

SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

UNIVERSITY OF ILLINOIS

February 9, 10, 11, 12, 1995



A special meeting of the Board of Trustees of the University of Illinois was held at the Sutton Place Hotel, Chicago, Illinois, on Thursday, February 9, Friday, February 10, Saturday, February 11, and Sunday, February 12, 1995, beginning at 5:15 p.m. on February 9, pursuant to a 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.

Chair Thomas R. Lamont called the meeting to order and asked the secretary to call the roll. The following members of the board were present: Mrs. Judith Ann Calder,¹ Mr. William D. Engelbrecht, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Ms. Ada N. Lopez, Mrs. Martha R. O'Malley, Ms. Judith R. Reese. The following members of the board were absent: Dr. Gloria Jackson Bacon, Governor Jim Edgar. The following nonvoting student trustees were present: Mr. Christopher Didato-Castillo, Chicago campus; Mr. Chapin Rose, Urbana-Champaign campus.

Also present were Professor Janice M. Bahr, chair of the Consultative Committee to Assist in the Selection of a President; Professor Richard

¹ Mrs. Calder joined the meeting at 5:30 p.m.

M. Johnson, vice chair of the committee; and Dr. Michele M. Thompson, secretary.

The purpose of the meeting was to interview candidates for the position of president of the University of Illinois. The notice indicated that the board would meet in closed session.

EXECUTIVE SESSION

Chair Lamont, referring to Section Two of the Open Meetings Act, stated: "A motion is now in order to hold an executive session to consider information regarding the appointment, employment, or dismissal of employees or officers, to discuss pending, probable, or imminent litigation, the acquisition of real property, to discuss campus security, and to receive legal advice from counsel."

The following motion was made by Mrs. Gravenhorst:

I move that this board go into executive session to consider a matter of personnel and that the board continue to meet in executive session until a matter of personnel is considered thoroughly. The board shall recess and reconvene as needed on the following dates: February 9, 10, 11, and 12. All of these meetings will be at the Sutton Place Hotel, Chicago, Illinois.

This motion was approved by the following vote: Aye, Mr. Engelbrecht, Dr. Gindorf, Mrs. Gravenhorst, Mr. Lamont, Ms. Lopez, Mrs. O'Malley, Ms. Reese; no, none; absent, Dr. Bacon, Mrs. Calder, Governor Edgar.

(The student advisory vote was: Aye, Mr. Didato-Castillo, Mr. Rose; no, none.)

Remarks from the Chair of the Board

Mr. Lamont then briefed the board members about the schedule for the next several days, indicating that it was planned that six candidates would meet with the board over the days indicated in Mrs. Gravenhorst's motion.

He referred the board members to a list of suggested questions that had been sent to them earlier and asked if each trustee would take responsibility for one of these questions and ask it of candidates in whatever manner seemed best to the individual trustee.

A general summary of these questions is listed below:

1. Please share with us your perceptions of higher education today, based on your career experiences. More specifically, we would like your ideas about the University of Illinois today and in the future.
2. Would you describe your background in terms of administrative experience.
3. Please describe your experience in developing relationships

with groups external to the University; e.g., corporate leaders; legislators and governmental administrators at the national, state, and local levels.

4. What has been your experience in raising funds for a university? Have you ever been a part of a major capital campaign? What have you learned from these experiences?
5. What kinds of information can you share about building relationships with alumni?
6. As president how would you develop relationships with faculty and gain their confidence in order to become the leader of the faculty at the University?
7. What is your view of the president's role in the administration of intercollegiate athletics? What importance would you assign to intercollegiate athletics?
8. What approaches would you pursue to reach diversity on the campuses of the University among all constituent groups?
9. What has been your experience in managing crises? Describe how you handled the internal and external aspects of these.
10. What is your view of the president's role in assuring that students at all levels receive the best educational experiences possible at the University?

Meeting with a Candidate

At 5:35 p.m., the members of the board met with one candidate. They discussed this individual's experience in higher education and the aspects of the experience that were relevant to the position of president of the University. They also presented each of the listed questions to this candidate and received discussion and observations on each. The candidate discussed extensive experience in dealings with a state legislature, presented several examples of fund-raising experience, both with a University foundation and for one college within a campus. The candidate gave examples of considerable experience in academic administration on a campus-wide basis. This individual discussed extensive experience in teaching improvement programs.

The candidate indicated little direct experience with health care but did exhibit a good awareness of issues in this arena. With regard to knowledge of crucial urban issues this individual displayed a good grasp of key issues and discussed past research in this area and current work assignments related to finding resolutions to urban problems. The candidate discussed faculty relationships, through committees and as an administrator charged with adjudicating issues concerning faculty members rights and program-related matters.

To questions about relations with alumni the candidate expressed much enthusiasm and discussed at length the need universities have for moral and political support from alumni.

This candidate was knowledgeable of the University of Illinois'

advances in technology development on several levels and noted this as a major strength for the State and the nation, particularly in devising new teaching methods.

This individual also stressed the importance of academic advising for students.

On the subject of intercollegiate athletics, this candidate indicated that athletics should be clean and the goal above all others should be to help the student athletes graduate, noting that this would be good for many reasons, including building stronger alumni relations.

The candidate also shared ideas of what might be added to approaches now taken by the University in meeting with legislative leaders and in involving the alumni in University affairs. This candidate also discussed relations among the roles of president and the campus chancellors.

In summation, the candidate delineated these priorities for the president of the University of Illinois: improve faculty salaries; add more small classes; maintain the preeminence of the University in technology; improve research on policy issues and outreach programs focused on social problems; improve women's athletic opportunities; bring board members and the alumni together at more events and in more ways.

At 6:50 p.m., there was a brief break and the interview resumed over dinner with the trustees and the candidate. Dr. Bahr, Dr. Johnson, Dr. Thompson, and Ms. Mary Ann Finnegan, staff to the committee, were present at a separate table in the room. This portion of the meeting concluded at 8:05 p.m.

The meeting recessed and was scheduled to reconvene at 8:30 a.m., Friday, February 10, 1995.

BOARD MEETING, FRIDAY, FEBRUARY 10, 1995

When the board reconvened at 8:30 a.m. in executive session, the following members of the board were present: Mrs. Judith A. Calder, Mr. William D. Engelbrecht, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Ms. Ada N. Lopez, Mrs. Martha R. O'Malley, Ms. Judith R. Reese. The following members of the board were absent: Dr. Gloria Jackson Bacon, Governor Jim Edgar. The following nonvoting student trustees were present: Mr. Christopher Didato-Castillo, Chicago campus; Mr. Chapin Rose, Urbana-Champaign campus.

Also present were Professor Janice M. Bahr, chair of the Consultative Committee to Assist in the Selection of a President; Professor Richard M. Johnson, vice chair of the committee; and Dr. Michele M. Thompson, secretary of the board.

The trustees met with the second candidate in an informal setting at breakfast until approximately 9:10 a.m. They then moved to another room and continued the discussion with the candidate. The board

members' questions followed the same line of inquiry as that used in interviewing the first candidate. The candidate offered observations on preserving faculty quality at both campuses of the University and the need to be always competitive with regard to faculty salaries. The candidate suggested some strategies for attracting and retaining quality faculty. This candidate also differentiated between the roles of president and chancellor, citing the external responsibilities of the president and the campus oversight responsibilities of the chancellors. This candidate also observed that for minority students on the campuses, residential options for students on the campuses are important for breaking down some patterns of segregation seen at present in American universities. The candidate also mentioned the revolution occurring in modes of teaching in colleges and universities today and noted that the University of Illinois was at the forefront of these developments. The candidate also noted that through new learning technologies, the public service mission of the University could be augmented in the next century. This candidate cited the need to build a sense of community on campus and indicated a desire to build a stronger sense of attachment to one's campus by students and alumni.

The candidate noted, in response to a question about the management of the health sciences enterprise of the University, that prior experience had included responsibility for a college of medicine and establishment of a separate board for a university hospital.

This candidate commented on the role of athletics in a university setting stressing that this is an important area with positive and beneficial aspects for students and alumni. It was pointed out that this is the common experience for many of the University's publics. It is a program that must be administered with a strong hand according to the candidate. The candidate reminded the board members that student athletes are students first.

The candidate also discussed the importance of the alumni for support of University causes, such as tax increases, speaking of the University's strengths generally and as potential donors.

When asked by the trustees what the candidate would change at the University, if selected as president, the individual responded: decentralize the management of fiscal management, decentralize capital programs, giving more authority to the campuses. This candidate advised consideration of this, especially if a third campus is added.

The candidate expressed a vision for the University as one consistent with the roots of the land-grant tradition and mission, carried forward to meet challenges facing the University and the world today. The candidate stated that the health sciences needed further development, that undergraduate education was very important and also in need of development, and that the scope of the Chicago campus was much greater than most people knew. The candidate indicated that it would be important to maintain the strength of the Urbana campus and to

invest in some specific programs in order to retain their prestige. This individual opined that one reason the Urbana campus is not better known nationally is due to an unevenness in departmental strengths as well as the fact that 95 percent of the undergraduates come from Illinois. An increase in out-of-state students was advised.

This candidate suggested that the University of Illinois' contribution to public service in the 21st Century should be in the area of learning technology. It was emphasized that resources are essential for this and a loss of time could mean a compromise to excellence.

The individual noted that the Urbana campus probably needs a theme, comparable to UIC's Great Cities program.

This candidate returned to the matter of undergraduate education and stressed that an emphasis on undergraduate education is very important for the University of Illinois. Stress was placed on education outside the classroom as well and the need to develop leadership skills for the students. In sum this individual said the undergraduate educational experience should be a wholistic one. This candidate indicated that focus groups might be a useful tool for assisting professors to discover what students think of their educational experience.

Questions from the candidate centered on how the president of the University and the Board of Trustees should relate to each other in order to be most effective. The interview was concluded at 11:30 a.m.

The meeting was scheduled to reconvene at 8:30 a.m., Saturday, February 11, 1995.

BOARD MEETING, SATURDAY, FEBRUARY 11, 1995

When the board meeting reconvened at 8:30 a.m. in executive session, the following members of the board were present: Mrs. Judith Ann Calder, Mr. William D. Engelbrecht, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Ms. Ada N. Lopez, Mrs. Martha R. O'Malley, Ms. Judith R. Reese. The following members of the board were absent: Dr. Gloria Jackson Bacon, Governor Jim Edgar. The following nonvoting student trustees were present: Mr. Christopher Didato-Castillo, Chicago campus; Mr. Chapin Rose, Urbana-Champaign campus.

Also present were Professor Janice M. Bahr, chair of the Consultative Committee to Assist in the Selection of a President; Professor Richard M. Johnson, vice chair of the committee; Mr. R. William Funk, Korn/Ferry International¹ and Dr. Michele M. Thompson, secretary of the board.

At 8:30 a.m., the trustees met with the third candidate.² The board members' questions followed the same approach as was utilized in the

¹ Korn/Ferry International assisted the board in identifying candidates for the position of president of the University and in conducting background checks on candidates.

² This was Dr. James J. Stukel who was later elected by the Board of Trustees on March 9, 1995, to become president of the University of Illinois.

previous two interviews. Discussion included issues such as budget constraints nationally and locally and how universities might use resources better in order to maintain quality at levels now known. Issues of management of productivity were touched upon. Other matters discussed included research priorities of funding agencies and anticipated changes, changes needed in health care and diversity on campus and what one should expect in this area in the future. Other points cited were: the public relations challenge of making the strength of the University of Illinois known in the State and in the nation. The candidate noted that there is a need to communicate what the University is committed to as a university. State-wide issues were also discussed. These included relations with the Illinois Board of Higher Education, probable changes in the structure of the University if legislation concerning adding Sangamon State University to the University of Illinois is passed, and the pressing need to obtain funding for the University. This candidate also opined that relations with the State legislature, corporations in Illinois, the University of Illinois Foundation, and the Alumni Association needed to be enhanced and pursued with an eye to developing interactions among these groups. Considerable discussion also transpired concerning health care education and service and ways of meeting these responsibilities in the future at the University. This candidate summarized a vision for the University as one that should include those contributions the University of Illinois can make to the State and the nation and strong leadership that will protect the University from intrusiveness from external forces that would impede the advancement of the work of the faculty and staff. In conclusion, this candidate stressed the need for the board and the president to set a common vision and to proceed to articulate this so as to educate all publics as to what this is. The interview was concluded at 11:30 a.m.

The board recessed until 12:00 p.m.

At 12:00 p.m., the members of the board reconvened to meet with the fourth candidate. The board members' questions focused on the candidate's experience and other matters included in the list of questions delineated earlier in these minutes. The candidate's comments focused on the state of higher education and the changes observed for higher education nationally as well as several challenges noted for the near future. This candidate stressed the need to maintain the excellence of the University of Illinois and particularly to continue the momentum currently experienced by the Chicago campus. The candidate explained that having had experience in both public and private universities, there was a decided preference for public institutions because of the challenges in the arena of service and outreach. The candidate discussed experience in local, state, and national political venues in obtaining resources for higher education, particularly for research initiatives. In response to a question regarding crisis management experience the candidate had ample evidence to offer in the form of having carried out major budget

reductions. The candidate emphasized the importance of fairness and consultation in all management decisions and indicated a preference for managerial persuasion through presentation of convincing arguments. This individual gave evidence of good fund-raising experience and discussed past successes in raising funds from corporations and foundations. On the matter of diversity on campuses today, this candidate suggested that university presidents must set the tone and speak out on related issues so as to let the community know where the leader stands. Being visibly involved in programs that bring people together was stressed as important as well.

The candidate had knowledge of health care education and service in a university setting, though no direct experience in managing a health care enterprise. The candidate's commitment to maintaining quality faculty and raising resources to keep such a faculty was stated very strongly. This individual also emphasized the need to build student commitment to a university by making the undergraduate experience as positive as possible, by ensuring that the quality of the learning experience is excellent. The candidate also remarked on the need for more investment in educational technology and opined that more resources were needed for faculty in order to increase distance-learning and other approaches to using technology for learning experiences in higher education.

The interview concluded at 3:00 p.m.

The board discussed all the interviews to that point until 3:45 p.m. then recessed until 4:45 p.m.

At 4:45 p.m., the members of the board reconvened to meet with the fifth candidate. Again, the board members' questions followed the listing given earlier in these minutes. In responding to these questions, the candidate spoke of past experience and the way it fit the needs of the University of Illinois. Among the observations made by the candidate the following were presented as the most pressing for the University of Illinois in the next five years: the need for resources; the importance of undergraduate education; the importance of making clear that the University of Illinois is one university; the central role health sciences will play in the University of Illinois; and the role of technology in all phases of education and research. This candidate's whole career had been spent in public higher education. Thus, the candidate explained that it is important to articulate the ways the public gains value from higher education and a president of such an institution must be prepared to make the case for higher education with the consumers — the taxpayers. As testimony to having an ability to build coalitions and gain cooperation among various groups the candidate described past experience in establishing a nationwide consortium to strengthen undergraduate education in universities. The challenge of this experience was to keep the research universities interested and involved. The candidate achieved this and thought that the research universities saw

concrete and positive results from the involvement. This candidate articulated the land-grant philosophy in modern terms of assisting in educating people to help solve contemporary problems in urban areas as well as rural and structuring university services to reach out to serve many publics in a variety of venues. The candidate described considerable experience in academic personnel and labor relations.

This candidate also told the board members of nearly 30 years of experience in various forms of learning technology and emphasized a shift in focus from teaching to learning for use of this technology. Further, the candidate described considerable experience in resource allocation and planning for reallocation of resources. The candidate's experience in dealing with state legislatures was notable and particularly in the area of making the case for resources for higher education. The candidate exhibited good experience in raising funds through a capital campaign, too. In addition, there was evidence that the candidate had built considerable corporate support for one institution.

This candidate reported improving the ranking of one institution and described that this was done by making the image of the institution a priority. The candidate indicated that more focus on public relations had been an important part of this. There was also a discussion of crisis management and the candidate explained in detail how a crisis involving campus security had been managed — to good ends.

The candidate also stressed the need to build confidence among the faculty by careful listening and providing situations for imparting important information. In addition, the need to learn the traditions of an institution was noted. The candidate expressed comfort with the administrative structure of the University and emphasized the need for setting University priorities that would balance campus needs with University-wide needs.

As to addressing the health care education, research, and service needs, the candidate said that contingencies were needed for support if Federal support diminishes. The need for new alliances and networks was cited as essential for functioning in the contemporary health care environment.

The candidate expressed the need to develop stronger ties with alumni, calling this group perhaps the best friend a university has, as it provides broad-based support.

There was a brief break at 6:30 p.m. and the interview then continued over dinner that included the trustees and the candidate. Dr. Bahr, Dr. Johnson, Dr. Thompson, and Ms. Finnegan were present at a separate table in the room. The interview concluded at 8:00 p.m.

The board discussed the interviews until 8:40 p.m. and then recessed to reconvene at 8:30 a.m., Sunday, February 12, 1995.

BOARD MEETING, SUNDAY, FEBRUARY 12, 1995

When the board reconvened at 8:30 a.m. in executive session, the following members of the board were present: Mrs. Judith Ann Calder, Mr. William D. Engelbrecht, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Ms. Ada N. Lopez, Mrs. Martha R. O'Malley, Ms. Judith R. Reese. The following members of the board were absent: Dr. Gloria Jackson Bacon, Governor Jim Edgar. The following nonvoting student trustees were present: Mr. Christopher Didato-Castillo, Chicago campus; Mr. Chapin Rose, Urbana-Champaign campus.

Also present were Professor Janice M. Bahr, chair of the Consultative Committee to Assist in the Selection of a President; Professor Richard M. Johnson, vice chair of the committee; and Dr. Michele M. Thompson, secretary of the board.

At this time, the board members met with the sixth candidate at breakfast. At 9:35 a.m., the meeting was moved to an adjoining room. The questions posed by the trustees were essentially the same as those presented to the other candidates. In responding, the candidate described past and current experience and particularly emphasized interactions with higher education boards, both institutional and statewide. This individual discussed current experiences in dealing with urban community issues and state legislative interactions particular to the setting and also drew parallels to situations at the University of Illinois and the State of Illinois.

The candidate also described past experience in working with state legislative and Congressional delegates.

This particular candidate presented experience at many levels of university administration and in many different types of institutions. There was considerable discussion of past career experiences and ability to manage crises of various kinds.

The candidate responded to questions regarding fund-raising experiences by giving a detailed description of past and current efforts that included increasing corporate giving to the institution, increasing private support, bringing more alumni donations to the university, e.g., a \$35 million gift for a medical facility, and securing funds for undergraduate program improvement.

This candidate replied to queries about background experiences in health care education, research, and service by giving a detailed description of current experience in managing a large academic health sciences center. Also, the candidate discussed local and national dangers in funding health care and the problems of teaching hospitals in securing adequate referrals of patients. The issue of managed care was discussed with the trustees quite thoroughly. This included attention to competition experienced by teaching hospitals with private hospitals.

A preference for a collegial management style was expressed by this

person who also told the trustees that delegation with accountability (utilizing a good post-audit system) was very much preferred.

The board members asked the candidate about relations with faculty and were told that this individual had regular meetings with the faculty senate which was not a practice of predecessors in the current position held by this individual. The candidate described several methods of learning of concerns from internal constituencies and from students and their families and expressed concern for communicating regularly with all of the university's publics.

The candidate reported to the board that past experience with intercollegiate athletics had provided many lessons and that present approaches to management of this area of a university included very close contact with the athletic director.

A description of how a crisis was managed involved handling a legal suit at the candidate's current institution which was very threatening to the institution. The observation was made that controls were presently in place for the practice of preventative law.

The trustees discussed this individual's relationships with alumni, community groups, and other external groups and found considerable experience existed in these areas.

The interview concluded at 12:05 p.m.

Following this, the trustees discussed all six candidates from observations gleaned from the interviews and concluded that three of the six should be invited back to meet again for further discussions. It was determined that the candidates' spouses should be invited for these meetings as well.

There being no further business, the board adjourned.

MICHELE M. THOMPSON
Secretary

THOMAS R. LAMONT
Chair