

SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

UNIVERSITY OF ILLINOIS

April 11, 2001



This special meeting of the Board of Trustees of the University of Illinois was held at The Chicago Club, 81 East Van Buren Street, Chicago, Illinois, on Wednesday, April 11, 2001, beginning at 8:15 a.m., 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 Gerald W. Shea called the meeting to order and asked the secretary to call the roll. The following members of the board were present: Mr. Lawrence E. Eppley, Dr. Jeffrey Gindorf, Mrs. Susan L. Gravenhorst, Mr. Thomas R. Lamont, Mr. Roger L. Plummer, Dr. Kenneth D. Schmidt, Mr. Gerald W. Shea, Mrs. Marjorie E. Sodemann, Mr. Robert F. Vickrey. Governor George H. Ryan was absent. Mr. Arun K. Reddy, voting student trustee from the Chicago campus, was absent. Mr. Neil Calderon, nonvoting student trustee, Springfield campus, was absent. Ms. Erin E. Glezen, nonvoting student trustee, Urbana-Champaign campus, was present.

Also present were President James J. Stukel; Dr. Thomas Ulen, chair of the search committee that advised the president on the selection of a chancellor for the Urbana campus; Dr. Michele M. Thompson, secretary. In addition, the following persons were also in attendance: Ms. Susan J. Sindelar, executive assistant to the president; and Ms. Marna K. Fuesting, assistant secretary.

The purpose of the meeting was to interview candidates for the position of chancellor for the Urbana-Champaign campus.

MOTION FOR EXECUTIVE SESSION

Chair Shea 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 April 11, 2001. All of these meetings will be at The Chicago Club, Chicago, Illinois."

On motion of Mr. Vickrey, this motion was approved by the following vote: Aye, Mr. Eppley, Dr. Gindorf, Mrs. Gravenhorst, Mr. Lamont, Mr. Plummer, Dr. Schmidt, Mr. Shea, Mrs. Sodemann, Mr. Vickrey; no, none; absent, Mr. Reddy, Governor Ryan.

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

EXECUTIVE SESSION

Briefing from President Stukel

Chair Shea asked President Stukel for remarks about the search and for the plan for the day. President Stukel explained the procedures for interviewing the candidates, and emphasized that the charge was to recruit candidates and cause each to very much want the job of chancellor at Urbana-Champaign. The president then left the room to meet privately with the first candidate.

Comments from the Chair

Mr. Shea then asked Mrs. Gravenhorst to share her experiences with previous searches for chancellors and to comment on the process. She spoke briefly and others joined in with comments for the benefit of the three new members of the board for whom this was a first experience. Following this Mr. Shea referred the board to a list of suggested questions and stated that they might each select one or two questions to ask each candidate. The board members then selected questions they would ask. The specific questions follow:

1. What aspects of this position 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 this Urbana 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 our Urbana campus? 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 your ideas about undergraduate education in a setting like our Urbana campus and how you would suggest some personalized learning experiences for students.
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 our Urbana campus if you were Chancellor.
8. What is your approach to campus governance in a structure like we have at the University of Illinois? 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 the Urbana campus?
9. What ideas do you have for building on the strengths of the Urbana campus and for enhancing its stature nationally?
10. There is diversity among most groups of faculty, students, and staff at the Urbana campus, but we still have areas of underrepresentation particularly in the faculty. What would you do to increase representation according to gender, race, ethnicity, etc., in areas of under-representation on this 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 Champaign and Urbana, and with State legislators?
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 Candidate¹

President Stukel joined the trustees again, accompanied by the first candidate who was introduced to each of the board members. Mr. Shea opened the interview and asked the candidate what aspects of the position were of particular interest for the present and for the future. The candidate responded by saying that Urbana-Champaign was a remarkable institution

¹This was Dr. Nancy Cantor, who was later recommended to the Board of Trustees for the position of chancellor at the Urbana-Champaign campus and approved by the board on May 23, 2001.

of higher education with many strengths, and that its reciprocal relationship with the State of getting sustenance from it and giving back to the citizens of the State in many forms was of interest. The candidate expressed an interest in finding new ways to move large public universities, like the Urbana campus, forward and indicated that assisting in economic development ventures was one way because this campus is such an exciting place. The candidate responded to each of the questions given above. The following represents a summary of the candidate's responses to the questions as well as other comments.

The candidate was asked for ideas about establishing relationships with faculty and students and then asked how one would assess the success of these approaches. The candidate described various ways for reaching out to the faculty such as attending symposia, and finding out who is doing interesting things on campus through a variety of means. In terms of making contacts with students the candidate stressed the importance of bringing the intellectual wealth of the institution to the undergraduates in informal ways to personalize the undergraduate education experience. The candidate stated that the chancellor should be a presence on campus, and that one way to do this is to give thoughtful speeches often to many different groups. This individual observed that the Urbana campus currently does a good job of surveying students for their opinions, and that those data would be helpful to a new chancellor. The individual noted that the campus had positioned itself well in terms of supporting economic development, observing that the next step would be for faculty to translate their research into ways that will lead to commercialization. The candidate summed up by saying that a chancellor would need to establish many partnerships in order to carry out the goals of the campus.

Another request of the candidate was to discuss ways to foster entrepreneurial aspects of the campus' economic development activities. The candidate indicated that having an interdisciplinary approach with faculty from several areas was important because economic development typically emerges from collaboration among faculty from several disciplines. The candidate then noted that invigorating the administration of intellectual property management was very important, because issues such as conflict of commitment and intellectual property policies must be made clear before faculty involvement in economic development can be useful for both parties.

In response to a question about establishing relationships with elected officials the candidate gave examples of past work in this area, and stated that the job of the chancellor is to explain in a coherent way to elected officials how the resources granted to the campus are utilized. The candidate also emphasized that it would be important to describe to elected officials how the campus was also helping itself by raising funds to support the same things the State is supporting in enhanced ways, and thereby make it clear that there is a partnership between the University and the State. The candidate added that it is important to let students explain the strengths and needs of an institution to legislators and suggested that relationships with

elected officials must be cultivated by many groups interested in the campus and the University, and by a variety of means.

The candidate was then asked to comment on the role of athletics on a campus. This individual described personal involvements with athletics on campus and then indicated a concern that student athletes are not always well integrated into campus life, especially in the academic programs. The candidate expressed a desire for student athletes to be more involved in academic programs and told of some personal efforts to bring this about. This individual stated that athletics is a big piece of an institution like the Urbana-Champaign campus, and needs to be well integrated with the other aspects of the campus.

Next, the board asked the candidate to discuss shared governance in an academic institution. This candidate said that administrators need to be vigilant about governance issues and to become more nimble in consulting with the groups within the campus who participate in policy making. This individual then gave examples of methods of gaining consensus among faculty and other groups, and stressed that it involves careful explanations of desired outcomes in order to convince others of the value of the goal.

Following this, the candidate was asked to expound on ideas for creating a personalized undergraduate education, as referred to earlier. This individual described various approaches such as presenting undergraduate courses in living-learning centers and residence halls, bringing groups of students from different backgrounds together in living situations and in informal settings, and also described the development of citizenship experiences for students such as volunteer activities that augment traditional classroom courses.

Another question posed was how the candidate would interact with the towns of Champaign and Urbana, particularly to the innumerable invitations that will come from the towns' leaders. The candidate responded that the chancellor needs to be accessible to the local communities outside the campus, and added that getting faculty and students to participate in community activities and to address key community issues was also important. The candidate cited Partnership Illinois as a program that was contributing well to the communities around the campus as well as throughout the State.

The next question the individual responded to was one regarding interactions between the Urbana campus and the city of Chicago; specifically the board asked what the candidate would suggest to build a presence of the Urbana campus in Chicago. To answer this the candidate said that the Urbana and Chicago campuses should work together on biotechnology and research in the life sciences in ways that would play to the strengths of each campus and not compete. This individual added that the Colleges of Law and Commerce at Urbana need to get into Chicago more and that the faculty and students at Urbana should make more use of the Chicago museums, libraries, and other cultural offerings. The candidate then gave examples of building similar connections between another major public university and the nearby large city. In closing this comment the candidate

said that the Urbana-Champaign campus should be involved in all major State issues, and be the obvious place for State officials to turn for advice.

When asked for ideas about crisis management and for examples of such experiences the candidate described an assignment for negotiating with a new graduate student union and the difficulties of keeping lines between academic policy and employment issues sharply defined as well as the importance of seeking out sources of valuable advice and support for guidance. The candidate described the importance of always remembering that the members of the union were also the university's students, who contribute greatly to the educational mission. The candidate stressed that underlying all of the discussions was the fact that a union cannot change the institution's educational policy. The candidate then described another instance that involved a student association that had incurred strong objection for some practices. Resolving the issues that stimulated criticism of the group and the university and respecting all the while the rights of the students were the challenges that proved quite difficult. The candidate described the method of resolution that was embraced by all involved. The candidate also described a crisis created by a lawsuit involving an affirmative action program for undergraduate and law school admissions. The candidate said that this had been a lengthy process that raised the question of the importance of diversity in a university, involved the media in major ways, and made for difficulty in assuring minority students that they were not victims. The candidate said that this required many hours of dialogue to air many views on the subject and cling to the values of the university regarding the view that diversity is a positive value. The candidate emphasized that students are the most vulnerable individuals in these crises. Following this discussion the board asked the candidate about a current lawsuit filed by the ACLU against the chancellor at the Urbana campus and the ongoing debate about the continuation of Chief Illiniwek. This individual stated that one cannot come into a situation such as this as an outsider and understand the issues and how they have developed, and further commented that it would be necessary to listen to all views first. The candidate added that any resolution to issues such as this must be arrived at as a partnership for acceptance of the outcome.

One trustee asked the candidate for ideas on how to assess the strengths of the Urbana campus and lead it into the future. To this the candidate responded that the campus has strengths in its scale and in areas of great importance today, such as information technology, biotechnology related to public policy issues, and talent and contributions from many other fields that translate into societal needs. The candidate said that with all that is excellent at the campus synergy is needed to help the campus advance in the future. This individual suggested tightening connections inside and outside the campus and spreading the word to the public of the strengths of the campus. On another level the candidate observed that the core liberal arts and general education areas needed to be strengthened. The candidate noted that the return to students from an education at an institution like the Urbana campus is enormous, especially for those who

combine technical expertise with the critical thinking derived from the liberal arts. The candidate urged more interdisciplinary studies with an emphasis on learning in the context of a world-view. The candidate was encouraged by the commitments of the board to increase the number of faculty at the campus and stated a need for more tenure-track faculty. This individual also said that the campus was at risk of losing faculty to other institutions that were recruiting, especially the University of California system, since that board has authorized many new faculty positions for the system. The candidate stated that there is a need to constantly strengthen the large land-grant institutions because it is very easy for them to slide without steady nurturance. The candidate suggested that it is necessary to determine what the Urbana campus can really do that is outstanding when compared with other institutions and make certain that remains strong, then foster the importance of all areas for greater strength. The candidate emphasized the importance of public connectedness for academic programs and the importance of an international awareness.

Mr. Shea then thanked the candidate for responding to the board's questions and asked if the candidate had questions for the board. This individual asked the board how much opportunity the chancellor at Urbana would have for a partnership with the board. The board assured the candidate that the chancellor would have much support from the board and told the candidate that the chancellors report at each board meeting. They noted that the chancellors have considerable autonomy in administering the campuses and that the president does not insert himself in campus matters unless there is a need. They also stated that the board is an active and involved board, but that the board supports rather than manages the campuses.

The candidate asked about the board's support for extending relationships in Chicago for the Urbana campus. The board members indicated that this was important and that they supported the notion of a greater presence of the Urbana campus in Chicago.

The candidate also asked the board what worried them about the Urbana campus. The responses included suggestions that the undergraduate education needed more breadth to provide students with more skills such as excellent writing skills, a need for strengthening the humanities, the need to have more recognition of the amount of on-line courses offered by the campus, finding a better way to inform the legislature that the faculty works very diligently, and the need to make the campus more visible.

The board then thanked the candidate for sharing many ideas with them in the course of the interview.

The candidate left and the board discussed their impressions of the individual and the interview overall and made evaluative comments.

President Stukel left a few minutes before the discussion to meet with the second candidate.

Meeting with Second Candidate

President Stukel joined the board again and introduced the second candidate to each trustee. Mr. Shea began the interview with a request that the candidate share views on the aspects of the position of chancellor at the Urbana campus that were of the most interest presently and for the future. The candidate said that among other things, the Urbana campus was admired nationally and that this position offered a chance to join an outstanding institution. Further, the individual said that the energy of the campus was impressive with the developing research park, a productive faculty, and excellent students. The person said that this position offers one an opportunity to join an established campus and yet be able to make changes. The candidate then responded to each of the questions listed above. The following summarizes comments made in response to the questions posed.

In discussing how to build relationships with faculty and to later assess success in doing so the candidate stated that it would be necessary to make frequent rounds of the colleges and other units on campus, and that it would be necessary to listen a great deal and not talk much at the beginning. The individual also said that it would be important to learn the hopes of the faculty and others for the institution, and then to convince the various constituencies to have confidence in the chancellor. The candidate indicated that this approach had been tried in the past with good results.

The candidate then stated that in relating to students practices developed as a provost would be useful which included having lunch with small groups of students regularly. This individual said it would be important to have frequent meetings with students to learn how they are doing on campus. As for assessing these approaches the candidate said that it would be necessary to check back to see if all groups are moving together toward common goals.

The candidate added that the chancellor would need to spend a considerable amount of time interacting with the leaders of the senate and working with shared governance issues. This person also suggested that working with department heads to involve them more in the governance of the institution would be important.

In sharing ideas about the role of economic development and universities' responsibilities for this the candidate reported on particular experiences with a research park and explained a personal leaning toward practice and application of research, based on academic training and professional experiences. The candidate spoke of the Urbana campus' strong record of outreach and suggested that tracking the research activities at the campus that might be transferable to application would be important. The individual stressed that it is important to assess academic programs to check on whether their teaching might be translated to applied areas as well.

The candidate answered a question about accountability in a system of shared governance and the role of the chancellor in helping to assure that this is part of shared governance by stating that first information must be

available to all parties; second, that the chancellor must be authentic in responses and candid with all audiences and not promise more than can be delivered; and, third, the chancellor must respect all input given. This individual added that it is important for faculty to understand the difference between consultation and control, and it is equally important to make clear the role of the board and the president in relation to the campus. The candidate emphasized the importance of staying in close contact with faculty leadership in order to avoid surprises. In order to build accountability into the process of shared governance the candidate supported periodic reviews of tenure, stating that this is good for many reasons such as a re-evaluation of the goals of the unit and for deans. The candidate expounded on this saying that it provides an opportunity to evaluate different strengths of faculty in terms of goals. The candidate said that the chancellor must safeguard the fairness of this system as well as make tough decisions.

In response to a question about experience in working with legislators this candidate described giving testimony to legislative appropriations committees and stated that it is very important to be able to provide concise information and be able to list many contributions of the university in brief statements. The candidate said that it would be critical for the chancellor at Urbana to make sure the public understands the quality of the campus and what goes on there. This individual also commented on the importance of establishing relations with city government and with community leaders and cited past experiences in working with many public officials in planning for campus developments, including such things as environmental impact studies and long-range planning for communities. This individual also noted that research in agriculture is important to State relations in Illinois, and would consider more outreach in this area.

The board then asked for comparisons between the candidate's current position and the position of chancellor at Urbana, and the candidate responded by describing the current position in an institution that is part of a consortium of several colleges that recruits the best students nationally and internationally. The candidate described working with faculty a great deal and with graduate education issues. The individual then compared the selection of top high school students who attend the Urbana campus to the criteria for selection for students in the current institution and found them similar in terms of selectivity. Further the candidate said having a residential campus was familiar in that 98 percent of the students at the current campus live on campus. The candidate also described experience with programs that emphasized applied environmental research and civic engagement.

The candidate was asked next to assess the strengths and weaknesses of the Urbana campus and responded that obvious strengths were in the sciences and engineering, with Nobel Laureates among alumni and faculty, and that the library was extraordinary. The candidate stated that the academic resources of the campus were its major strengths and a second strength was the land-grant tradition that makes it a logical setting for the new mission of economic development. The candidate added that new rev-

venues that will be coming from the tuition increase and the opportunity to add new faculty constitute a huge strength for the campus. The candidate said that the weaknesses of the campus were few and stated that developing some areas would simply be a challenge. The candidate said there will be a pressure to spread out the new revenues to areas that have been passed over before and not put them in areas that have been emphasized. This was said as a caution. The candidate also stated that dealing with the public on the issue of having to deny some students admission to the Urbana campus will be a challenge, and stressed that the chancellor needed to be involved with the staff in the student life areas to help them deal with this pressure. The candidate finished this response by saying that the new chancellor would do well to ask various groups what they saw as the strengths and weaknesses of the campus.

Another question to the candidate concerned how the individual would handle the Champaign-Urbana community outside the campus, particularly in terms of being accessible as well as budgeting time, since so many groups would want the chancellor involved with them. The candidate acknowledged that the chancellor would need to be present at many community events and would need to choose what to join as a member. The person said that the chancellor would need to entertain a great deal and participate in as many things as possible. The individual also said that the chancellor must be respected generally and must be careful not to spend too much time with one group or a few groups. The candidate also elaborated on how a chancellor should divide time between the faculty and community groups, and how care in balancing these two commitments was very important.

When asked about what the Urbana campus' role should be in Chicago this candidate said that the campus should be more engaged in Chicago, since it is the center of so many activities in the State, and that the campus should seek more of a national presence too.

The board then queried the candidate on fund-raising experience. The candidate described experiences in the area of development on several levels, from planning fund-raising activities to meeting with donors. This individual said that meetings with donors and potential donors are very frequent now, and that several colleges that are direct reports have campaigns underway now. The candidate also described the way one president works on fund raising and cited this as a good model.

Next, the question about crisis management experience was presented and several issues that are problematic at the Urbana campus were given as examples of the kinds of things a chancellor at Urbana must handle. These included the controversy over the continuation of Chief Illiniwek, a recent open letter published in *The Chronicle of Higher Education* urging candidates for the position of chancellor to rethink their interest given the presence of Chief Illiniwek, and the lawsuit from the American Civil Liberties Union (ACLU) against the chancellor for a letter he wrote advising the campus community to check with the Division of Intercollegiate Athletics before contacting student athlete recruits. To these the candidate said that there

were no good answers to the controversy over Chief Illiniwek, and that it was an issue for the board. With regard to the ACLU lawsuit the candidate said that the National Collegiate Athletic Association (NCAA) rules were not as clear as they ought to be, and that the new chancellor would need to be strong to deal with the NCAA rules and other overarching legal issues. The candidate observed that these issues will take time and persistence to work through.

The candidate also stated that unionization of graduate students was a national trend and that attempts to unionize graduate students will continue. The candidate said that the chancellor, graduate dean, and students need to keep talking about the issues. The candidate also said that unions usually do not achieve significant salary increases for students.

In following up on a request to describe a personal example of a crisis that the candidate managed, this individual described handling a student who made serious threats to others in a university and was considered dangerous. The candidate said that after much legal action and efforts on the part of several to manage fear, the individual was finally tried and sentenced to prison.

The candidate was then asked about views on athletics in a collegiate setting. The candidate said that intramural athletic activities were important and it was good that Urbana had several of these. The candidate went on to say that intercollegiate athletics are a cohesive force on a campus and always an area in which the chancellor must be concerned and involved.

Mr. Shea asked if the candidate had questions to ask the board. The candidate asked the board members what they saw as the major challenges for the campus. The responses included: the fact that the Urbana campus is not as well known as an outstanding university as it ought to be; the importance of seeing the University as one university as well as encouraging autonomy for the campuses in taking initiative to develop individual strengths; the need to strengthen the liberal arts; the need to advance the Urbana campus to the top tier of universities in the country; concern for faculty retention; and the fact that Chief Illiniwek is a matter for the board to deal with, but one that affects the Urbana campus.

There was discussion about the above-mentioned recent letter in *The Chronicle of Higher Education* from some faculty at the Urbana campus addressed to candidates for the position of chancellor. The candidate said that this letter was a surprise and a board member asked why so, to which the candidate said that this issue is well known and that any candidate would have researched it before proceeding with an interview. In short, the candidate said that the letter presented no new information. The board members assured this individual that the responsibility for the issue of continuing Chief Illiniwek was a board matter and would be dealt with by the board. The board also offered to answer questions about board relations with the chancellors and the president. The candidate observed that these relationships seemed to be working well. In closing remarks the candidate praised the search committee for helping candidates find out about the

campus and the position. This individual said that the whole process had been enjoyable. The board then thanked the candidate for the interview.

Discussion of First and Second Candidates

When the second candidate had gone the board discussed the first two candidates.

RECESS FOR LUNCHEON

The board recessed briefly for luncheon, and continued the discussion of the first two candidates. The president left during this discussion to meet with the third candidate.

Meeting with Third Candidate

When the meeting reconvened President Stukel escorted the third candidate into the meeting. The trustees greeted the third candidate and Mr. Shea asked this individual what aspects of the position of chancellor were of most interest for the present and for the future. The candidate responded that the Urbana campus had a wonderful legacy that needed to be preserved, and it would be of interest to shape the institution for generations to come. This person stated that the position of chancellor offers an opportunity to move the institution forward in terms of the land-grant tradition and disciplinary excellence. The candidate went on to say that disciplinary excellence diminished somewhat between 1985 and 1995, due to budget constraints. The candidate referred to the ratings of the National Academy of Arts and Sciences as an indicator of the diminished excellence. This person said that the new chancellor would have the responsibility of restoring the stature of the disciplines and going beyond these. The candidate added that the campus had not invested as it should have, due to the weaknesses of budgets for many years in the 1980's and 1990's. Further, the individual cited a need for vision and leadership in order to deliver on plans the campus had, and added that there is a need to line up actions with stated goals.

The candidate commented on the promise offered by technology transfer and the campus' potential in this area and stated that new leadership was needed in this area, and that the goals of the unit responsible for technology transfer needed to be assessed. The candidate stressed the need to protect the University's intellectual property and also to move ideas to the marketplace. The candidate stressed that the chancellor must work with the president, the board, and external entities in order to build the campus.

This candidate responded to each of the questions noted earlier. Highlights of those responses follow.

In response to the question about building faculty relations the candidate stated that one builds good relations with faculty as a first step to building disciplinary excellence. As an example the candidate cited research in biotechnology and remarked that this brings together the strengths of several disciplines and consequently develops collaborations that strengthen the entire campus. Another example given was of a faculty excellence pro-

gram to recruit senior level faculty that immediately strengthened several areas. The candidate also spoke of relations to students and said that increased dialogue with students was very valuable for all involved, and that surveys of seniors indicated that this was important to students.

In response to a request to comment on shared governance the candidate referred to experience at a few institutions and commented on building consensus with senates to develop new curricula. The candidate stated that shared governance is important for energizing people, and that having more meetings and sharing ideas broadly is useful in effecting change and again gave examples of working with a senate in settling on a course numbering system. The individual said it is necessary to put one's self on the line for an issue and work to convince the faculty that it is important to the institution.

The candidate also responded to a query about the campus' role in economic development for the State by stating that technology transfer involved a need for partnerships between the campus and others for innovations to respond to the needs of the State. This person gave examples from previous experience in building partnerships with governmental agencies and corporations. The candidate was also asked to comment on how one should foster cultural change in an institution to accomplish good results in technology transfer. The candidate said it was important to know what the campus can do well and to foster this. One idea suggested by the candidate was to allow the faculty to go on leave with pay to help develop new approaches to technology transfer, such as helping new businesses create the right business plans. The candidate stated that the developing research park at Urbana will help the campus transfer technology more effectively.

The candidate was also asked to speak to what the Urbana campus might be able to accomplish in the next five years. The candidate said that if one looks at the University of California-Berkeley and at the University of Michigan, these two universities make up the top tier of public universities, then there is a drop. The candidate stated that it would be good to restore the general level of excellence of the Urbana campus, and close the gap between these two top institutions and the next tier where Urbana is. The candidate stated that it would be difficult to increase development and maintain this upward growth. The candidate then cited some particular areas that could be improved by improving the curricula. The candidate also stated that the Urbana campus should have more of a presence in Chicago. Also, this individual said that the research park should develop in many ways, including forming more partnerships, and that the south farms should be moved quickly to allow for the research park to develop. And, the candidate stated that a more diverse faculty and student body were both needed at Urbana.

The candidate was asked about encouraging more perspectives and creating an inviting campus environment. To this the individual stated that there were needs for more mentoring on the campus and recommended that every new faculty member on the campus should have a mentor and

that cultural houses could be useful to broaden the perspectives of students. The candidate referred to experience in putting together courses on diversity. This led to a discussion of faculty evaluations and the idea that mentoring faculty might offer assistance to new faculty members.

The board asked the candidate about experience in fund-raising and the candidate gave several examples of raising funds for endowments and other purposes at several institutions.

Next, the board asked about the candidate's experience in legislative relations and external relations in general. The candidate described recent experience and advised that more aggressive leadership was needed in relating to elected officials. This individual also advised that the University should have an office in Washington, D.C. The candidate described experience in securing congressional contracts in former positions, and in working with community groups for funding. When asked how one might deal with the many community service organizations that want some of the chancellor's time this candidate cited past experience in working with community groups, and stated that these groups are the door to the community and very important to town-gown relations. This individual indicated that active participation with community organizations is very important and noted present memberships on some boards.

When asked about experience in working with other organizations, such as athletic boosters and cultural institutions in a community setting, the candidate responded that such activities had been very important personal activities in the past and would be in the future because of the benefits to the campus that these net. Related to this the candidate also shared some thoughts about how to reduce the amount of land the University takes off local tax rolls by having private developers build and manage some University housing.

In responding to a question about intercollegiate athletics the candidate referred to the views of the athletic director at the campus, and said that this individual understood the role of athletics in student life and that was what the candidate would support too.

The candidate was also asked to summarize the major issues in higher education today and to suggest approaches to these issues. The candidate responded that one of the major problems in higher education for public universities today is the salary gap for faculties at private and public universities. This individual traced the tuition increases for the past 20 years at private universities and said that this is very significant because the private universities have been able to increase faculty salaries well beyond those paid at public universities, thus making it very difficult for public universities to recruit the best faculty. This person said that given this, there is a greater need for public universities to raise private funds to augment the state appropriation. The candidate cited another major issue as characterized by the lawsuit now in the Sixth Circuit involving the diversity program at the University of Michigan College of Law. This individual said that this is typical of what is happening nationally to such programs, and a result of this has been to suggest that public universities admit the top 10 percent of

high school graduating classes. This individual also noted the need to educate more elementary and secondary teachers, since there is a national demand for two million more teachers, as a major challenge to higher education.

The candidate was next asked what would need to be done to provide space on campus for new faculty. This individual discussed how new space might be provided on the campus, by taxing each college and then using these funds for remodeling or new construction.

In response to a question about salaries for faculty with endowed chairs the candidate explained that the endowment funds are primarily used to provide for the faculty member's research, e.g., graduate student stipends, post-doctoral staff, equipment; and that only a small percentage is spent for the faculty member's salary and that the majority of salary costs are paid out of the State appropriation.

The board also asked the candidate for ideas concerning how to get more positive news about the campus circulated in the media, noting that the negative news seems to be prominently reported. The candidate stated that an investment in public affairs was needed to improve the image of the campus. The candidate also observed that the campus publications needed to be improved to get the good messages out more effectively. The candidate opined that the campus needs about 50 leaders in the State to be constantly writing to the media in support of the University's budget. The candidate also opined that the campus administrators have not been as engaged with the board as they might, asked how this might be improved.

There was then brief discussion about the process by which recommendations for faculty appointments reach the board, with emphasis on the review process.

The board asked the candidate for questions of them to which this individual asked for an assessment of the financial outlook for the State. Mr. Shea stated that the budget would be less for Fiscal Year 2003 if the economic indicators prove to be accurate. The candidate also asked the board to evaluate the University's public relations success with the State legislature. Mr. Shea referred to certain legislators and their support for the University.

There being no further questions, the board thanked the candidate for the interview.

When the candidate had left the room, the board and the chair of the search committee briefly discussed the interview session and the discussions. The president left a few minutes earlier to meet with the fourth candidate.

Meeting with Fourth Candidate

President Stukel rejoined the meeting and introduced the board members to the fourth candidate and each greeted the individual individually.

Mr. Shea then asked the candidate what aspects of the position of chancellor were of most interest presently and for the future. The candidate said that it is important to be in a place with a sense of public purpose after hav-

ing been in a small private institution. This individual also said that a conversation with Dr. Stanley O. Ikenberry, former president of the University, was persuasive because he had described the campus as big, strong, and growing better. The candidate summed up by saying that the campus seems to have a sense of self-confidence. This individual said that the faculty decline of the past several years was serious, and that working to address that problem and help keep the campus strong and growing was of interest. The candidate went on to say that past experience with fund-raising was gratifying and that people like to give to a positive cause. The candidate then discussed the contrasts between past positions held and the position of chancellor at the Urbana-Champaign campus.

To the question about how the candidate would establish relations with faculty and students and then assess these, the candidate stated that first it would be important to seek out the faculty and students on the search committee and also the student trustee from the Urbana campus and ask them for the best approach to establishing these. The candidate added that going to visit the departments and colleges to learn what faculty members are most concerned about would be another approach, since one learns a great deal from simply talking with faculty and students. This individual stated that later contacts would be established with the alumni and other related groups.

When asked about experience in working with legislators the candidate reported on a former job in Washington, D.C., as an intern before and after college graduation, and that later as a dean there was considerable legislative contact due to two major building projects. Further, the candidate recounted instances of giving testimony before the U.S. Supreme Court and the United States Senate. The candidate also stated that bringing legislators to the campus would be very important.

A board member asked for the candidate's views on the most significant issues in higher education and the candidate said that first the issue of technology is important and cited some past experience in working with groups to consider the impact of technology on higher education and gave examples of the application of technology such as getting faculty to adapt to it, the use of interdisciplinary studies to advance the development of technology, and the role of administrators in effecting these. The candidate also pointed out that a major challenge today is for academic leaders to find points of excellence in an institution and then expand on these by making judicious additions to the faculty to help an institution move forward. Further, the candidate said that the arts are a good way to bridge differences in an institution and stated that music is a model for this.

In describing past experience in aiding technology transfer from a university to the commercial sector and in encouraging faculty to bring their research to commercialization this individual spoke of past experience related to the development of industrial parks by leasing land to industrial concerns and bringing faculty and industrial partners together so that the faculty moved easily between industry and the university. The candidate

then stated that similar interactions can be developed between the arts and cultural institutions and the university.

The candidate shared personal views of being a trustee at a university, and said that this had contributed to an understanding of what the role of the board is and how it can be developed.

The next query was about how two institutions, where the individual had previously been affiliated, reached the decision to change their athletic teams' symbol from a Native American symbol to something else. The candidate described how the changes had come about at the institutions and how the institutions moved on beyond the issue. This person then stated that as campuses are becoming more diverse it is important to understand that these symbols are viewed differently by different groups.

The candidate was then asked to discuss the concept of shared governance in a university. This individual said that strong institutions benefit from a lot of collegial discussion and that as a dean this person had found that these discussions were helpful to better decision-making. The individual then added that structure is needed to support shared governance. This person observed that administrators must constantly earn the trust of faculty and other groups and that sharing ideas brings acceptance of decisions.

When asked to list some major achievements of the Urbana campus and some that one might hope for in the future the candidate responded that the campus was one of the really fine places in higher education today, and that many institutions were trying to push their way into the ranks of institutions regarded as highly as the Urbana-Champaign campus. The candidate said that one strength of the campus has been its success in retaining faculty recruited at the entry level. This individual also said that a challenge to the campus would be to keep the best students and graduates in the State because this would be important for purposes of economic development. This person said that among the most dramatic accomplishments of the campus would be the College of Engineering, the Beckman Institute, interdisciplinary programs, and the research in brain science of the Psychology Department. The candidate also stated that the campus does not get its due in terms of national attention, and that greater visibility should be pursued. Finally the candidate said that in the future the humanities and social sciences should be given more attention and strengthened. Further discussion about strengthening the humanities and social sciences followed. This candidate said that one impediment is the prevalence of two-career couples in academe, and praised the development of the research park for providing more opportunity for two-career couples. The candidate then described recent experience in developing a program for hiring academic couples, stating that it is important to find couples where both partners are eligible for recruitment.

A board member shared the fact that the campus had lost some faculty to a California institution recently, and asked for thoughts on retention of the best faculty at Urbana. To this the candidate said that good facilities are needed, good students, and able colleagues. The candidate then opined

that the chancellor must communicate excitement about the campus that can be translated into recruitment activities.

The candidate was then asked to describe experience in fund-raising and told the board of building the first major gifts campaign while a dean, and of fund-raising for a building. The candidate said that fund-raising is related to the time when campaigns are launched and to a message. This person said that a big vision is needed to raise big money.

Discussion then shifted to the elements needed to create a unique undergraduate education. The candidate said that the Campus Honors Program should be expanded as a recruitment tool, and that other institutions have attempted this to good ends. This person also advised that involving undergraduates in faculty research is important and acknowledged that it is more difficult in the humanities.

The candidate was then asked how a chancellor ought to relate to the community of Champaign-Urbana and how a chancellor might ration time for external and internal requests for time. The candidate indicated that having a spouse would help. This person also stated that it would be important to involve many people on campus in meeting external and internal demands for representation. The candidate emphasized the importance of demonstrating that the campus cares about the community.

Another question related to the community involved seeking the candidate's reaction to the criticism from the community that the campus' expansion comes at the expense of the community in that land is removed from the tax rolls. To this the candidate said that the research park is a very positive development in this regard because it will help the tax base, but even if other developments might not be as attractive to the community the campus must grow.

The candidate was next asked about the role of the Urbana campus in Chicago. The candidate emphasized the need for cooperation with the College of Medicine for advancing biomedical research.

When asked to describe the management of a professional crisis the candidate described a situation involving the murders of some faculty members, and the need for the candidate to act quickly to inform the campus community and to deal with fears. The candidate stated that putting together a small group of people to help with all aspects of the aftermath was important.

Mr. Shea then asked the candidate to present questions to the board. The candidate asked the board what they wanted in a new chancellor for the Urbana-Champaign campus. One comment was that more visibility for the campus was expected. Another board member commented that the humanities need to be developed. Another noted that the College of Engineering had slipped and needed to be strengthened. The candidate then stated that between 1980 and 1996 the campus fell notably in national rankings. Next a board member commented on the dilemma of access and affordability issues for undergraduate admissions, and the fact that the demand for high school graduates to be admitted is growing. The candidate replied that financial aid should be increased rather than holding

tuition down. Another trustee said that the campus needed help with technology transfer, and that a way must be found to accomplish this more quickly. In response the candidate discussed the importance of the Wisconsin Alumni Research Foundation, and its benefit to the University of Wisconsin.

The board members then thanked the candidate for the interview.

After the candidate departed the room the board discussed the interview.

Shortly after that President Stukel joined the board and a discussion of all of the candidates ensued. The president stressed the need for a leader rather than a manager, and shared his view of the needs of the Urbana campus in terms of building resources; relating to external audiences; and ultimately moving the campus to the next tier of excellence and stature. He shared with the board his assessment of the individual candidate who would be best for the campus at this time in executing all of these charges. Following that each trustee opined on the candidates. The outcome was one of consensus with President Stukel's assessment.

The board then discussed a salary range for the position, and it was agreed that if the president needed to go beyond a certain level the board would be apprised of this before a final commitment was made. The board then asked the president to offer the position of chancellor at Urbana-Champaign to the preferred candidate.

There being no further business, the board adjourned.

MICHELE M. THOMPSON

Secretary

GERALD W. SHEA

Chair

