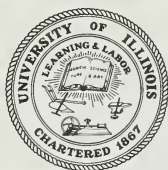


SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

UNIVERSITY OF ILLINOIS

February 16, 19, 22, 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 16, Sunday, February 19, and Wednesday, February 22, beginning at 4:20 p.m. on February 16, 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, 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.

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 16, 19, 20, 21, and 22. All of these meetings will be at the Sutton Place Hotel, Chicago, Illinois.

This motion was approved by the following vote: Aye, Mrs. Calder, Mr. Engelbrecht, Dr. Gindorf, Mrs. Gravenhorst, Mr. Lamont, Ms. Lopez, Mrs. O'Malley, Ms. Reese; no, none; absent, Dr. Bacon, 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 spoke to the board members assembled about the purpose of the meetings scheduled for the next several days and indicated that the meetings with candidates for the position of president of the University of Illinois would be extremely important sessions in which the trustees would need to make a decision concerning future leadership of the University. He suggested that after the previous set of interviews with potential candidates, that some issues seemed to be of paramount importance to the University for the near future and it would be important for the new president to be comfortable and well prepared to address these issues, among many more. Suggestive of these major concerns were: implementing the urban land-grant mission of the Chicago campus in the face of constrained resources; adapting to the demands of managing a teaching and research hospital in the environment of managed care and cost containment; facing the threat of dwindling Federal funding in some traditionally important areas and seeking resources in different areas; meeting the demands of a changed higher education structure in Illinois; and working with a different kind of board.

Meeting with First Candidate

At 4:30 p.m., the members of the board met with the first candidate. This candidate began by discussing the perceived mission of the University, particularly the Chicago campus, the candidate advised that support of problem-solving research, interdisciplinary research, and greater efforts focused on making the Chicago campus recognized for its strengths nationally were important. The candidate also noted the importance of involving the corporate sector, mostly located in Chicago, in more ways with the University as a whole.

The role of the University Hospital was also discussed by this individual, particularly in terms of increasing patient access to the hospital and building networks in the region for referrals to various specialists at the University Hospital. A recommendation for creating centers of excellence in medical specialties was made.

With regard to securing resources from Federal funding sources the candidate emphasized the need for careful and well orchestrated lobbying in Washington and contingency planning for possible reductions.

In response to questions from the board about how the candidate would respond to the political environment in Illinois, particularly in Chicago, this individual responded that the president should have a definite commitment to the City of Chicago and in terms of political interactions the candidate indicated that a plan for managing these would have be worked out with the board.

This individual discussed experience with undergraduate education and stressed this as a vital part of the University's purpose.

Also, a discussion of the candidate's resilience revealed several important career experiences where this was tested and good experience gained in managing budget problems in all sectors of a university community.

The candidate described past activities concerned with getting alumni involved with a university and stressed that having a strong emphasis on undergraduate education was important for this group.

Discussion followed on potential changes in the governance of higher education in Illinois and the possibility of adding Sangamon State University to the University of Illinois. The candidate commented and asked questions regarding these items and expressed some concerns.

At approximately 6:00 p.m., the candidate's spouse joined the group. The board members posed questions to this person about time available to be involved in University activities. They were assured that both partners regarded the presidency as a "family position."

To complete the interview, the board moved to another room for dinner with the couple. Professor Bahr, Professor Johnson, Dr. Thompson, and Ms. Mary Ann Finnegan, staff person for the committee, were also present during the dinner but were seated at a separate table. This portion of the meeting concluded at 8:00 p.m.

The meeting was scheduled to reconvene at 1:00 p.m., Sunday, February 19, 1995.

BOARD MEETING, SUNDAY, FEBRUARY 19, 1995

When the board reconvened at 1:00 p.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.

Meeting with Second Candidate

At 1:10 p.m., the trustees met with the second candidate.¹ The discussion began with a question asked of the candidate about what would be done to strengthen both campuses, particularly with regard to building external contacts that would be beneficial to both campuses. The candidate commented on how corporate contacts would be used to help the entire University and cited experience in building relationships in the corporate sector that would be useful to all the campuses of the University. The possibility of adding a Springfield campus was mentioned as an opportunity to use all facets of the University to help in many parts of the State as well.

When asked what might be done for the University if Federal funds were diminished notably in the near future, this candidate responded that early warnings to the faculty would be very important as well as provision of information to the faculty about alternate sources of funds or new foci for research that were being funded. Next, the candidate said that intense efforts would be made in a bipartisan way to work with the Congressional delegation and others in Congress. Also, the resources of the national educational associations were mentioned as additional areas where support for maintaining Federal funding would be sought.

Next, the candidate was asked to discuss proposed changes to the powers of the Illinois Board of Higher Education. The candidate commented that these efforts to centralize after two university systems have been decentralized are contradictory to political interests in general and would be very disruptive to the organization of higher education in Illinois. The candidate endorsed current efforts to fight this and indicated a willingness to become involved in this if useful.

Considerable discussion followed about planning for the University Hospital, particularly with regard to new affiliations and new patterns

¹ 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.

of organization, some of which were of concern to the board members. The candidate explained a ten-year plan that has been drawn up to position the hospital in a more advantageous setting in the market place. The candidate was also asked to explain the history of the University Hospital since 1989 and to describe the rebuilding plans that were laid after that time. This explanation was provided and the candidate's role as the leader of that effort was described.

Other topics discussed included the candidate's attraction to the position, which was explained in terms of being attracted to change and having some well-developed ideas of how to mesh knowledge of Chicago and resources there with the goals of the entire University. Relationships with the board and how these would develop and be structured was also an item and the candidate was asked how time would be divided among the campuses. The board was assured that the candidate would strive to maintain a presence and a deep involvement in the entire University on an equitable basis and would use all contacts available for the good of the whole University.

At approximately 2:30 p.m., the candidate's spouse joined the meeting and was interviewed by the board. Issues discussed included ways to increase contacts for the University across the State and development of new means to reach more groups within the State and across the country.

At about 3:00 p.m., the group moved to another room for refreshments and more informal discussion. Professor Bahr, Professor Johnson, Dr. Thompson, and Ms. Finnegan were present also. At 4:00 p.m., the interview was concluded.

BOARD MEETING RECESSED

There was a brief break from 4:05 p.m. until 4:30 p.m. When the board reconvened, the same individuals listed as being present earlier in this day were present.

Meeting with Third Candidate

The board members met at 4:35 p.m. with the third and last of the candidates they had scheduled for second interviews.

In the course of the interview the trustees asked this candidate about ways in which the urban land-grant mission would be carried out for the Chicago campus. Answers included the need to put emphasis on helping to solve urban problems such as health care and public education. The candidate indicated that past experience in different venues would probably apply to issues of concern to Chicago communities.

Next, a discussion of effective ways to recruit minority faculty members ensued. The candidate stressed the importance of encouraging minority students early on to consider college teaching careers. The candidate cited a program underway at the home institution that involved encouragement of high school students to do this. The candidate also

stressed that the recruitment of minority faculty is a never-ending job. The competition for such faculty members being the factor that makes this so.

The board members queried this individual on how Federal funds might be sought and kept in the current environment. This individual indicated that it is important for all, including a president to keep track of where the funds are going, in terms of different agencies, and to encourage researchers to focus research endeavors accordingly.

The trustees then engaged the candidate in a discussion of academic health centers and what was going to be important in the near future. Both State and Federal funding challenges were discussed as well as a teaching hospital's need for more affiliations with other hospitals. The candidate indicated an involvement in proposing a Medicaid HMO for a whole state. The candidate noted examples of experience of administering an academic health center that is in competition with private hospitals and other health care providers.

Board members then described some of the possible changes that are under discussion for higher education in Illinois. On the transfer of Sangamon State University to the University of Illinois, the candidate noted the differences and asked about plans to absorb this new campus. On the proposal by IBHE to extend authority of this body, the candidate observed that this was a national trend and that closer relations among university boards might be advisable.

In response to questions from the board on how the candidate would handle governmental relations, this individual noted a preference for handling many of these issues personally, with someone available to review all of the proposed bills that would effect the University. The candidate described current activities with legislators which were extensive.

To the question of what attracted the candidate to the position of president at the University of Illinois, this individual responded that it was the quality of the University.

At 5:30 p.m., the candidate's spouse joined the group and was interviewed by the board. This person said that the job of presidential spouse was to support the president and to reach out to the community and develop friends for the University. Also, past experience in entertaining various groups was explained and the need for much University involvement was stressed.

At about 6:15 p.m., the group moved to another room for dinner and continued the interview. Professor Bahr, Professor Johnson, Dr. Thompson, and Ms. Finnegan were present at a separate table in the room. At approximately 7:30 p.m., the interview concluded.

BOARD MEETING RECESSED

There was a brief break from 7:30 p.m. until 7:45 p.m.

BOARD MEETING RECONVENED

When the board reconvened at 7:45 p.m., the members of the board listed as present at the beginning of the day were still in attendance. For this segment of the meeting, Mr. Lamont led a discussion of the characteristics of each of the three candidates interviewed on February 16 and 19. Each board member stated personal impressions. Also, Professor Bahr was asked to summarize again the consultative committee members' opinions of these three candidates.

BOARD MEETING RECESSED

The board concluded that there was a need to discuss all three candidates further and agreed to continue this discussion after a recess of two days.

The meeting was scheduled to reconvene at 1:30 p.m., February 22, 1995.

BOARD MEETING, WEDNESDAY, FEBRUARY 22, 1995

When the board reconvened at 1:50 p.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 a President, and Dr. Michele M. Thompson, secretary of the board.

REMARKS FROM THE CHAIR OF THE BOARD

Mr. Lamont commented on the momentous decision that the board was called upon to make on this day. He then reviewed some of the recent history of the University occurring during President Ikenberry's tenure and noted several new matters that loomed at present which would require deft leadership to manage.

He then presented several characteristics that he suggested the board might ponder in the next few hours as they discussed the three candidates most recently interviewed. These were presented as characteristics needed in a new president and included:

1. A vision for the University.
2. The ability to meet the management challenges facing the University, particularly the need to make the internal systems more efficient and effective.
3. The strength to bring the total University together and

exercise appropriate leadership, particularly with regard to the campuses.

4. The necessary skill to deal with the current instability in the State concerning the governance of higher education.
5. The ability to effect a smooth transition in the presidency.

Mr. Lamont asked his colleagues to consider first what each valued in a president of the University and then to consider how this would be measured and what their individual expectations for a new president would be. He also asked them to consider the problems currently facing the University and to consider who among the three candidates would be best to confront these.

Each trustee then shared views of the three candidates and what each would bring to the presidency at this time in the University's history.

At the end of a lengthy discussion, the trustees agreed by consensus that Dr. James J. Stukel possessed the greatest number of characteristics desired in the next president of the University and best exemplified, in terms of experience, the kind of leader needed for this position.

Since time was inadequate for a discussion of what should be included in a letter of offer to Dr. Stukel, the trustees agreed that another meeting should be set. The chair asked the secretary to work with the members of the board to schedule another meeting and to announce it in the appropriate manner.

There being no further business, the board adjourned.

MICHELE M. THOMPSON
Secretary

THOMAS R. LAMONT
Chair