

SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

UNIVERSITY OF ILLINOIS

January 4-5, 2001



This special meeting of the Board of Trustees of the University of Illinois was held in the President's Room, The Chicago Club, 81 East Van Buren Street, Chicago, Illinois, on Thursday and Friday, January 4-5, 2001, beginning at 8:00 a.m. on January 4, 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 William D. Engelbrecht called the meeting to order and asked the secretary to call the roll. The following members of the board were present: Mr. William D. Engelbrecht, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Mrs. Martha R. O'Malley, Mr. Roger L. Plummer, Ms. Judith R. Reese, Dr. Kenneth D. Schmidt, Mr. Gerald W. Shea. The following members of the board were absent: Governor George H. Ryan,¹ Dr. Jeffrey Gindorf.² Mr. Arun Reddy, voting student from the Chicago campus, was present. Mr. Neil J. Calderon, nonvoting student trustee from the Springfield campus, was present. Ms. Erin E. Glezen, nonvoting student trustee from the Urbana-Champaign campus, was absent.

¹Governor Ryan was represented at this meeting by Dr. Hazel Loucks, deputy governor for education and workplace preparation.

²Dr. Gindorf joined the meeting at 8:15 a.m., telephonically.

Also present were President James J. Stukel; Professor Patricia Langley, chair of the search committee to advise the president on the selection of a chancellor for the Springfield campus; Ms. Susan J. Sindelar, executive assistant to the president; Dr. Michele M. Thompson, secretary; and Ms. Marna K. Fuesting, assistant secretary.

The purpose of the meeting was to interview candidates for the position of chancellor for the Springfield campus.

MOTION FOR EXECUTIVE SESSION

Chair Engelbrecht, referring to Section Two of the Open Meetings Act stated: "A motion is now in order to hold an executive session to consider an employment matter and that the board continue to meet in executive session until an employment matter is considered thoroughly. The board shall recess and reconvene as needed on the following dates: January 4 and 5, 2001. All of these meetings will be at The Chicago Club, Chicago, Illinois."

On motion of Ms. Reese, this motion was approved by the following vote: Aye, Mr. Engelbrecht, Mrs. Gravenhorst, Mr. Lamont, Mrs. O'Malley, Mr. Plummer, Mr. Reddy, Ms. Reese, Dr. Schmidt, Mr. Shea; no, none; absent, Dr. Gindorf, Governor Ryan.

(The student advisory vote was: Aye, Mr. Calderon; absent, Ms. Glezen.)

EXECUTIVE SESSION

Briefing from President Stukel, An Employment Matter

President Stukel briefed the board on the process of searching for candidates, emphasizing the importance of recruitment of well-qualified candidates in this process. He indicated that he saw his task as being one of increasing the candidates' interest in the position. He told the board of what he planned to cover in his sessions with the candidates, stating that he would stress the many opportunities at the Springfield campus. He added that he would describe his own management style and assess the candidates in terms of establishing a future working relationship between the two of them.

The president stated that all four candidates were interested in the position at this time. The board and president then discussed special characteristics of the position and the need for a new chancellor to be adept in matters of government relations, and to have a good grasp of government policies and issues in view of the location of the Springfield campus. The president then left to meet with a candidate.

Comments from the Chair on the Employment Matter

Mr. Engelbrecht asked Professor Langley to describe the four candidates that the board was preparing to meet. Professor Langley then briefly described each of the four and their accomplishments and experience with both higher education and external relations. She cited individual references for each and assured the board that all were recommended highly.

The chair then reviewed the list of questions circulated earlier by the secretary and asked for the board members to select a question to ask or to combine two questions that they would ask each candidate. Each trustee then chose a question or two from this list:

1. What aspects of the position at our Springfield campus interest you most now and for the future?
2. Please describe your experiences in developing relationships with faculty, staff, and students as an administrator. Tell us about some successes you are proud of and that describe your management philosophy.
3. As chancellor of the Springfield 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?
4. What has been your experience in raising funds for a higher education institution or other type of institution? What have you learned from these experiences? Also, what experience have you had with campus-corporate relations and campus-government relations, and with other external groups? How would you go about building more of these relationships for UIS? Do you look forward to such efforts?
5. 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.)
6. Please describe for us how you would like to carry out UIS's responsibilities in teaching and research in governmental and public service areas. How would you develop and expand on the commitments that exist today?
7. 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 UIS if you were Chancellor given the mission that has been defined for UIS and the limitations on resources?
8. 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 UIS?
9. What ideas do you have currently about ways to develop UIS and enhance the visibility of the campus in the State and in the region? Also, what would you do to increase the commitment of alumni to UIS?

10. There is diversity among most groups of faculty, students, and staff at UIS, 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 Springfield campus?
11. What is your experience in working with city- and state-elected officials? How would you plan to establish working relationships with elected officials in Springfield?
12. What would you hope to accomplish (in general terms) in your first year as chancellor, and within the first five years as chancellor?

Meeting with First Candidate

At 9:05 a.m., the trustees met with the first candidate. Mr. Engelbrecht began the interview by asking the individual to talk about personal interests and background experiences related to the position of chancellor at the Springfield campus. The candidate described a record built in current and past administrative positions, of increasing enrollments, and stabilizing programs, as well as a pattern of recruiting accomplished administrators. This person then went on to discuss ideas for increasing the visibility of UIS and working with the alumni to assist in this. This candidate commented on the new developments at the Springfield campus and observed that they were of interest, particularly the emphasis on liberal arts education which the individual noted was the most important focal point for developing the campus. The candidate added that enhancing the liberal arts programs to the point that the campus became known for this emphasis would be a major challenge, and that the most important part would be the recruitment of students. Again the candidate stated that the alumni could be important in the development of the campus by helping to make it more visible, and in recruiting students. The board then asked the candidate each of the questions in the above list. The following summarizes these discussions.

In response to the trustees' request for the individual's thoughts on increasing diversity on campus, this person described past experience in structuring search processes to identify and recruit minority and women faculty and staff and the usefulness of setting funds aside for such recruitment activities. This individual referred to past help from the Consortium for Institutional Cooperation (CIC) in identifying women and minority faculty, and added that assistance from the Chicago and Urbana campuses in recruiting graduate students would be helpful. In continuing this discussion the trustees asked the candidate for ideas on creating an environment in which women and minority faculty and staff are comfortable. This individual said that the chancellor had the responsibility to set the tone for the campus, and to ensure that the climate was hospitable.

Faculty recruitment was the next topic and the candidate noted that the quality of life in Springfield, coupled with the teacher-scholar model at the campus would be assets to recruitment of faculty. The individual then

gave some examples of other smaller cities that were home to high quality liberal arts colleges as an illustration of how it is possible to recruit good faculty to a well-regarded institution.

Next, the trustees asked the candidate to describe personal experience in establishing relationships with external groups and constituencies. The candidate gave examples of two areas; legislative relations and corporate relations. In the legislative arena the individual described success in securing funds at the county level and the state level for campus projects. In the corporate sector this person described fund raising for special programs and work with corporate boards to solicit support. The candidate then discussed past experience in working with state legislators and state government officials to make them aware of a campus and how government and the campus can work together.

In discussing the importance of augmenting the academic programs in public affairs the individual emphasized the importance of internships and other learning experiences to give students public service experience; stressing the importance of utilizing the Illinois Congressional delegation, the State legislature, and State government as resources for students.

In response to a question about the governance of the University of Illinois, the candidate said that the chancellor is the leader of the campus but also a part of the whole University and must work closely with the other two campuses and added that the power of the other two campuses would be a help to strengthen UIS, citing the asset provided by the shared library collections. This individual then summarized past administrative experience and gave examples of some difficult tasks that seem to always be a part of an academic administrator's portfolio, such as relieving deans of their positions and challenging faculty to improve program quality. This person then described some success in settling difficult relations between upper level administration and faculty, and emphasized the importance of constant communication.

One trustee asked the candidate to name the major problems confronting higher education today. The individual cited the challenge of utilizing the technology available and the need to come to grips with this in order for an institution to grow and to serve more. Then the individual said that students must be taught to value diversity and have opportunities to interact with others who are different. Also the candidate cited the need to use funds wisely and to improve funding by thinking like private universities and raise support for academic programs and other programs on campus.

The candidate stated that the current transitional stage in the development of the Springfield campus was very attractive and that the potential is certainly great given the emphases of the campus and the chance to develop special initiatives with State government and to blend the campus with the community in terms of the needs of both. This individual stated as goals for the first year the growth of the undergraduate population and programs for undergraduates, and the integration of the value of research and scholarship as a part of the fabric of the campus.

In responding to the question: "what would you like to accomplish in five years as chancellor at UIS," the candidate stated the hope that UIS would be the most important public liberal arts campus in the State, and that a significant number of faculty would have been recruited who were in the mode of the teacher-scholar. A third goal this individual stated for the next five years was to have recruited 2,000 students to live on campus within the next five years.

When asked about the role of athletics on campus and in students' lives this person emphasized that both intercollegiate and intramural athletics are an important part of student life.

In summing up, the candidate stated that UIS was the type of institution that was personally very interesting because it offered opportunity to build and develop a campus. Also, this individual stated an interest in the importance of public higher education meeting the needs of the State and the community, and noted a commitment on the part of the University to support this.

The trustees thanked the candidate for meeting with them and discussing the position of chancellor and the Springfield campus.

When the candidate had left the trustees discussed and evaluated this person's comments, and gave their impressions of the individual from the interview. They then asked the committee chair, Professor Langley, to gather more information about this individual for their consideration.

Meeting with Second Candidate

At 11:00 a.m., President Stukel introduced another candidate to the board. Mr. Engelbrecht asked the individual to describe personal interests in the position of chancellor at UIS, and to indicate experiences that were relevant to the position. In response the candidate described a long career in higher education that included several administrative positions, work with legislative bodies, fund raising, and development of institutions.

The individual then responded to each of the questions on the list above. In doing so this person emphasized the importance of working with alumni to increase the visibility of UIS, and said it was important to involve all constituencies in a collective effort to effect the changes needed to make the transition to a four-year curriculum at the campus. In discussing the main challenges facing higher education in the United States today this person stated that one of these was the tendency to overlook the importance of a general education in favor of skills acquisition for application in the marketplace. The candidate explained that the value of a general liberal arts education is that it equips students with the means to change themselves. Additional comments from the candidate concerned the importance of providing all majors with a capstone experience in public service in state government or other nonprofit settings.

This person commented on faculty recruitment and stressed that it is important to look for faculty who would come to an institution for personal reasons and for professional reasons. This individual emphasized the importance of the Lincoln heritage in Springfield as a basis for special

events and cultural offerings that would enrich the campus environment. In discussing the public service mission of the campus this candidate said that this would certainly be the major focus for the campus in the future, and that research should generally be of an applied nature, e.g., related to public service. The candidate also stressed the need to improve the academic standards with a goal of making UIS a truly distinctive institution. Further, this person noted that it was important to be clear to all just what the goals of the campus are and above all to concentrate on things that the institution can do very well. The candidate observed that the campus would probably not be a research institution, except for conducting applied research related to public service and research related to other teaching areas.

In answer to a trustee's question about how to make the campus more diverse the candidate stated that it seemed important to start with student recruitment first then move on to recruiting a more diverse faculty and staff. The individual stated that embracing diversity is often an attitude problem and that that would need to be addressed from the top as a first step.

The candidate discussed past experience in corporate relations and fundraising, and reported initiating an economic development council and gaining support from businesses to start a program to take a university's services and expertise to rural areas. The candidate also described the fund raising aspects of both of these endeavors.

The trustees and this individual also discussed the role of distance education and on-line course offerings. The candidate opined that this was an important enhancement to curricula particularly in some situations, but not a replacement for on-campus courses.

As a response to a question stemming from discussion on another topic a trustee asked whether the chancellor's role should be an internal one or an external one. The candidate stated that at UIS equal time in these two areas would be required of the chancellor. On governance the individual stressed that support from superiors was of basic importance. As for those decisions that must be made on campus the candidate said that each campus has its views of what should occur, and that the chancellor must make a final decision and prepare campus constituencies for this to avoid surprises. This candidate described a personal management style of preference for learning of problems first-hand by talking with faculty and staff and being an involved manager who looked to first-level supervisors to solve problems in the individual units. As a part of this the individual emphasized that it was always necessary to be enthusiastic about one's institution.

The individual responded to the query about goals for the first year and the first five years by stating that in the first year a chancellor should set goals and share them widely, and after five years the progress made should be impressive to the board.

On the topic of athletics the candidate maintained that the model for student athletes would be that these players are students first. The individ-

ual also stressed the importance of perspective on athletics, and the need to keep academic endeavors paramount. This individual then suggested that there might be more sports offered at the campus, particularly individual sports.

When asked to summarize the qualities of a good academic administrator the candidate listed the following: fairness; ability to build consensus; problem-solving skills; ability to “clean up” debt; ability to look ahead and plan; and skill in effecting change slowly and incrementally.

In conclusion the candidate stated that UIS was attractive because of its campus environment and its setting in a smaller city. In addition the individual said that the goals for the campus and an opportunity to develop the campus to a new level were appealing..

The board members then thanked this person for meeting with them.

After the candidate left the room the trustees shared their impressions of this candidate and the first candidate with President Stukel, based on the interviews.

BOARD MEETING RECESSED

At 12:30 p.m., the board recessed to reconvene at 2:00 p.m. the same day.

BOARD MEETING RECONVENED

When the board reconvened at 2:00 p.m. in executive session, the board members noted as present earlier in the day were in attendance. Dr. Gindorf continued to participate telephonically, via a conference call.

Meeting with Third Candidate

President Stukel introduced the third candidate to the board. Mr. Engelbrecht then asked the candidate to describe experiences that were related to the position of chancellor at UIS or any the candidate considered useful preparation for the position.

The candidate presented examples of relevant experience, academic preparation, and stressed a strong commitment to education and higher education in particular. This person indicated that a career spent mostly in government administration of research and science was clearly related to the interests of universities because of the focus on students and faculty. Also, the individual stated that past experience in government administration working with universities and other branches of government is one form of public service and very relevant to the public service mission of the Springfield campus.

The candidate described past assignments and noted that building institutions had been a gratifying part of these. This individual also stated that knowledge of excellence in other institutions and organizations would be a help in building excellence and quality at UIS. This person argued for developing an image of the campus through a set of documents and a new web site aimed at recruitment and development that would make people proud of the institution.

Following this, the candidate responded to questions from the trustees taken from the list of questions above. A summary of the major points from the candidate's responses follows:

This candidate emphasized the importance of seeking out and enlisting alumni to assist with campus development, and also noted that the other two chancellors would be a source of guidance in dealing with alumni.

The candidate described the aspects of the position that were most interesting, indicating that administering a total campus was one of them because the range of responsibilities was attractive. This individual stated that the possibility of the campus becoming more than it has been was an exciting prospect, and the growth potential in the Capital Scholars program was very promising. This individual described experience in fund-raising and corporate relations, which was extensive, and experience in federal legislative relations. The candidate gave examples of how one goes about corporate and legislative relations, and stressed experience in working collaboratively in many settings.

The board asked the candidate about experience in faculty relations to which the candidate responded that past experience included many kinds of faculty relations, mostly with research faculty. In responding to a question about preferred governance style with students, faculty, and staff, the individual stated that partnerships and collaborations underpinned with respect were preferred with all these groups. The candidate stated that high standards combined with encouragement were important in these relationships, along with accessibility.

With regard to working with Illinois State government, the candidate stated that involvement with the State in launching innovations of importance to the State would be of great interest. This individual added that former experience involving local communities and groups would be helpful in working with UIS and its local constituencies.

In responding to a question about the role of athletics at UIS this candidate said that it would be fun to learn about this area and to encourage students, particularly women students, to participate. However, this individual said that the first priority would have to be the undergraduate programs and development of the public policy programs.

The candidate answered a question about increasing diversity at UIS by reviewing past successes in recruitment of women and minority staff, and added that if making the campus more diverse is a priority it could be accomplished. This individual added that this would basically be a task for the provost and the deans to carry out and monitor.

The board asked the candidate what parts of the position were of most interest. The candidate said that past experience in creating an environment in which scientists might be creative was very satisfying, and that now changing focus to create a more complete environment in which faculty and students could flourish and be creative was an interesting challenge.

The candidate related personal public policy experience that might relate to the need for a leader for the Springfield campus who would build academic programs, particularly those with a public policy emphasis. The candidate indicated that the public benefit of supporting science was parallel to that of supporting public policy studies such as those at UIS.

The candidate opined that the major issues confronting higher education today were: dealing with new technology in higher education; the challenge of distance learning, and the effect of this on institutions like UIS; and the financing of higher education. The candidate also expressed concerns about K through 12 education and advocated science education.

In answering a question about crisis management strategies, the candidate gave an example from past experience that involved very skilled scientists, an environmental threat, and public relations attempts to deal with the local community's fears. The candidate explained that involving new experts from the outside built confidence and quelled concerns.

The board asked the candidate to tell them about two or three personal skills that would be helpful in performing the responsibilities of the chancellor's position. The candidate listed: strong executive leadership; a commitment to taking care of staff; and a commitment to public service.

The trustees then thanked this candidate for the interview.

When the candidate had gone, the board and President Stukel discussed the interview and the candidate's responses to various questions. The board was impressed with the candidate's extensive experience in knowledge-based organizations and concern for public policy development at the campus. However, the lack of recent experience in a setting with any similarity to UIS, with a strong undergraduate emphasis, was stated as a concern to some. The chair of the search committee added that the individual's experience had been in organizations very similar to universities. The board agreed to discuss this candidate and all others when the interviews were completed.

BOARD MEETING RECESSED

At 4:15 p.m., the board recessed to reconvene at 9:00 a.m., Friday, January 5, 2001, at the same location.

BOARD MEETING, JANUARY 5, 2001

When the board reconvened at 9:00 a.m. in executive session, the board members noted as present the preceding day were in attendance. Dr. Gindorf was participating telephonically.

Meeting with Fourth Candidate

Mr. Engelbrecht asked the candidate to give a brief background statement about previous experiences related to this position, and to speak about the aspects of the position that were of interest. Other trustees asked that the candidate also speak about how one might make UIS more visible to the public, and how to involve the alumni in the campus more.

To these queries the candidate responded that a chancellor really needed to be a cheerleader for the campus and to imbue the faculty with the idea that the campus was a great place. Further, this individual stated that the chancellor should be out in public making speeches about the campus's strengths such as visiting schools and alumni groups. This person also opined that the chancellor might become a presence in the St. Louis area, since it is close, to heighten the awareness of the campus to groups outside the immediate community. The candidate then responded to the list of questions presented to each of the candidates. The following summarizes those responses.

In response to a query about the greatest challenge to higher education in the United States today, the candidate stated that this is getting money to fund programs for higher education. The individual elaborated on this by observing that students expect campuses to have programs and to raise funds to strengthen academic programs, therefore, a chancellor must interact constantly with the public to garner these resources. The candidate went on to describe past experiences in interacting with corporations to raise funds for academic programs through the development of partnerships between corporations and a campus.

In response to a question about experience in developing other external relations, particularly in the political arena, the candidate described an approach that involved series of informal meetings arranged with political leaders to inform them of a university's strengths and needs. The candidate also told of developing other corporate support by making corporate leaders aware of the resources of a university and emphasizing what the faculty and students might do to assist this sector. The individual said that out of these corporate contacts many internships for students were developed. The candidate shared information about past experience in encouraging faculty to engage in public service, sometimes for financial rewards and sometimes for purely intrinsic rewards.

The trustees also asked this individual about initiating changes when needed. This candidate stated that gaining faculty support for changes on campus was key to effecting any kind of change. The candidate also noted that interpreting an institution to the public is very important too, and suggested that bringing excellent students and potential donors together would be one approach to this. This person also said that it would be important to create an image of what the institution is to become as well as what it will not be. The candidate emphasized that in recruiting new faculty who will be the ones to effect change it would be important to stress what UIS is to become, and the opportunity this provides for all individuals involved in the process. The individual said that all involved with UIS must be positive about the campus and project this publicly as well as privately.

To respond to the board's question about personal governance style this individual observed that good work is accomplished when good people are hired to do this, and stated that as a campus leader it is important to hire good staff and faculty and delegate authority to them. The candidate noted that it was important for a chancellor to delegate, since there was too

much happening on a campus for a chancellor to know enough of all issues. An example given was that of student affairs. The individual said interaction with students was personal interest and that a chancellor needed to be visible on campus, but that day-to-day problem solving had to reside in the domain of the administrator in charge of student affairs.

With regard to student recruitment this individual opined that it might be necessary to recruit teachers and counselors in the high schools first to help with making UIS more visible and attractive to high school students.

The trustees next asked the candidate to comment on recruitment of faculty and for ideas on increasing the diversity of the faculty. This individual commented that recruiting a diverse faculty can be done with special efforts and different approaches. He emphasized that this goal is extremely important for a campus, because a part of students' education is learning to work with many different groups of people.

As a response to a question from the board about what skills the candidate had in managing crises the candidate described a personal experience in dealing with a budget cut. The candidate stated that sticking to priorities is extremely important in such a situation, and having a strategic plan is imperative. A part of the plan for addressing the budget cut involved dismantling an academic unit. The candidate described faculty and other personnel issues involved, and how these were dealt with in what seemed to be the most sensitive way possible. The individual also described personally dealing with a natural disaster on a campus that required housing many community residents on campus. The candidate said that this involved community groups and campus groups working together in a very narrow timeframe.

The trustees asked this candidate how UIS might build a good liberal arts college. This individual said that personal contacts with students and faculty to recruit the best of both would be important. The candidate added that ensuring that the academic programs are strong was equally important.

In discussing the role of athletics at UIS, the candidate opined that intercollegiate athletics helps a small campus, and stated that the reputation of UIS has been enhanced by its athletic teams and its membership in NAIA. The candidate added that a student recreation center and a student union would be important elements to develop at UIS to make it a more complete campus.

On a more personal note the trustees asked about how comfortable the candidate was with the prospect of relocation professionally and personally. This person said that location was not a concern; the position and the institution were the important considerations. The board then thanked the candidate for meeting with them.

When the candidate had left the room the trustees and the president discussed this individual's qualifications, references, and comments during the interview. They noted that this person's faculty relations and external relations were impressive.

DISCUSSION OF ALL CANDIDATES

The board and the president discussed each of the candidates again in detail, and compared the skills and strengths of each in reference to the campus's needs and future goals. In this discussion the trustees sought the president's views regarding the administrative style that would be most helpful to the Springfield campus as it moves into a new era. The president discussed several administrative skills that he viewed as needed. He also provided responses to questions the trustees had asked earlier that involved more background checking on one candidate.

Next, Professor Langley, the chair of the search committee, shared her observations on each candidate.

President Stukel then made a recommendation to the board regarding which candidate he thought should be offered the position first, and second and third place alternative recommendations as well. Individual trustees expressed their views, and by consensus concurred with the president's recommendation. Dr. Loucks, representing Governor Ryan, said that she had discussed the candidates with Governor Ryan shortly before this discussion and reported that he had asked her to convey that he would support the board's judgment regarding the best qualified candidate. The president indicated that he would call these three candidates and ascertain their interest at this point. He indicated that the candidates had said that they would want to see the campus prior to making a decision, as none of the candidates had ever been on the Springfield campus. The president explained that scheduling these visits would probably take a few weeks, and that a decision from the candidate ranked as first or the alternates would probably require some time beyond that. President Stukel told the board he would call the first candidate as soon as possible. Following this the board and the president discussed a salary for the new chancellor at UIS and arrived at a range they thought appropriate.

There being no further business, the board adjourned.

MICHELE M. THOMPSON

Secretary

WILLIAM D. ENGELBRECHT

Chair