senates Conference and other faculty groups as appropriate
- provide leadership within and for the higher education community in the state of Illinois and across the nation
- represent the University of Illinois in key international engagements with governments, universities, corporations, foundations, and other institutions
- take the lead role in engaging established and potential major donors when engagement with the president strengthens the advancement process
- serve as the “face” of the University in engagement with business, civic and legislative leaders, alumni, and domestic and international audiences
- manage the University’s contractual relationships with the University of Illinois Foundation, the University of Illinois Alumni Association, and UI LABS
- ensure that the University administration performs the activities necessary for the efficient and effective execution of the functions (such as contracting, accounting, treasury, human resources, legal, ethics, auditing, public relations, capital programs, real estate) that support the missions of the University.

The chancellors are primarily responsible for the quality of academic programs, research, and operations on their campuses and are invested accordingly by the president with the authority to discharge these responsibilities. The chancellors are expected to perform their work with a high level of excellence and integrity. Based on the strategic agenda set by the integral leadership team, the chancellors develop annual goals for their respective campuses and are accountable for progress toward these goals.

In some areas, the spheres of responsibilities of the president and those of the chancellors overlap; for example, in alumni relations, in fundraising, and, to some



extent, in relations with external groups. Accordingly, the development of overall institutional goals and priorities and the execution of the plans to achieve them requires close collaboration, coordination, and cooperation among the president, the chancellors, and the other vice presidents. The primary purpose of the presidency and the University administration is to create an institutional context in which the three campuses can thrive and each pursue excellence in its own distinct fashion.

The president is also responsible for representing the University as a whole to the state government, which controls its public budget and develops legislation pertinent to University affairs; to other political entities whose influence affects University operations; to corporate and civic leaders who represent key strategic partners for the University; to the public, as a statewide advocate for the impact of the University on the well-being and growth of the state; to alumni; and to potential donors.

One of the key sets of responsibilities of the president, therefore, is to articulate the value provided by the University to the state and its citizens, and thus to assure continued economic support, as well as to question those legislative and regulatory developments that would adversely impact the University's mission. These activities require face-to-face engagement of the leaders and members of the legislative and executive branches.

The president of the University of Illinois is the leading spokesperson and advocate for public higher education in the state, and in this context the president should continually educate the public about the University's role and contribution to the general good. Many venues are involved, but much of this education takes place in interacting with business and community groups and the media, and in inspiring and energizing the alumni base.





A key part of these activities is the president's relation to the faculty through the mechanisms of shared governance. The president meets regularly with the University Senates Conference, which comprises representatives from each of the three campus senates, and from time to time meets with the campus senates directly. This relationship is of significant importance not only because statutory processes require the involvement of the faculty in certain decisions but also, with equal importance, because of the example the president sets in meeting and consulting meaningfully with the faculty. This respectful interaction reflects a culture and set of expectations of collaboration and of mutual accountability that must also be matched at the campus level, as well as at the college and department levels on each campus.

## QUALITIES OF THE NEXT PRESIDENT

The successful candidate for the position will be a distinguished leader having impeccable credentials and integrity, with a deep appreciation for the mission of a premier public university, and with experience building and sustaining a highly ranked institution. She or he will be a recognized scholar and a proven, capable, and successful administrator who will encourage and support excellence and innovation in teaching, research, and public service, as well as in the roles the University and campuses play in support of statewide economic development. Leveraging the existing strengths of the University, she or he will drive the institution to produce graduates demonstrating the best in critical and creative thinking skills; new knowledge in the arts, engineering, humanities, health, the sciences, and the professional schools; and new technologies and innovations. She or he must possess a demonstrated record of success in promoting diversity and an inclusive environment, and must be prepared to be clear and decisive in leading the University to an inclusive future in which all members of the University community can pursue their goals and the University gains strength from the diversity it builds.

Strong preference will be given to candidates having the following qualifications and personal attributes:

- leadership experience demonstrating the capacity for comprehensive vision and effective execution of decisions reflecting wisdom, foresight, and practical judgment in shaping productive and sustainable programs
- a clear understanding of, and a commitment to, the public university as an academic institution and agent for fulfilling its responsibilities to the state and to society
- a record of scholarly distinction
- a keen understanding of the issues confronting higher education generally, and public universities specifically
- the skill to articulate the mission, challenges, and opportunities of the public university in the service of state and national leadership on these issues
- expertise in budgetary matters, including the financial issues currently facing public universities
- the capacity to foster and maintain an environment that encourages scholarly creativity, productivity, and integrity across the range of disciplines at the University
- a deep and demonstrated commitment to diversity
- a proven record in advancement activities and alumni relations
- high personal standards and strong moral values
- a leadership style built on collaboration, openness, and the ability to inspire others by articulating a vision for the future.



## THE THREE CAMPUSES: STATUS AND POTENTIAL

The University of Illinois aspires to be the premier public university in the nation. Comprised of three distinct campuses—two large, research-intensive campuses in Chicago and Urbana-Champaign, and a smaller, liberal-arts-focused campus in Springfield—the University of Illinois is poised to take on this challenge. We believe the University as a whole has strong, stable leadership that has led each of the campuses through a rigorous strategic planning and review process that has set ambitious targets for future development as we continue to enhance our potential.

The missions of the campuses each involve a particular blend of teaching, research, service, and economic development. The three campuses together provide a notably broad range of options for students, both in terms of content and style. Our products are educated citizens, new knowledge, new perspectives, and new values, along with a continuing capacity to question the status quo. Our campuses and the University administration, working together, provide opportunity for students to get first-class educations and for inquiry and innovation to thrive in the faculty. These goals necessitate fostering a University-wide culture of excellence in which each group understands its role and is held accountable for achieving it. Engendering this culture of cooperation and accountability is a primary role of the president, working with the campus chancellors.

# **UIC** University of Illinois at Chicago



## *Chicago*

The University of Illinois at Chicago (UIC) is a young, highly diverse public research university located in the heart of one of the world's great cities. Established in 1982 through the merger of the University of Illinois Chicago Circle with the Medical Center campus, UIC has transformed itself into one of the top 60 research universities in the United States. The Times Higher Education ranking of the world's top 100 universities under 50 years old places UIC as third among young campuses in the U.S. and thirteenth world-wide.

With a student body of nearly 28,000, almost 39 percent of them professional or graduate students, UIC is the largest university in the Chicago area. Through its 15 colleges and the state's major public medical center, UIC offers a broad range of programs in the humanities, social and natural sciences, education, social work, art and architecture, engineering, business administration, and the health sciences. The campus's mission to be inclusive and engaged while striving for the highest academic standards has been possible because the superb faculty blends outstanding scholarship with a commitment to teaching students and involving them in scholarly endeavors.

UIC operates the state's major public hospital and, together with the Mile Square Health Centers, provides holistic health services to underserved populations in accord with its urban mission. UIC's health science colleges serve as the principal educators of Illinois' physicians, dentists, pharmacists, nurses, and other healthcare professionals. An estimated one in six Illinois physicians, nearly half the state's dentists, and one in three of the state's pharmacists are UIC alumni.

UIC's student population is one of the most racially and ethnically diverse in the nation and reflects the diverse, global nature of Chicago and today's world. UIC's vision is to be a portal of opportunity, providing the broadest access to excellence and academic achievement. A significant percentage of UIC students speak English

as a second language and/or are the first in their families to attend college. UIC has a goal of being designated as a Title V Hispanic-Serving Institution within the next year. The campus takes pride in its racial and ethnic diversity and embraces this diversity as a foundational strength that sharpens and enriches the intellectual endeavors of students, faculty, and staff.

UIC's most important resource, its faculty, is diverse, among the leaders in their disciplines, and engaged. UIC faculty include MacArthur Award winners, members of the National Institutes of Medicine, and recipients of prestigious honors such as Guggenheim, Sloan Foundation, American Association for the Advancement of Science, National Academy of Science, National Endowment for the Humanities, National Institutes of Health, and National Science Foundation fellowships, career awards, and grants. More than 1,600 faculty members are engaged in instruction, giving UIC students access to nationally and globally recognized scientists, scholars, artists, writers, clinicians, and educators. As UIC faculty advance the frontiers of knowledge, generating nearly \$400 million in research funding annually, they bring the latest discoveries and insights directly into the classroom. UIC's goal is to become the premier urban public research university in the United States.



### *Springfield*

The University of Illinois at Springfield (UIS) joined the University of Illinois family in 1995. Originally established in 1969, the campus is growing and now enrolls more than 5,000 students. Founded on a commitment to innovation, UIS's vision is to be a premier public university that provides high-quality liberal arts education, exceptional public affairs programs and opportunities, and outstanding professional programs that serve the region. Known for its focus on teaching and its excellent faculty, UIS is also a national leader in online education, currently enrolling over 1,600 students in online undergraduate and graduate programs. U.S. News & World Report's 2014 Edition of America's Best Colleges ranks UIS as the best public university—regional university category—in Illinois and the fourth best public university in that category in the Midwest.

Students at the Springfield campus enjoy small classes and an abundance of opportunities for collaboration with faculty and staff. Because of the campus' location in the state capital, high-quality internships in public affairs, political reporting, and other areas of government policy offer a special advantage for UIS students. The Public Affairs Reporting program is nationally renowned and has produced two Pulitzer Prize winners to date. The campus also includes the Therildsen Field Station at Emiquon National Wildlife Refuge, a 7,000 acre wetlands restoration project on the Illinois River, where faculty and students conduct scientific research and participate in a variety of educational activities. The campus is deeply engaged in the Springfield community and provides important community outreach through the Center for State Policy and Leadership, the Illinois Innocence Project, WUIS Public Radio, the Sangamon Auditorium performing arts center, and the Center for Volunteer and Civic Engagement.



### *Urbana-Champaign*

The University of Illinois at Urbana-Champaign (UIUC) is one of the original land-grant universities, founded in 1867. It continues a tradition of excellence and innovation in its missions: education, research, public service, and economic development.

More than 1,800 tenure track faculty members lead more than 44,000 undergraduate, graduate and professional students in a process of discovery and learning in 16 colleges and schools and more than 80 research centers and labs. The campus covers more than 1,500 acres and is located in Champaign-Urbana, a micro-urban community with strong schools, spacious parks, and two vibrant downtowns.

UIUC is a member of the Association of American Universities (AAU) and is ranked among the top research campuses in the country, with research and development expenditures of \$743 million in FY13. The campus has tremendous breadth and depth in academic areas, with more than 150 undergraduate programs and more than 100 graduate and professional programs. It ranks among the top five universities in the country in number of doctorates awarded annually.

UIUC faculty members win the most prestigious national and international awards, including Nobel and Pulitzer prizes, MacArthur Awards, Guggenheim Fellowships, Tony Awards, and National Medals of Science and Technology. It is also renowned for its culture of innovation and collaboration, its disability research, and its international connections and collaborations. These international partnerships provide a growing number of opportunities for students, as well as faculty, to work with renowned colleagues from around the world, both on-campus and abroad, taking advantage of an array of resources from Title VI centers to internationally based research centers. The UIUC library—the largest of any public university in the country—is a worldwide leader in the dissemination of knowledge through its



remarkable collections, outstanding services, innovative technologies, and exceptional faculty and staff.

The University of Illinois at Urbana-Champaign is a place where great scholars discover and create across a broad range of disciplines. Multi- and interdisciplinary research is highlighted by the Beckman Institute for Advanced Science and Technology, the National Center for Supercomputing Applications, the Prairie Research Institute, the Institute for Genomic Biology, and the Institute for Sustainability, Energy and Environment. The campus is home to many outstanding research efforts, including the Energy Biosciences Institute, a unique partnership with University of California, Berkeley, Lawrence Berkeley National Laboratory, and BP; the Blue Waters supercomputer, the fastest supercomputer on any university campus; and Humanities Without Walls, a consortium linking humanities centers at 15 research universities throughout the Midwest and beyond. The campus's Research Park is home to strong entrepreneurial programs, numerous start-ups, and Fortune 500 companies. The outstanding faculty and leading-edge research give the Urbana campus a well-earned reputation as one of the world's preeminent public research university campuses.



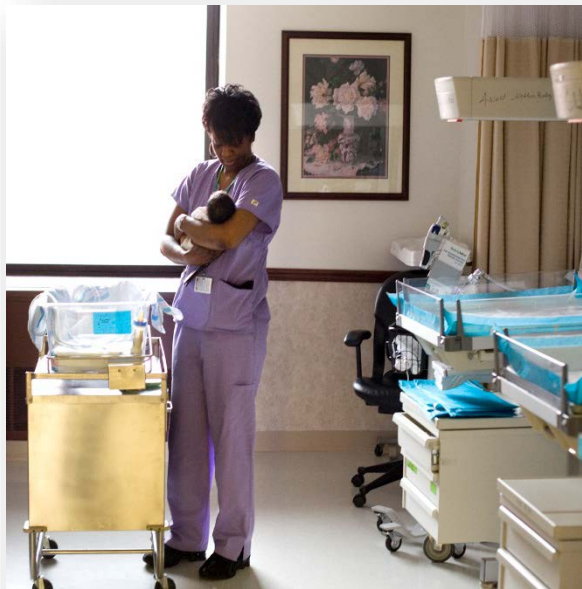


## OPPORTUNITIES AND CHALLENGES FOR THE UNIVERSITY OF ILLINOIS

The greatest opportunity—and challenge—for the University of Illinois is to maximize the strengths of the three campuses, respecting their distinct missions and cultures, within an overall strategic framework that best serves the people of the state, the nation, and the world. During a time of shifting resource models, changing student demographics and learning needs, “disruptive” technological innovations, and competitive challenges, the entire model of the public university is under stress and has a need for continuing development. The University of Illinois has been, and expects to be, a leader in exploring and creating new solutions for higher education. As we look to the future, how do we best extend our capacity to propel young people into their lives, to deal with global challenges, to provide opportunities for discovery, and to preserve and enhance the life of the mind? Our president will be at the forefront of pressing this agenda, supported by the Board of Trustees, and working with the faculty and other University leaders to develop imaginative solutions.

As the percentage of operating expenses supported by state funding declines and tuition rises, this University, like many others, must now confront the increased financial burden placed on students. How do the new economics of college attendance affect issues of access and affordability, student debt, time to degree, expanding student financial aid needs, and competing for the top students who can attend other excellent schools at a lower cost and, sometimes, virtually for free?

A major task of the president, and theme of University-wide lobbying efforts, is to continue to advocate for sustained state financial support. Likewise, it is the president’s responsibility to monitor the degree of legislative regulation, so the University can continue to pursue its missions of excellence and innovation by responding with agility to opportunities for support, especially in the area of research.



Creating a climate of institution-wide self-evaluation and continuing strategic investment requires that each campus develop appropriate models for programmatic assessment and processes for regular review, reform, and restructuring at the program level. The faculty role in these processes, through the mechanisms of shared governance, is indispensable. Universities are traditionally slow to change, and sometimes this slowness is valuable, reflecting due deliberation and a perspective that focuses on the long term. On the other hand, strong institutions must be adaptable and poised to respond quickly to opportunity. The president will help to keep these competing principles in balance.

The medical center at UIC plays a major role in health service for the city of Chicago and for the state. One of the president's challenges will be working with the UIC chancellor and the vice chancellor for health affairs to understand and reform the health enterprise, taking advantage of new opportunities in the health delivery environment, and accommodating the changing role of an urban hospital while strengthening the other educational, research, and public service missions within the context of an overall campus strategic plan.

All these opportunities and challenges exist within the context of the rapidly changing national landscape of public higher education. What does the land-grant mission mean in the 21<sup>st</sup> century? How has the globalization of the higher education marketplace changed competition for international students and the need for a curriculum that highlights the global labor market and global understandings? What is the strategic plan for the University in relation to student diversity, not only as a social mission, but as a new arena of competitiveness—and especially as new kinds and understandings of diversity evolve? How have technologies changed the university, not only in the important areas of teaching and outreach, but in institutional processes and organization; the uses of data for accountability and planning; the design of workplaces, laboratories, and classrooms; and the promotion and marketing of the value of the university itself? How does a public university become more entrepreneurial and strategic in developing partnerships

with public advocacy groups, communities, municipal and state governments, and corporate partners, without sacrificing core commitments to institutional independence and support of faculty and student interests and responsibilities? Accruing from the current ferment in higher education, these are among the key questions our University will face. Our next president will perceive these challenges as great opportunities in light of the enormous strengths and resources of the University of Illinois.



## APPLICATION PROCESS

The Search Committee invites letters of nomination, applications (letter of interest, complete CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University of Illinois.

Confidential review of materials will begin immediately and continue until final candidates for the appointment are identified. It is preferred, however, that all nominations and applications be submitted prior to September 8, 2014, to the search firm:

Laurie C. Wilder, Executive Vice President and Managing Director  
Porsha Williams, Vice President  
Parker Executive Search  
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For more information about the position and the search, please visit:  
[www.bot.uillinois.edu/presidentialsearch](http://www.bot.uillinois.edu/presidentialsearch)

*The University of Illinois is an affirmative action/equal opportunity employer dedicated to building a community of excellence, equity, and diversity. We welcome applications from women, underrepresented minorities, individuals with disabilities, protected veterans, members of sexual minority groups and other candidates who will lead and contribute to the diversification and enrichment of ideas and perspectives. As a condition of employment, the successful candidate must have or be able to obtain a security clearance. The security clearance must be maintained while employed as president by the Board of Trustees of the University of Illinois.*