

# SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

# UNIVERSITY OF ILLINOIS

---

August 5, 1994



A special meeting of the Board of Trustees of the University of Illinois was held in the Faculty-Alumni Center of the College of Medicine, Chicago campus, Chicago, Illinois, on Friday, August 5, 1994, beginning at 10:35 a.m., pursuant to call by the chair of the board. The secretary of the board gave notice of the meeting as prescribed by the By-Laws and by Illinois Statute.

In the absence of Chair Kenneth R. Boyle, Trustee Gloria Jackson Bacon called the meeting to order and asked the secretary to call the roll. The following members of the board were present: Dr. Gloria Jackson Bacon, Mr. Kenneth R. Boyle,<sup>1</sup> Mrs. Judith Ann Calder, Dr. Jeffrey Gindorf, Mr. Donald W. Grabowski, Mrs. Susan L. Gravenhorst, Mrs. Ada N. Lopez, Ms. Judith R. Reese. The following members of the board were absent: Governor Jim Edgar and Mr. Thomas R. Lamont. The following nonvoting student trustees were present: Mr. Christopher Didato-Castillo, Chicago campus; Mr. Chapin Rose,<sup>1</sup> Urbana-Champaign campus.

Also present were President Stanley O. Ikenberry; Mr. Byron H. Higgins, university counsel; and Dr. Michele M. Thompson, secretary.

---

<sup>1</sup> Mr. Boyle and Mr. Rose joined the meeting at 10:50 a.m.

The special meeting was called to receive presentations from a selection of executive search firms concerning their proposals to assist the board in searching for a new president of the University. The five firms selected to make presentations to the board were chosen because each had demonstrated, in materials sent to the board, that they had experience in two of three areas: (1) searches for university presidents; (2) compiling diverse pools of candidates for executive positions; and (3) general experience in the search for executives for organizations.

Dr. Bacon explained that the business for this meeting was to hear presentations from several executive search firms, discuss the presentations, and then to consider individually what each had to offer the board in this important endeavor. She noted that observers from the University Senates Conference and the Chicago Senate were present.<sup>1</sup>

Dr. Bacon then asked the first presenter, Mr. Allan Ostar, representing Academic Search Consultation Service (ASCS), to begin his presentation. Mr. Ostar thanked the board for the opportunity to be with them and described his career in higher education administration and the special service of his organization in seeking out high level leaders for academic institutions. He emphasized that higher education was the only market his organization served and that ASCS had extensive experience in identifying candidates for high level positions in academic institutions. He cited his recent work with the search committee for the vice president for academic affairs at the University of Illinois as an example of the type of service his organization provides. Further, he emphasized the networks his firm has nationally due to the backgrounds of the principals and to the specialization of the group. He also shared with the trustees his views of the needs of public research universities today and the characteristics needed by leaders of such institutions. He also stressed the national role always played by the president of the University of Illinois and the need to identify someone who could carry on that tradition.

Questions followed from the trustees concerning his group's success in identifying and recruiting women and minority candidates and the fee structure his organization has established for major searches.

Mr. Boyle and Mr. Rose joined the meeting at this time.

Chair Boyle assumed the chair from Dr. Bacon and made a few remarks. He then invited representatives from the firm, Carrington & Carrington, Ltd., to the board table to begin their presentation. The chief spokesperson for this firm was Dr. Nelvia M. Brady. Also, Mr. Willie E. Carrington and Mrs. Marian H. Carrington were present and made remarks during the presentation. Dr. Brady stated that the firm was 15 years old and that their emphasis was on efforts to identify

---

<sup>1</sup> University Senates Conference and the Urbana-Champaign Senate Council: Kenneth E. Andersen, professor of speech communication; Chicago Senate: Edward A. Lichter, professor and physician surgeon in medicine, College of Medicine at Chicago, and professor of community health sciences, School of Public Health.

women and minority candidates for executive positions. She stressed that she was the member of the group who had experience in higher education through 25 years as an education and academic administrator. She also noted that this firm would bring a freshness to the process of the search. She and her colleagues emphasized that the search would be carefully developed specifically for the University of Illinois. She also indicated that she knew how sensitive the relationship between the Consultative Committee and a search firm would be and also the relationship with the board. She concluded her remarks by stating that she thought that the leader chosen to be president of the University would need to be different from other institutions' presidents and that Carrington & Carrington was uniquely qualified to meet this challenge.

Discussion with the trustees followed, with the trustees raising several questions. Confidentiality was discussed and all three representatives spoke to the importance of this aspect of the search. They also indicated that they would not recruit anyone away from an institution for two years after they worked with that institution on a search. Also, the matter of agreement on a definition of the University's mission was discussed. Mrs. Carrington shared the fact that the firm often works with larger search firms, bringing their expertise in identifying women and minorities as candidates. Mr. Boyle then thanked all three representatives of Carrington & Carrington for their presentation.

Next, Mr. Boyle introduced Mr. William J. Bowen, representing Heidrick & Struggles, Consultants in Executive Search, and invited Mr. Bowen to begin his presentation. He began by describing the firm of Heidrick & Struggles as a 40-year-old organization with its corporate headquarters in Chicago and 30 offices around the world. Mr. Bowen indicated that he is vice chairman in charge of higher education recruiting for leaders in academic institutions. He noted that his firm has conducted 250 searches for major academic administrators. He assured the board that he would be the major person engaged in the search and described others who would probably assist him in the search process.

He described a search process as having three parts: (1) outreach and identification of prospects; (2) building as large a pool of candidates as possible; and (3) doing good background checks.

He then turned to the board and invited their questions. One question concerned how he would work with the Consultative Committee. He explained that each such group must be approached as a new group with specific goals. He noted that he would work closely with this group. He also emphasized the importance of confidentiality in all aspects of working on a search.

Mr. Bowen also described the staff resources available to him for conducting searches. These were individuals with whom he works closely. He also discussed his approach to working with the board through a search, describing a buffer role that his firm could provide. He also



explained that he would involve students in a search. He then gave the number of women and minorities working with him at Heidrick & Struggles.

Mr. Boyle thanked Mr. Bowen for meeting with the board.

### **BOARD MEETING RECESSED**

The board recessed for luncheon and invited Mr. R. William Funk of Korn/Ferry International to join them for lunch inasmuch as they were running behind their planned schedule.

### **BOARD MEETING RECONVENED**

When the board reconvened, all the members of the board noted at the beginning of these minutes were present with the exception of Dr. Bacon, Mr. Boyle, and Mr. Grabowski. Mrs. Gravenhorst chaired the meeting in Mr. Boyle's absence. She invited Mr. Funk to make his formal presentation to the trustees. He described Korn/Ferry International as the largest executive search firm in the country, with a practice in searching for leaders for educational institutions that was established 19 years ago. He described some of the recent searches for university presidents conducted by Korn/Ferry and urged the trustees to check with these institutions to learn of their satisfaction with his firm's services. Next, he described an associate in the firm who is in the Chicago office and is charged with making certain that women and minority candidates are found for searches. He also emphasized that his firm employs a very diverse work force.

Mr. Funk told the board members that he thought his firm's recent experience in working with public, complex universities on their searches for presidents qualified them to do well for the University of Illinois. He emphasized that he would be a consultant to the board and would bring candidates to the search that others might not find. He assured the board that he personally would work on the search.

Next, he described his firm's computer systems and the capacity he had to gain information about prospects. He also indicated that his firm would conduct a second search for no charge if the individual hired for president left within the first two years.

The board posed questions, and discussion with Mr. Funk followed. Mr. Boyle returned to the meeting at the conclusion of Mr. Funk's presentation and thanked him for his presentation to the board.

Dr. Bacon returned to the meeting at this time.

Mr. Boyle then introduced the final presenters, Ms. Toni S. Smith and Mr. Ronald J. Zera from the firm of Spencer Stuart, Executive Search Consultants. Ms. Smith made general remarks about the firm and stated that Spencer Stuart is known for quality in its searches and for the long-term good results of its work. She described herself as the head of the firm's not-for-profit division. She stressed that in recent

searches she had emphasized the need for diverse pools and had been successful in presenting women and minority candidates.

Ms. Smith also noted that her firm had worked with the University of Illinois in recent years and that she knew several administrators within the University and would feel very comfortable working with the University on the presidential search.

Mr. Zera stressed the manner in which they would work with the Consultative Committee, stating that they would seek to include the committee in all aspects of their work while working to ensure confidentiality as well. He also talked about how his firm could work to convince some prospects to allow themselves to be considered for the position of president.

Mr. Zera told the trustees that he had called several alumni of the University and asked what they wanted in a new president. He cited this as an example of how inclusive his firm would be in trying to find the right person for this position.

Both presenters discussed the firm's fee schedule and the fact that each search is tailored to the institution and the constituencies involved.

Questions and discussion with the board members followed. Mr. Boyle thanked them for their presentation.

### **SUMMARY**

Mr. Boyle asked the trustees to discuss each firm briefly and suggested that each board member present share their ideas individually. This was accomplished and then Mr. Boyle asked all to think further on what they had heard and consider a vote on this matter at the September meeting of the board. Mrs. Gravenhorst suggested that further remarks be conveyed to the board office for compiling prior to that time.

### **REGULAR AGENDA**

The board considered the following recommendations from the president of the University.

By consensus, the board agreed that one vote would be taken and considered the vote on each agenda item nos. 1 and 2. The recommendations were individually discussed but acted upon at one time.

(The record of board action appears at the end of each item.)

#### **Interim Vice Chancellor for Student Affairs, Urbana**

(1) The chancellor at Urbana has recommended the appointment of Patricia E. Askew, currently director of Admissions and Records, as interim vice chancellor for student affairs, beginning August 21, 1994, on a twelve-month service basis at an annual salary of \$100,000. Ms. Askew will continue to hold her appointment as director of Admissions and Records, and an acting director of Admissions and Records will be named.

Ms. Askew will succeed Dr. Stanley R. Levy who will become a full-time member of the faculty of the College of Education at Urbana.

The nomination is made after consultation with the Urbana-Champaign Senate Council. The vice president for academic affairs concurs.

I recommend approval.

On motion of Mrs. Calder, this appointment was approved.

### **Head, Department of Atmospheric Sciences, Urbana**

(2) The chancellor at Urbana, after consultation with the dean of the College of Liberal Arts and Sciences, has recommended the appointment of Donald J. Wuebbles, presently atmospheric scientist at the Lawrence Livermore National Laboratory, University of California-Berkeley, as head of the Department of Atmospheric Sciences, beginning August 21, 1994, with an administrative increment of \$3,000 for the academic year. Dr. Wuebbles will also be appointed professor of atmospheric sciences with indefinite tenure, on an academic year service basis at an annual base salary for 1994-95 of \$90,000, for a total salary of \$93,000.

He will succeed Dr. Mankin Mak who resigned as head to return to full-time teaching and research as a faculty member. Dr. Robert B. Wilhelmson has served as acting head since August 21, 1993.

The nomination is made with the advice of a search committee,<sup>1</sup> and the support of the faculty and the college Executive Committee. The vice president for academic affairs concurs.

I recommend approval.

On motion of Mrs. Calder, this appointment was approved.

### **Purchases**

(3) The president submitted, with his concurrence, a purchase recommended by the director of purchases at Urbana-Champaign and the vice president for business and finance for equipment for the College of Veterinary Medicine.

The purchase was from institutional funds. The term designates funds received by the University under contracts with the United States government, private corporations, and other organizations; grants from foundations, corporations, and other donors; and University revolving funds authorized by law.

The amount of this purchase was \$137,390.

A copy of the purchase, with supporting information (including the quotations received), was sent to each member of the board in advance of the meeting. A copy is being filed with the secretary of the board for record.

On motion of Mrs. Gravenhorst, the purchase recommended was authorized by the following vote: Aye, Dr. Bacon, Mr. Boyle, Mrs. Calder, Dr. Gindorf, Mrs. Gravenhorst, Ms. Lopez, Ms. Reese; no, none; absent, Governor Edgar, Mr. Grabowski, Mr. Lamont.

(The student advisory vote was: Aye, Mr. Didato-Castillo; absent, Mr. Rose.)

There being no further business, the board adjourned.

MICHELE M. THOMPSON

*Secretary*

KENNETH R. BOYLE

*Chair*

<sup>1</sup> Chung Laung Liu, professor of computer science, *chair*; Ronald J. Adrian, professor of theoretical and applied mechanics and of mechanical engineering; Kenneth V. K. Beard, professor of meteorology and principal scientist, Illinois State Water Survey; Steven J. Franke, professor of electrical and computer engineering; Walter A. Robinson, associate professor of meteorology; Michael E. Schlesinger, professor of meteorology; John E. Walsh, Jr., professor of meteorology.