

Board Meeting
November 12, 2009

CHARGE TO THE SEARCH COMMITTEE TO
ASSIST IN THE SELECTION OF A PRESIDENT, 2009

The Board of Trustees has authorized and composed a search committee to assist in the search for a president. This resolution specifies the charge of the committee and the general procedures within which it will operate.

Committee Membership

Several broad constituencies of the University are reflected in the committee's composition, but no member should regard herself or himself as a "representative" or "delegate" of any single interest group. Rather, each member shall exercise his or her own best judgment as to what will be in the best interest of the University of Illinois as a whole. Members of the search committee will be asked to sign a code of ethics and commit to a fair, honest, and confidential treatment of information shared in the search process. The committee shall conduct a pro-active search and identify and recruit persons best able to fulfill the mandate.

The search committee shall be led by a chair and a vice-chair, who shall be appointed by the Board of Trustees. The chair and the vice-chair of the search committee and the Chair of the Board will confer as often as necessary throughout the duration of

the committee's work. Periodic meetings shall be held to review the status of the prospect pool and available background data. Also at regular meetings of the Board of Trustees these representatives of the committee shall report to the Board on its progress.

Identification of Candidates

The search shall be broad in scope, using all available resources to identify potential candidates for the position of President of the University of Illinois. The several constituencies of the University, including faculty, students, staff, trustees, alumni, supporters, and friends of the University shall be encouraged to suggest suitable candidates. The committee shall not be constrained from considering candidates from all appropriate sources, including other institutions of higher learning, government, foundations, and elsewhere. The Board of Trustees will maintain a continuing interest in the identification of outstanding potential candidates, and will receive periodic reports from the committee on the development of the pool of prospects.

Development of White Paper

The committee's first task will be to develop a white paper that will serve as the cornerstone of the search. This white paper shall delineate the nature of the University, the role of the President, and the challenges and expectations the next President may face, along with the personal qualities and criteria crucial to the position.

The general qualities and criteria to be used as the basis for evaluating potential candidates shall be organized around several key expectations for the candidates. Among these are:

- a record of effective leadership including evidence of strategic vision and a capacity to lead and manage a large, complex academic organization
- a commitment to academic excellence in teaching, research, and service
- the ability to communicate and inspire others and a willingness to initiate, foster, and cultivate relationships with the public and private sectors, including businesses; civic groups; local, state, and federal governments and agencies; donors and others; and to represent and advocate for the University
- an understanding of the changing nature of public higher education and its vital role in local, state, regional, and national economies
- the ability to adapt to changing and challenging fiscal environments
- the ability to lead within a complex administrative structure and to bring clarity and rationality to that structure

This white paper may also set forth procedures and milestones (including time estimates) to be followed and reached to carry out the search process. It shall include the input of the search firm that is retained, and shall be submitted to the Board of Trustees for review and approval. The white paper shall guide the work of the committee throughout the process.

Screening Prospective Candidates

The committee shall devise a method for conducting preliminary screening designed to identify those judged to be the most promising prospective candidates.

Detailed information should be secured concerning these candidates, initially from public records such as professional directories and bibliographic sources and, in a second stage, the chair and vice-chair should make calls to individuals who know and can assess the qualities and potential of the prospective candidates, including other committee members as indicated. In such informal inquiries, it should be made clear that the search is in a preliminary stage and that no approach has yet been made to any candidate, and that strict confidentiality is necessary.

The committee shall identify the most outstanding and qualified potential candidates. The committee shall submit a broad list of candidates, which may be ranked or categorized, before a list of finalists is presented. The list of finalists shall include between eight and ten individuals.

The Board and the committee will consult and discuss the procedures to be followed in approaching finalists. Consensus will be important, but the Board is statutorily charged with the responsibility of making the final decision.

Staff and Procedures for Search

The secretary of the Board will serve as staff to the search committee, and assist in sustaining strong lines of communication and coordination between the committee and the Board. The secretary of the Board shall also be the Board's agent in the procedural and liaison tasks involved in the search process.

The search process shall adhere to University's affirmative action policies, and the committee shall affirmatively seek candidates representing diverse backgrounds

and perspectives. University counsel shall assist and advise the committee on legal matters.

The committee is advised to make use of the internet to assist in making the search process more transparent. The white paper and other information related to the progress of the search will be posted on a dedicated site.

The Board of Trustees emphasizes the importance of careful coordination and channeling of all committee communications concerning candidates through the chair and vice-chair of the committee, who are charged with the responsibility of keeping the Board fully informed. The Board also emphasizes that discretion and confidentiality are required of all committee members. Public communications, including those with the media, shall be channeled through the chair and vice-chair of the committee and the secretary of the Board, who shall consult with the Office of University Relations.