

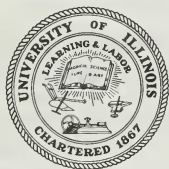
# SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

# UNIVERSITY OF ILLINOIS

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March 21-22, 1996



A special meeting of the Board of Trustees of the University of Illinois was held in the Drake Hotel, 104 East Walton Place, Chicago, Illinois, on Thursday and Friday, March 21 and 22, 1996, beginning at 8:30 a.m. on March 21, pursuant to a call by the chair of the board. The secretary of the board gave notice of the meeting as prescribed by the bylaws 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: Dr. Gloria Jackson Bacon, Mrs. Judith Ann Calder, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Ms. Ada N. Lopez, Mrs. Martha R. O'Malley, Ms. Judith R. Reese.<sup>1</sup> The following members of the board were absent: Governor Jim Edgar, Mr. William D. Engelbrecht, Mr. Roy Mathew,<sup>2</sup> nonvoting student trustee, Chicago

<sup>1</sup> Ms. Reese joined the meeting at 8:50 a.m.

<sup>2</sup> Mr. Mathew joined the meeting at 8:50 a.m.

campus, was present. The following nonvoting student trustees were absent: Mr. Neil J. Malone, Springfield campus; Mr. Chapin Rose, Urbana-Champaign campus.

Also present were President James J. Stukel; Dr. Michele M. Thompson, secretary; Ms. Susan J. Sindelar, special assistant to the president; and Dr. John Solaro,<sup>1</sup> chair of the Search Committee for a Chancellor, Chicago. Dr. Solaro was present to provide information to the board about the candidates.

President Stukel told the board the purpose of the meeting was two-fold. First, there was to be a discussion of the candidate for head varsity men's basketball coach, Urbana, and, second, the board would interview candidates recommended by the Search Committee for a Chancellor, Chicago. This second task was planned for the balance of the day on March 21 and for March 22, 1996. The notice indicated that the board would meet in Executive Session.

### **MEETING REGARDING CANDIDATE FOR HEAD VARSITY MEN'S BASKETBALL COACH, URBANA**

Chancellor Michael Aiken, Urbana-Champaign campus, and Mr. Ronald Guenther, director, Division of Intercollegiate Athletics, Urbana campus, were called by the board to join the meeting via telephone from Champaign. Mr. Guenther announced that Lon Kruger of the University of Florida was his recommendation to become the next head varsity men's basketball coach at the Urbana campus. Mr. Guenther made remarks about Mr. Kruger's qualifications for this position. At the end of Mr. Guenther's remarks, Chancellor Aiken made a few remarks endorsing this.

Ms. Reese commended Mr. Guenther for his efforts in this process.

Dr. Aiken and Mr. Guenther concluded their telephone discussion with the trustees at this time.

### **BRIEFING FROM PRESIDENT STUKEL PRIOR TO INTERVIEWS**

President Stukel asked the trustees to keep all matters discussed in the upcoming interviews confidential throughout the process and to be consistent with their questions of each candidate. There were only the trustees and the staff members mentioned at the beginning of these minutes present during these deliberations; thus, it was not necessary to go into Executive Session.

The board members then reviewed a list of questions that they might ask and decided on the areas of questioning that each trustee would take as a responsibility during the interviews. The list of questions from which the board members selected general areas for the purpose of posing their own questions of candidates follows:

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<sup>1</sup> Dr. Solaro joined the meeting at 9:15 a.m., after the discussion regarding the head varsity men's basketball coach, Urbana

1. Please give us your perceptions of higher education from your career experience and how these can relate to the chancellorship at the University of Illinois at Chicago.
2. What aspects of the position at our Chicago campus interest you most now and for your future?
3. Please describe your experiences in developing relationships with faculty, staff, and students as an administrator. Tell us about some successes you are proud of that describe your management philosophy.
4. As chancellor of the Chicago campus, how would you develop relationships with faculty and gain their confidence in order to become the leader of the faculty at the campus? How would you develop relationships with staff and students? How would you get feedback on your effectiveness in these areas?
5. What has been your experience in raising funds for a higher education institution? What have you learned from these experiences? Also, what experience have you had with campus-corporate relations and campus relations with other external groups. How would you go about building more of these for UIC? Do you look forward to such efforts?
6. In the chancellor's position, the management of crises and knowing when to take risks are important elements. Give us some examples from your experience of how you have handled these two responsibilities. (Please emphasize your own judgment process in these examples and the way in which you handled internal and external sensitivities.)
7. Please share with us your thoughts and understandings of what is required to administer a large, complex medical center and health care enterprise such as that at UIC. What skills or experience do you have that would aid you in operating the health care delivery aspects of this and ensuring excellence in the academic programs as well?
8. Please describe for us how you would like to carry out UIC's responsibilities to its urban environment. How would you develop and expand on the commitments that exist today?
9. In your view, what are the major issues confronting higher education in the United States today and how would you address these in the setting of UIC if you were chancellor given the broad mission that has been defined for UIC and the limitations on resources?
10. What is your approach to campus governance in a structure like the University of Illinois has? Please give examples of your work with faculty, students, and other administrators on governance matters. How would this translate to what you now know about UIC?

11. What ideas do you have currently about way to enhance the visibility of UIC in Chicago and in the nation? Also, what would you do to increase the commitment of alumni to UIC?
12. There is great diversity among most groups of faculty, students, and staff at UIC, but we still have areas of under-representation, particularly in the faculty. What would you do to increase representation according to gender, race, ethnicity, etc., in areas of under-representation on the Chicago campus?
13. What is your experience in working with city and State elected officials? How would you plan to establish working relationships with elected officials in the Chicago metropolitan area?
14. Are there any questions you have at this time? Do you have any comments or observations you wish to make?

### **BOARD MEETING RECESSED**

At 9:30 a.m., the board recessed and then reconvened at 10:05 a.m. to meet with a candidate.

### **MEETING WITH FIRST CANDIDATE**

In the meeting with the first candidate, Mr. Lamont gave words of welcome and asked the candidate to discuss previous career experiences in higher education. Other trustees asked for examples of specific kinds of experience in the areas noted in the list of questions, such as relationships with faculty, staff, and students as an administrator; fund raising; management of crises and risk-taking; and experience in working with external constituencies, such as political and governmental leaders.

The candidate responded to this request and also described a vision for higher education for the future and perceived major issues confronting higher education today.

In addition, Dr. Gindorf asked the candidate about personal experience in managing a large health sciences and health care organization, since a large part of the responsibilities of chancellor at the Chicago campus involves administering the health sciences and health care commitments of the campus. The candidate responded to this by describing several relevant experiences in various settings.

Further, Mrs. Gravenhorst asked the candidate about ways to improve the visibility of the Chicago campus and how fund-raising for the campus could be enhanced. The candidate discussed the need to make the campus more of a focal point in the city and described experiences in fund-raising in other positions. The candidate also discussed ways of improving the diversity of the campus, in response to a question from Ms. Lopez.

Mrs. O'Malley asked for the candidate's views on ways to handle the major challenges before higher education institutions in the current



state of declining resources. The candidate discussed the importance of forging new relationships with the corporate sector, the community, and other relevant institutions.

Ms. Reese then asked for a description of the candidate's current position. The candidate described this and several other positions held previously, stressing a knowledge and appreciation of a complex campus, with a large health sciences component.

Dr. Bacon asked about the candidate's view of how the east and west sides of UIC might be administered. The candidate asserted it would be most important to assure all that quality was present in all activities of the campus. The candidate noted that assuring advocacy groups that quality was the major goal for all programs on the campus would be a part of this.

Mr. Lamont noted the responsibility UIC has for addressing urban issues and asked the candidate to discuss these and ways to approach them. The candidate said that the variety of programs at UIC should be considered a major asset for developing solutions to such problems, emphasizing that interdisciplinary cooperation is essential in helping solve complex urban problems.

Next, Dr. Bacon asked for ways to make UIC more representative of the population of Chicago. The candidate stated that the campus should work with the public schools to recruit students by making them aware of UIC from a very early age. The candidate also stressed the need for a hospitable environment for recruiting faculty members.

Mr. Mathew then asked about the candidate's philosophy of the role of student leaders and student leadership. To this the candidate said that student leaders are the conscience of a campus and stressed the importance of an ongoing relationship with student leaders and other students.

Mr. Lamont queried the candidate on the matter of handling political relationships with the city of Chicago and the State. The candidate expressed comfort with these responsibilities and discussed prior experiences in Federal and State legislative work.

Mrs. O'Malley asked the candidate to discuss the aspects of the job that seemed most interesting. The candidate indicated that the combination of academic programs and research endeavors, with a strong service commitment, notable on the campus, provided great interest and seemed to fit with previous personal experiences.

Ms. Reese asked the candidate to describe an instance of crisis management. The candidate described an episode involving unfortunate budget decisions for another institution and an ensuing campaign to reverse these decisions. The candidate reported that the plan and strategy described proved successful.

The candidate then asked the board members to describe the relationships among the three campuses of the University and the emphases stressed for each campus. The trustees then described the

University of Illinois as one university with three locations, with each campus having unique strengths that compliment the entire university.

Following the interview, the trustees discussed the interview with President Stukel, with each sharing his or her view of the individual's qualifications.

### **BOARD MEETING RECESSED**

At 11:35 a.m., the board recessed for lunch.

### **MEETING WITH SECOND CANDIDATE**

At 1 p.m., the board reconvened to meet a second candidate. The members of the board present as noted in the roll call earlier in the day were in attendance. In addition, President Stukel, Dr. Thompson, Ms. Sindelar, and Dr. Solaro were present.

At 1:05 p.m., the trustees began their interview with the second candidate. Again, Mr. Lamont asked the candidate to describe experiences in higher education administration and to relate these to perceptions of the responsibilities of a chancellor of the Chicago campus. The candidate responded by discussing experiences in a variety of other public institutions and in other positions. The candidate and the board members also discussed major problems facing higher education in the United States today and the candidate spoke of the importance of recognizing these then devising strategies for addressing them.

Ms. Lopez asked what kind of faculty leadership the candidate valued. This candidate said that a faculty member who is a good faculty member, well respected in the academic community and able to communicate internally and externally, is the ideal faculty leader. The candidate then gave an example of selecting a dean of a professional school as a provost at an institution because the faculty member possessed these qualities to a high degree.

In answer to a question from Mrs. O'Malley about what problems higher education will face in the future, this candidate cited access and costs as principal problems. The candidate stressed that institutions must take care not to shave quality in the face of these problems.

Dr. Gindorf asked the candidate about experiences in administering health science and health care organizations. The candidate indicated little direct experience and then spoke to an awareness of the fluidity of the environment for health sciences education and health care and advocated broad-based planning for changes that will be needed in the near future. The candidate also indicated possession of a personal strength in administering areas in which little prior experience was held.

To Mrs. Gravenhorst's question about ways to enhance the visibility of UIC, the candidate responded that getting to know Chicagoans who have experienced benefits from UIC would be one way. The candidate also noted that the national reputation of UIC is very good and that

visibility was strong on the national level and successes in research, in scholarship, and in defining an urban mission are well known. The candidate mentioned that athletics can play a positive role in making an institution more visible and also stressed the need for constant supervision of this area of campus life.

The candidate then described some past experiences in taking risks and in handling crises in response to a question from Ms. Reese on these topics. The candidate described a difficult personnel decision involving a long-term administrator, a problem in athletics that became public, and a problem involving students that was very controversial.

In response to a question from Ms. Lopez regarding how UIC might engage the community more and provide access for under-represented groups, the candidate said that working with pre-college students was important particularly in areas such as math, science, engineering, journalism, and writing. The candidate then described several experiences in previous positions where working with community groups was important. The candidate also noted current efforts at recruiting more minority students to higher education and which ones were proving to be most successful.

Mr. Lamont asked the candidate about experience with political and governmental constituencies. The candidate indicated comfort with such relationships and noted some corporate-university relationships that had been developed in previous positions. In response to a question about ability to build political relationships, the candidate indicated that this was a part of previous experiences and was not seen as a problem or a source of anxiety.

To the question "What interests you about UIC?" asked by Mrs. O'Malley, the candidate said that it was the nature of UIC; it is a developing and vibrant institution and being the chancellor at UIC was very attractive.

The candidate then asked the board members what their expectations of a chancellor for the Chicago campus were. Some board members mentioned improving the visibility of the Chicago campus and the need to make it more attractive to students at all levels. Others stressed the need to make UIC accessible to more students and to work with various groups to help more students come to UIC. Also, some stressed a belief that UIC should be more representative of the population of the city of Chicago and of the State. Another trustee stated a wish that there would be more development of areas of distinction for the Chicago campus.

(Ms. Lopez left the meeting at this time.)

The president and the board members then discussed the qualifications of this candidate for the position.

#### **BOARD MEETING RECESSED**

At 2:30 p.m., the board recessed, to reconvene at 3:30 p.m.



### BOARD MEETING RECONVENED

At 3:30 p.m., the members of the board reconvened to meet with the third candidate.<sup>1</sup> Those board members recorded as present at the beginning of the day were present, with the exception of Ms. Lopez.<sup>2</sup> In addition, President Stukel, Dr. Thompson, Ms. Sindelar, and Dr. Solaro were present. As in the previous two interviews, the discussion with this candidate focused on the candidate's administrative experiences which were pertinent to the position of chancellor of the Chicago campus. The board members posed the same questions as they had earlier.

Mr. Lamont asked the candidate to describe the characteristics of the position that were of interest. The candidate described the setting of UIC, in a livable city and in a State that supports higher education and the kind of institution UIC is, a 13-year-old institution that has become a Research I Institution. The candidate also referred to the importance of the Great Cities program at UIC, stating that it is the reason for the University of Illinois to have two major research campuses. Further, the candidate spoke of an interest in improving the athletic program at UIC.

(Ms. Lopez returned to the meeting at this time.)

This candidate then discussed the needs of the faculty at the Chicago campus. The candidate spoke of these in terms of the status of the campus as one of the top 70 research universities in the country and of the great opportunities the campus has to accomplish very impressive things in terms of research as well as service to the city and State, and, in fact, the rest of the world. This candidate also talked of the possibilities of UIC becoming a major provider of continuing education for the region. Also, the candidate mentioned the importance of linkages with the community colleges in the area as a source of transfer students and for partnerships for jointly administered programs, noting the new venture just launched with the College of DuPage to offer a joint program in engineering.

This candidate emphasized the need to run the Chicago campus more like a business and to place more accountability with the deans and the department heads. Reference was made to the attractiveness of the approach known as Responsibility Centered Management, which places more authority and accountability in the hands of the unit administrators.

There was also an extensive discussion of undergraduate education and what the needs of students at UIC were for improvement of this experience. The candidate indicated that a review of teaching loads was in order as well as practical things such as remodeling classrooms and providing more computer access for students and faculty. The candidate

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<sup>1</sup> This was Dr. David C. Broski, who was later recommended to the Board of Trustees for the position of chancellor at the Chicago campus and approved by the board on April 11, 1996.

<sup>2</sup> Ms. Lopez returned to the meeting at 3:40 p.m.



said that setting money aside for salary increases for faculty who are good teachers is important in this regard.

Continuing the discussion on the undergraduate experience at the Chicago campus, the candidate stressed that recruitment of larger numbers of outstanding students would be a priority. Expansion of the Honors College was cited as a need, in order to attract more of the State's outstanding students.

Trustee Lopez asked the candidate about plans to make the campus a more diverse environment. The candidate responded that UIC is today the most diverse institution of its type in the country, that is among Research I universities.

Next, Trustee Gravenhorst asked the candidate to describe relationships with faculty. The candidate referred to meetings with the faculty through senate committees and working with them on standing committees, such as the Campus Priorities Committee. Next, Mrs. Gravenhorst asked the candidate about developing relationships with the alumni. The candidate replied that the administrative structure of the Alumni Association needed to be changed, as is planned. This candidate opined that having a campus administrator for the Alumni Association report to the chancellor as well as the executive director of the Alumni Association would help draw the chancellor into alumni activities more effectively.

Trustee O'Malley then asked the candidate what the major issue confronting higher education in the future would likely be. The candidate cited external forces that would have an effect on the academic enterprise but were not directly related, such as reduction in autonomy of universities, deferred maintenance of university facilities, managing technology, and for universities such as UIC, such external issues as managed care and the Federal government withdrawing support in many ways.

Next, Trustee Calder asked why the candidate thought more Urbana students did not attend summer classes at UIC. The candidate indicated that this would be good for UIC, that there was no resistance, but there were no answers at this time.

Trustee Gindorf asked the candidate what should be done at UIC to help the health sciences. The candidate noted that the timing of some changes had been difficult for UIC. Following that, the candidate said that support staff needed attention in terms of training and responding to the public. Also, the facilities needed renewal, such as the proposed State support program now being considered by the legislature would provide. (This program is known as Excellence in Illinois Medicine in the legislation proposed.)

Following this, Trustee Lamont asked the candidate about the need to work with elected officials and government administrators, asking specifically how comfortable the candidate would be with this task. The candidate responded by saying that previous work with the mayor's

office in Chicago and other work with various State legislators had been comfortable and successful.

Ms. Reese asked the candidate to describe a crisis and how the candidate had handled it. This candidate described a budgetary recession that required the University to return several million dollars to the State. This entailed severe program cuts on campus that were very difficult, including disbanding one unit. The candidate explained that this was the final step taken to streamline the budget process on campus and the most difficult.

Trustee Mathew then asked what the candidate thought of the quality of life of students on the campus. The candidate indicated that there was much to be done in this area, saying that most commuter students have experienced little of the campus outside of the classroom. The candidate said much needed to be done to make the campus more hospitable.

Trustee Lopez asked how faculty at UIC would find opportunities for interdisciplinary research, particularly minority faculty and how the candidate would go about hiring more minority faculty. The candidate said that UIC is making progress in recruiting more minority faculty and is doing well in retaining these faculty also.

Trustee Lamont asked the candidate how the environment on the campus could be improved for minority faculty and students as well as staff. The candidate referred to the chancellor's groups on the status of various minority groups, stating that these groups bring "early alerts" to the chancellor and often enable problems to be addressed before they become critical.

Trustee Lamont then invited the candidate to ask the board members questions. The candidate stressed the importance of the decision the board members had before them and thanked them for the interview.

The president and the board members then discussed the qualifications of this candidate for the position.

#### **BOARD MEETING RECESSED**

The board recessed at 5:30 p.m. to reconvene at 10:00 a.m., Friday, March 22, 1996.

#### **BOARD MEETING RECONVENED**

At 10:10 a.m., Friday, March 22, 1996, the board members reconvened to meet the fourth candidate. Members of the board present were the same as those mentioned earlier in these minutes, with the exception of Dr. Gindorf and Mrs. O'Malley who were absent along with those who were noted as absent on March 21. Mr. Lamont asked this candidate to relate past experience in higher education to the needs of the Chicago campus. The candidate stressed experience in urban institutions and the lessons learned from this experience about the needs of urban institutions. The candidate then described the characteristics of other

institutions where the student profile is similar to that at UIC. The candidate observed that these urban institutions that serve a very diverse student population are likely to be the institutions of the future, at least that there is a need for more such institutions.

The candidate further explained that building up an urban research institution was a particular interest and that recent experience had been valuable. Emphasis was given to the importance of problem-solving research which is particularly fitting for an urban research university. This candidate expressed a special interest in the Great Cities program and indicated that a similar program existed at the candidate's home institution and that it had been an area of particular interest.

The candidate then described experiences in assisting the public school system in a major U.S. city. The candidate also delineated some of the many relationships that had been forged in bringing a cooperative program into being.

The candidate went on to discuss a special program for undergraduate students that utilized the format of an honor's college and provided those experiences to all freshman students. The major characteristic of this program was that it emphasized individualized attention for all freshman students.

Next, the candidate talked about experiences in working with health care and health care education, in response to a question from Dr. Bacon. This candidate described several examples of managing health care services and attracting patients for the health care education programs at a university.

Mrs. Gravenhorst asked the candidate how the visibility of UIC might be enhanced. The candidate talked of ways of making the University a part of the consciousness of alumni and building pride for the institution in the minds of alumni.

In answer to questions concerning management of crises, from Ms. Reese, the candidate described the management of a faculty strike and the negotiation of a favorable contract that involved increased teaching loads for faculty and more shared responsibility for the faculty in ensuring the viability of the institution.

The trustees then asked the candidate to discuss reasons for wanting to assume the chancellorship of the Chicago campus. The candidate explained that knowledge of the type of institution UIC is motivates one to want to apply lessons learned elsewhere and to do so from the position of administering the entire campus. The candidate then talked of the diversity of students at UIC and at the home institution of the candidate, citing similarities and differences and the challenges of both and stating that many recently learned lessons could be transferred to the setting at UIC.

In response to a question about how the candidate would handle the political tasks of the chancellorship, asked by Mr. Lamont, the candidate related experiences in community relations in another setting



and how this experience had been gathered. The candidate expressed interest in this aspect of the position.

The trustees then asked the candidate to pose questions to them about the chancellorship or about the institution. The candidate inquired about the financial status of the University as a whole and the campus in particular. The budget for the University was described briefly by the trustees. The board members then asked the candidate about an ability to adjust to new situations and to make transitions. The candidate responded that institutions like UIC are of much interest and that these institutions are exciting because they are making our society successful and will contribute more in the future.

Finally, the board members asked to know more about the candidate's management style. To this the candidate replied that this is typified by: working long hours, much delegation, making people like to do what is needed, wide consultation — with deadlines and good staff relations. In response to a question asking the candidate to describe weaknesses, this candidate described taking on too much work as an occasional problem.

Following this interview, the president and the trustees discussed the candidate's remarks and answers to the questions asked.

After that, the board members and President Stukel discussed all four candidates. The discussion concluded with the understanding that President Stukel would make inquiries about some of the candidates over the next week and then inform the trustees if new information was discovered. During this week, the trustees were encouraged to discuss the candidates with the president, if they wished. It was agreed that at the end of the week, the president would make a recommendation to the trustees of a choice for chancellor of the Chicago campus.

There being no further business, the board adjourned.

MICHELE M. THOMPSON  
*Secretary*

THOMAS R. LAMONT  
*Chair*