

**APPROVED  
OCTOBER 1, 2013**

Item #IV-15  
October 1, 2013

**MINUTES – SPECIAL BOARD MEETING  
August 27, 2013**

**Submitted for:** Action.

**Summary:** Minutes of the August 27, 2013, special meeting of the Illinois Board of Higher Education held at IIT Chicago-Kent College of Law, Chicago, Illinois.

**Action Requested:** That the Illinois Board of Higher Education approve the Minutes of the August 27, 2013, special meeting.



**STATE OF ILLINOIS  
BOARD OF HIGHER EDUCATION  
MINUTES – SPECIAL BOARD MEETING  
August 27, 2013**

A meeting of the Illinois Board of Higher Education was called to order at 10:00 a.m. in the Events Room, Tenth Floor at IIT Chicago-Kent College of Law in Chicago, Illinois, on August 27, 2013.

Lindsay Anderson, Chairwoman, presided.  
Cindy Deitsch was Secretary for the meeting.

The following Board members were present:

Jocelyn Carter	Robert Ruiz
Michael Dorf	Elmer L. Washington
Allan Karnes	Christine Wiseman
Justin McDermott	Addison E. Woodward, Jr.
Proshanta Nandi	

Also present by invitation of the Board were:

Harry J. Berman, Interim Executive Director, Illinois Board of Higher Education  
Vinni Hall, Board Member, Illinois State Board of Education

**Advisory Committee Chairpersons**

Les Hyder, Faculty Advisory Council  
Thomas Choice, Community College Presidents  
Susan Friedberg, Proprietary University Presidents  
Elaine Maimon, Public University Presidents  
Debra Watkins, Disabilities Advisory Council  
Dave Tretter, Private University Presidents

## **I. Call to Order, Chair Lindsay Anderson**

Chair Lindsay Anderson called the special meeting to order.

## **II. Welcome and remarks by Chair Lindsay Anderson**

Chair Anderson said, “A special welcome to Christine Wiseman who is joining us for her first time as a Board member, so welcome. Also it is great to be here at Chicago-Kent College of Law and a thank you for their warm welcome today and a thank you to Board members who are here on such short notice for a special Board meeting in August.

“Good afternoon, we welcome everyone to this special meeting. With the departure of Dr. George Reid as Executive Director in October 2012, Dr. Berman was asked by my predecessor, Carrie Hightman, to serve as Interim Executive Director of the Illinois Board of Higher Education (IBHE). At that time it seemed likely that the search for a permanent Executive Director would begin shortly and that a new Executive Director would start to serve in the spring or early summer of 2013. In the months of November and December 2012 and January 2013 the agency carried out the steps required under the state procurement policies to secure the services of a search firm. The bid opening date was January 17. Bids had been received from five firms. These bids were evaluated by Chair Hightman, Dr. Berman, and Senior Associate Director Karen Helland, and the agency’s procurement officer was informed of the results.

“However, prior to awarding the contract, my predecessor as Board chair, Carrie Hightman, asked Dr. Berman if he would continue to lead the agency for several additional months beyond what was originally planned, that is, to delay the search for a new Executive Director for a period of time. A delay of up to six months in the awarding of a contract after the bid opening date is permitted under the state procurement policies.

“Dr. Berman agreed to Chair Hightman’s request and at the April Board meeting, the Board decided that, in recognition of the additional period of service and to facilitate interactions with other agencies and institutions of higher education, Dr. Berman would be designated as Executive Director, rather than as Interim Executive Director.

“In July the time arrived to move forward with awarding the contract. The selected firm was AGB Search.

“AGB Search was founded by the Association of Governing Boards of Colleges and Universities in June 2010. Already, the firm has contracted over 100 searches for presidents, vice presidents, deans, and system heads. Among the searches conducted by AGB Search that are of special interest to us are those for the North Dakota University System, the West Virginia Higher Education Policy Commission, and Governor’s State University. Most notably, AGB Search just concluded providing search consultation for the appointment of the new head of State Higher Education Executive Officers Association (SHEEO), the national organization for state higher education policy leaders.

“We are indeed fortunate in the search consultants we will be working with. Dr. Jim McCormick is former chancellor of the Minnesota State Colleges and Universities System. Prior to that, he served as the founding chancellor of the Pennsylvania State System of Higher Education. And, prior to that, he served as the president of Bloomsburg University of Pennsylvania for ten years. Dr. Berman tells me that Dr. McCormick is well-known and

respected across the country in higher education circles and is a long-time colleague of several past Illinois higher education leaders.

“Janice Fitzgerald will serve as associate consultant from AGB on this search. Ms. Fitzgerald served as Chief of Staff and Deputy Chancellor for the Minnesota State Colleges and Universities system from 2001 to 2011. During that time she worked closely with the system’s governing board, the chancellor, and university presidents on matters of policy, procedure, and practice system-wide. She was the founding public relations and communications director for the State System of Higher Education in Pennsylvania and served as director of public relations and communications at Cheyney University of Pennsylvania.

“I had the pleasure of meeting with Dr. McCormick and Ms. Fitzgerald earlier this month and can tell you that they bring not only a great deal of experience to this search, but also, as you will see, bring personal qualities – such as warmth and forthrightness – that will be so important in attracting the best candidates.

“Our aim today is to lay out and discuss a proposed process for the search and a timeline. But most important to our consultants is that we use our time together today to share our perspectives on the characteristics that we seek in an Executive Director. We will need to share our expectations for the position, the qualities we are seeking, and our experiences with successful leaders of other organizations.

“Before I turn the meeting over to Jim and Janice, from the outset I want to establish one key ground rule for our work together on this search. This is my expectation for how we will work together. Our watchword throughout this process must be ‘confidentiality’. The applicants we will be considering will, in all likelihood, currently be serving in positions around the country. Premature disclosure of a candidate’s interest in our position can seriously jeopardize their ability to function in their jobs, if they are not selected for our position. In a few minutes we’ll go over the details of a proposed process for the search and you will see the points at which the identities of applicants, semi-finalists, and finalists could become known. My plan – and my expectation for each of us – is to be very transparent about the search process itself, while being hyper-sensitive to the need to maintain confidentiality when it comes to the identities of applicants. Needless to say, Dr. Berman has reminded our staff that they will be held to the same standard of utmost confidentiality.

“Before I turn the floor over I do want to recognize Board member Jocelyn Smith Carter who joined us and welcome you as well to your first Board meeting.”

Dr. Carter said, “Thank you.”

Chair Anderson said, “Now it is my great pleasure to turn the floor over to our consultants Jim McCormick and Janice Fitzgerald.”

### **III. Discussion with AGB Search, Dr. James McCormick and Ms. Janice Fitzgerald**

Dr. James McCormick said, “Thank you, Madam Chair, and I would like to have you know how much we appreciate the opportunity to work with you on this important work. As I am sure all of you know, many of you experienced trustees and new as well this will be one of the most important decisions you make, this selection of a new Executive Director. So, we appreciate that we have been selected. It is also good for the Chair to have an opportunity to meet with you earlier and I want to thank the Executive Director and Cindy Deitsch for helping us

supporting the effort and we had a great visit yesterday in Springfield. I always like to have an opportunity to visit the office and have a chance to listen to the staff and we have also been, so you know, listening to some other people and then identify other leaders that the new Executive Director will work with.

“The most important group that we will listen to is the Board, the coordinating board, individuals that will make the decision. In addition to sharing with you our thoughts on the process we will really be interested in having you, as the chair indicated, talk with us about what you need in terms of this new position. We will review some things, but I hope that the majority of our time is spent listening. I may, Janice or I may want to probe on an issue or two to kind of see where we are. It is not unusual and maybe the case here it is not unusual for boards, each individual to have a little different view and sometimes this discussion helps us bring it together at the end of today and we will have a chance to listen to the advisory committee too and recognize and acknowledge you.

“We will start the process of drafting the really the ad or the page that describes what it is, the characteristics we are looking for, and also the profile and at that point, I will tell you later, we will get it back to you and see if we heard what you have said and have a chance to refine it. Because, if you do not get this, it has been my experience, if you do not get this right in the beginning – what you need and what you are looking for – the outcome does not work out as well. So, this is so important. When we leave this group today we hope that you will agree on the timeline. That would be in agreement. We will have hoped to have listened to your thoughts, but the timeline if we are going to meet these expectations we need to get started.

“With that, I want to make this point so clear, we are assisting you. We do not make the, we are not decision makers. We will be assisting you, the Board, and as we develop the timeline it can be adapted and adjusted to suit your needs. In other words, our process which we have submitted for your review earlier, six months ago or more, we have all the details there, but it needs to be refined and made to fit your needs. So, do not hesitate along the way to think about how we will adapt particularly as we go along.

“I thought it might be useful and we could go on and on, but I thought I might just ask you to look at this timeline and I will talk about each of the processes. I think you all have a timeline I believe. Does everybody have timeline? Okay, if you do not, Cindy has more copies. So, August 7, so that everybody is in the loop we had the pleasure of meeting with the Board chair, the Executive Director, and others, to get a feel, to get a start. August 26 we met with the Board staff in Springfield and it was very worthwhile to hear their thoughts on this matter and of course today very important first meeting, August 27. Does everybody have the timeline? I am sensing that everybody may not. Everybody has it. The Chair delivers the charge and stresses confidentiality. The Chair reviews planned search process. Board discusses position attributes. The timeline and process is established.

“We also want to present you the communication plan so we get your input and perhaps revise it. The Board office and, this is very important, the Board office begins to develop the website about the search, because sophisticated candidates will do their due diligence just as we are doing the due diligence on them. So, the appearance of the website, the kind of data that is there, the way that the profile indicates the good things that you are doing, all of that will help us get candidates to be thinking seriously about the position.

“So as a result then of our listening today we will be taking notes, reflecting, we will probably beginning almost immediately, even tomorrow, we will begin to do the work, the

writing, and we would hope that during the week of September 8 we would get back, to the subcommittee or the committee however that works out, our draft of what we think we heard and what we realize is that you might say when we get that back that we got about 80 percent of it right but here is some more things that we ought to consider. So at that stage when we get it back to you, at that stage we will have a dialogue and revise based upon the thoughts that occur on what we have read. Then on the week of September 15 we would like to launch the search and advertisements placed and communication plan enacted.

“Now AGB, as indicated, we are out of Washington and we do have other consultants and so on and so we will launch information around the country and sometimes beyond. We will review the details of this in the communication plan. We will probably have an ad in *The Chronicle of Higher Education* and we will get the word out and we will look for nominations and interest. There will be hundreds of contacts that we will make at that point. I also have the connections with people I have worked with and we will be encouraging them to do the nominations and so on.

“We think that we need until October 25 for people to consider the position. There will be a lot of phone calls. One thing that I have learned that happens when someone is nominated then we will be back to that person and say, ‘You have been nominated. Are you interested?’ Often they will say, ‘I would like to talk to the consultant about. I have read the ad, but I have a couple of questions.’ We will be available for all of those discussions. Sometimes the person that you really want you have to tug at for a while in the end, because perhaps probably the person we want does not need a job. So we will be pretty aggressive in our connections in trying to encourage good people for you to consider.

“Now we have learned in the past this deadline will be pretty firm but not in cement. Sometimes I will get a call from someone that will say ‘I really want to apply but I am just getting back from somewhere and could I have a day or two?’ We try to accommodate that, but on October 30 this will begin to be one of the first hard assignments for the individuals, subcommittee or committee.

“We will electronically provide to all of you, on the thirtieth, the letter of interest which should describe how this person thinks that they can accomplish what you said was important in the job description. There should be a resume and we encourage five references. Now we do not check those references at that point. We tell them that until they approve us checking them we will not. So we will get this group in and then we should have a meeting here about the eighth with the Board, with the subcommittee of the Board, however you decide to do that. That should be a long day because at that point we should go over every person that has been nominated and has agreed to be an applicant or a person has just applied and were not nominated. We should consider everyone. If there are 30 people, we should take a little time with everyone.

“AGB does not believe that we should be sorting them at that point. In other words, there are some consulting firms that will say give us the top ten. We believe that an open accountable search with you, you need to see everybody. Now, some of them during that meeting you will just say does not fit, that is just not what we are looking for, but emerging on that day will be some decision toward the end of the day, I would hope, that these individuals just do not fit what we are looking for, and these individuals, two or three maybe right away, look to be what we need for the job, and then the time that they will be spent on the in-betweeners, should we consider this one and the decision point at the end of that day. Now there will be a lot of work for the committee to have read all the resumes before that, but the work that day then would be to

decide on a number of individuals that will be the semifinalists. It could be eight or ten, be depending on the group. That decision should be made that day about how many.

“Then we recommend that, that is November 8, we recommend that on November 20 or 21 that the subcommittee would meet with the semifinalists in person. Some people do this by Skype and it works well for some. I have discovered that sometimes it is better to have a one-on-one and to have the committee talk with these individuals individually and we would try to do that. If one or two people could not come, the decision could be made to have them come in through electronically, but I think that I have found in the past it is helpful. Remember when they come to that semifinalists interview they are getting a sense of all of you. They are doing an evaluation too just as you are doing an evaluation of them.

“I will have done the reference checks then before they are interviewed that day. We will have done them. We will have talked and set up appointments and talked with individuals. Of course, I know individuals around the country. We will have done the references and we will be able to talk with you about what we have found, the pluses and minuses, but the objective at the end of that day is to end up with, after interviewing the semifinalists, to end up with the final individuals. Whether that is three, four or five is up to you, but they are the finalists that you really seriously want to look at.

“Then after you decide that we really do some reference checking. At that point we ask their permission to check whoever we want to check with. If they have a former employ and we do not hear about it, we will probably want to check on that. We also, with the help of a firm from Denver, do a very deep dive on looking at the other details, we look at mortgages, we look at finances, we do do a deep, deep look and I will provide the answers to that to the Chair.

“By the time December 9 rolls around you will have a lot more on the ones you have selected and we would envision that week, all of this is tentative, that week we would hope, it would be my recommendation at least that you have these finalists visit the office in Springfield. They need to be there, maybe you take one each day or however you do it, but they need to meet the staff, they need to see the facilities, they need to see the community. I think these are all pluses. It is a time to decide if Springfield is the kind of place they would want to live. It looked like a wonderful community to me and from what I know. So it would be a chance to visit.

“You might, at that point, and this is up to you, you might want some feedback from the staff. I have always encouraged the staff if they meet with people and want to give the feedback that they do not rank. It is very unwise to rank them because they might think number three is right and you might decide on number one and right away you have a problem. So, if you agree that you wanted that benefit of the staff, I would recommend that they report to you somehow on sort of the pluses and minuses they see on each of the candidates but not rank. That could be helpful input to you, but more important maybe even then the input is it does help that staff feel that they have been a part of it, they know the work, and they will feel like they have participated with you on that important decision. Not making the decision but participating and that sometimes can set the stage for a good working relationship in the future, but I want to tell you that the staff does not make the decision. The only decision makers are you and so that would be a possibility. Then you could get that input and then you could have your meeting on December 10 and you could, the entire Board, all of you, interview again the finalists and make your decision.

“So, that would be a tentative draft timeline and process. Now I could go into any of those stages much more but I thought I would just hit the five points. Janice, first of all, is there anything that you would care to add that I missed? I tried to move pretty quickly.”

Ms. Janice Fitzgerald said, “No I do not think so.”

Chair Anderson said, “I am so sorry to interrupt, but before you continue I just want to recognize Vinni Hall who joined us and also if you could just speak up please I think it is a little bit hard to hear. If you could speak right into the microphone. Thank you.”

Dr. McCormick said, “Thank you. Would you care Madam Chair just to have a little discussion about the process at this point and we would be glad to fill in anymore details.”

Chair Anderson said, “Yes, thank you. At this point we will open it up to Board members if you have any feedback or questions and thank Dr. McCormick and Ms. Fitzgerald for laying out that process and timeline.”

Mr. Robert Ruiz said, “Since you have done several of these, I am sure, that first pool of applicant, how large of a pool do you expect that to be?”

Dr. McCormick said, “I think maybe 30, maybe more. Because if it is done, if we are successful in describing what it is that needs to be done, that will eliminate people who do not think they have the skills to be able to do that. But there will always be some individuals that just throw an application at every job whether they fit or not, but there could be 30. I am doing one right now where I have 72, but I am just saying 30 as a start. It could be 40, it could be less. We will work hard to get people that believe they can do the job that you describe.”

Dr. Elmer Washington said, “In that regard how does the timeframe being impacted by our starting so late and the number of applicants? Do we cut the field down somewhat by having a late start on this process?”

Dr. McCormick said, “I want to answer the question, but first of all I want to compliment the Board for being here today. This was a tough time to try to get the Board together. I appreciate you doing it because this, I think, this gives us the opportunity to be a little ahead of the pack. By getting started now and having this out in the next three or four weeks we are at the beginning at the new academic year. “I think it is a good time and I think you have a better possibility of getting people who are thinking about moving the next year into the picture now.

“Now one thing I want to warn you about, but I think you all know this, you have been experienced and through this. But, you will find that the last thing we want to do, and I would think the last thing you would want to do, is to hire somebody that would break a contract. So, we could very well discover that the person you want and you would hire in December would not be able to come until June. On the other hand, you may find a person that would be able to come earlier. But, anybody that is just willing to walk away from a contract may not be the person you want. So, I have warned everybody that if you get through, get your person decided in December, you may not get them here until later in the spring or even as late as July 1.”

Dr. Christine Wiseman said, “I would like to know what is your target pool though? I mean when you start a search like this you obviously have some idea of what your pool, who your pool of applicants is likely to be, university professors, university presidents, or executives.”

Dr. McCormick said, “Well we will touch that again on the communications plan, but let me start on it now. We will, first of all, we will talk, we will send this information to every SHEEO in the country, state higher education officer. We will also send it to all the retired ones. SHEEO also, with the Lumina Foundation grant, has identified future leaders who might be interested in doing this kind of work. In fact, there was a seminar last year over the summer that I was a faculty member on and I am going to be at another one in October. We will go to those individuals that are emerging as future leaders. Because of this very close relationship that this person has with all of the higher education leaders, we will go to every president and provost in Illinois, at least, and probably beyond that, because if you decide, this is decided after we listen, that higher education experience is important, than we need to go where some of these people might be working.

“Frankly, where we go to will depend a lot on what you say you are looking for, but we will go to the presidents. We will be very important to go to the broader constituency of presidents. We go to the publics, we go to the privates, we probably need to go to those for-profits that you have approved so that we include everybody that is under your tent in terms of leadership and ask for nominations. There could be a person that your land grant university that your president would know or your provost would know that would be a perfect fit for this kind of a business. I mean, you have done so well with Dr. Berman’s leadership. So we will be broadly. Now we usually go across the country with those but particularly Illinois and the Midwest, and then Janice, if it will be okay we will roll into the communications plan. Will that be okay? And we will tell you about the publications that we go to. So why don’t we review that.”

Ms. Fitzgerald said, “I think so.”

Mr. Ruiz said, “Before you go into that, I am not sure I caught what the roll of the university president was going to be. You talked about having the semifinalists meet with the staff, but at what point do these candidates or what group of candidates would get to interact with some of the presidents that is who they are going to be working with almost on a day-to-day basis besides the staff?”

Dr. McCormick said, “Well that is a question that has not been decided and so your thoughts on that and then I am thinking that maybe the advisory committee, too, here, but that could be worked in at either the finalists lists. You could enter another period of time to get some input from that group at either of those stages. Now, your question is so important where we go to, but what you are looking for will help with that, but we will have a communications plan and we go to all the associations in addition to *The Chronicle*.”

Ms. Fitzgerald said, “Good morning, Chair Anderson, Board Members, Dr. Berman and members of the public.

“The communication plan really will assist many of you with understanding how we reach possible applicants. We generally have, are very successful with, a three-pronged, three-legged kind of approach and it will be something that you would expect generally. The first would be reaching with our advertisement that you truly develop with your input into the printed or electronic media. We do that very thoughtfully.

“We go to those typically identified as higher education publications. That would include *The Chronicle of Higher Education*, for those of you who are familiar with it; *Diverse: Issues in Higher Education*; possibly *The Hispanic Outlook in Higher Education*; *Inside Higher Ed*, which

is all electronic, there is nothing print there; sometimes *The Journal of Blacks in Higher Education*; and *Women in Higher Education*. This list will accept electronic advertisement which is very very good for our savings plan, trying to be economical.

“*The Chronicle of Higher Education* is something that we recommend, also might carry a print ad. Those can be very very costly, we know that, if we place the entire advertisement, but it is pretty easy to abridge an advertisement and make it into a two or three by inch kind of block ad just so people know about IBHE, know that you are searching. It sometimes is as much marketing as it is inviting individuals to apply. So, we really do recommend that smaller ad if not the larger one.

“Social media outlets that are typically used by the organization, by the IBHE offices, should be the recipient of the information. We would depend upon your own communications director to see to that of course, but I do recommend that.

“We also encourage a press release. Once the advertisement and the search are launched then an official press release from your Board office should be made. In this way you do not have to worry about placing ads of course, we do not worry about locally, but the press release will let everyone in your readership, in your area, statewide know what IBHE is doing. We do depend upon a single point of media inquiry in your office. I think that individual has been identified, his name is Mr. Lackland. Dr. Berman has identified him as the person who handles communications so if there are any calls that go to your office, either received by Dr. Berman or Ms. Deitsch, they will probably refer that kind of call to your communications director.

“So, that is the first print/electronic leg of the stool. We definitely recommend *The Chronicle* small ad, also electronic, at least through the end of the search and the search date is recommended here, best consideration search end, but that may be discussed by you. We absolutely recommend *Diverse: Issues in Higher Education*, electronic placement, and we absolutely recommend *Inside Higher Ed* as an electronic placement. If there are others that the Board believes must carry this advertisement then we need to know that.”

Dr. Addison Woodward said, “Any consideration of the *New York Times* Sunday education section? Is it too expensive?”

Ms. Fitzgerald said, “It would be extremely costly, but I believe it is up to you, your chair on whether that is an investment that should be made. You can be assured that along with the print/electronic pieces that are used, individuals who are interested just in what is going on in higher education in the country, individuals who are searching, they will see this.

“Now the next leg of our stool is our contact with organizations and the personal contacts that Jim and I have. AGB Search has access to numerous reliable mailing lists and this is another way to introduce the opening, the search, as well as to invite likely candidates. We invite nominations as well.

“We will go to and I will list the organizations, maybe you are familiar with some of them, if not you might even think of another organization that somehow should be contacted, the CEO or the director. We will go to the Association of State Colleges and Universities (AASCU). We will go to the Association of Public and Land Grant Universities. We will go to the American Council on Education. The Equity in Higher Education Alliance is located with their representatives in Washington, we will go to them.

“We will contact the interstate commissions. You may be familiar with your own which is the Midwest Higher Education Compact (MHEC). We will go to, for this search, we will go to the Lumina SHEEO Leadership Program. Jim mentioned that he was a faculty member last year and will be again this year on some of those emerging leaders. So we will contact those individuals. There is a group called the National Association for Equal Opportunity. We will contact them. There is a National Association of System Heads (NASH) of which Jim was one time a president. NASH, we will go to them. SHEEO we mentioned, State Higher Education Executive Officers.

“We recommend that the statewide college and university presidents in all sectors be informed. We may do that through your own website but we need to make sure that know about this search officially.

“Then there is something and we do many of these things through what is called blast communication out of the AGB Search offices. There are individuals who have been engaged with AGB searches in the past or contributed in many ways and they are on this list. You may have others that you want to have on this list and then of course the consultants, the individuals with whom we work, almost 30 other people across the country will also have many ideas. This whole important process is called the tug. We might know people who are very comfortable in their positions, but boy, they would be really great in Illinois. So, we are going to recruit a little bit, quite a bit. So that is the tug process. That is the second leg of the process.

“The third and the final is really our website, the Association for Governing Boards’ website, and your own website. On this website will be the complete advertisement that you approve. We will also have the complete profile. The profile is a pretty hearty extension of the advertisement. The profile will include what Springfield looks like. It will include a little bit about the school district. It is a lot more than the ad but it is what a prospective applicant will want to know about the city in which she or he may live.

“Now, your own website in the Board office is very important because someone is going to go to that as an immediate resource and they are going to see what the search webpage look like for IBHE. Dr. Berman’s staff has already started on that and we do have a copy of a mockup of what it might look like. Your own website probably will carry, of course you have the members of the Board, but the Board or whoever actually will comprise this search component of the subcommittee however that will be worked out. It will include probably this timeline in draft. This is kind of flexible. It will include the ad and the profile as well. Other interesting things about the office and your staff that the applicant may wish to know about. I am going to distribute this mockup which is very handsome. It looks good right now and it will get even better. We are pretty impressed by it.

“Chair Anderson I think that is about it for the communication plan. Do you have any questions?”

Chair Anderson said, “Before we open it up to questions about the communications plan, just a reminder to Board members, we are a little bit less formal today with our special meeting. We really want to have a discussion about not only the timeline and the process and the communications plan now that have all been shared with us, but really about who we want to see, any qualifications that you think are important, any challenges that you think we need to be considering, so now is the time to really have that discussion and make sure we are hearing from everyone on all of those considerations, but anyway, questions about the communications plan.”

Mr. Michael Dorf said, "Thank you, Madam Chair. I wonder, just based on hearing the breadth of the communications plan, whether we could revisit this question about whether there should be no prescreening. I just completed service on a search committee for a search for one statewide organization and I am in the middle of being on the search committee for another statewide organization. I have been through that meeting that Dr. McCormick, that long meeting when we have gone through resumes and it also includes that other long week of when you are going through all of the electronic resumes.

"Particularly if the communications plan is as successful as it sounds in its breath, I think we are going to be closer to the 72 of your one search as opposed to the 30. To the extent that prescreening can be done by our consultants with obviously the packet saying these are the people we are not showing to you and you can have access to them. It saves a tremendous amount of time during those days when you are going through the resumes and I just wonder whether are not certain basic qualifications that we are going to be setting forth in our profile that if they are not met that we really do not have to make the Board go through them all."

Dr. McCormick said, "I would respond that we can adapt in way that is efficient but the reason that we like you to see them all is those individuals will get eliminated very quickly. I have done this. It is amazing. You will have done a little homework. You will just see right away. I just I just hesitate for us to make a decision of excluding someone. You may see an applicant there that we need to know where that came from, what the story was. It will go quickly.

"What we could in between, we could have a conversation with the Chair and maybe another person and we could have a phone conversation and try to eliminate some, but my own feeling is it will go quickly. When you are going over them electronically, you will see in a hurry if somebody does not have any background, but at least they got their moment of review in a public situation with the Board. I or we can do a modification and as long as the Chair would be involved with me, with us, we could cut them back, but there is something about the integrity.

"You know that some search firms have been criticized for having a stable of people and that is who they present. We have had more of an open approach and here is the group that came. You may also see a characteristic in one. I predict even though you have some pretty detailed expectations, if you keep the funnel open, you may find that rare individual that does not quite fit that might just be brilliant. So by keeping it a little bit open, keeping that funnel wider it gives you a chance to think about that non-traditional person that you wouldn't first think met all of the requirements. So we will, as you decide how you are going to work, we can shorten that if you want to. As long as I have a member of your group sort of work with me on that I would be willing to do that."

Dr. Wiseman said, "You know, I do not know if this is relevant to your process or if I am embarking on another issue, but what is your process for communicating with applicants? You know, at what point do you let them know that they are no longer under consideration, etc. because we have all been part of searches that have been abbreviated because you think you found an applicant only to find that you do a background check that applicant is not going to be of quality. I would like to know how you communicate with each of the nominees or the applicants."

Dr. McCormick said, "Terrific question and I will tell you why. Our responsibility is to our client. That is you. I mean we are working for this client, this Board, but we also have to be

concerned about our applicants. They have to be treated professionally. It is a dangerous thing to get there when you have a good job and that is why the confidentiality statement was made first.

“First of all, we invite everybody in. If someone has been nominated we will be back to them within an hour or two saying you have been nominated. We do not always tell them who. ‘You have been nominated and we would be happy to receive your application.’ So, everybody that has been nominated we encourage them to apply so we can look at it. I find that about half of the people to two-thirds end up being nominated, but I am always asked, ‘If I am nominated, do I have a better chance?’ and I say no you will be looked at honestly when we get there. They will be informed that they will know that they are an applicant.

“We have another associate that is very close to our team, Brian Desmond who is our research associate. He is in the State of Washington, but we are all communicating every day. He will manage that electronic file. The first thing he will do and I will see them every day too and Janice, if the thing is not complete we will say, ‘Where is the resume?’ He will work at getting a complete file.

“Sometimes good people do not want to give you the reference until they know that they are being considered, even though I tell them I will not contact those references until we have their permission. Then, after that first cut, let us assume that we are going to do it by looking at everybody, we tell them within a matter of hours. Thank you, a very nice letter, thank you very much but the decision is made and you are not going to be a part of the semifinalists, we thank you very much. Then I always say to them, ‘If they would like to talk to me about it, I would be available.’ Some will call a little bit later and say could I have done anything better, but I never reveal what the Board said. I do try to realize that sometimes this can be an opportunity for them to improve on things.

“Then we will tell first to the eight of you have been selected as semifinalists and at that point, ‘Congratulations. If you need more information let me know, let us know.’ At that point we sort of turn it over to Cindy and she is going to get them scheduled. The sooner you do it the cheaper your airplane fees are. So we try to move quickly on that. You will probably pick a location which they can work on that will be efficient and easy to fly in and so on.

“Then all through the process and this is something I should have said earlier, candidates want more information. So since this is confidential we tell them to let us know I want to see the budget. They might ask a question about what happened to the past directors. Has the governor ever been involved in removing a past director? They will know those questions. We will get the answers from Harry and the staff and we will get back to them on that. It is quite likely they will want to review. Of course, you know everything is so open today they can do a lot themselves. They will want to see the budget. They will want to ask questions. They will ask questions about you why is a job open and by us getting involved we can probably reassure them on that.

“So now the semifinalists are coming in and they got some additional information. You interview them and then this is where we really, you have been a candidate I am sure, I was too and this is where our own experience, we will be with the staff so that when they are there I will be, one of us will meet with them before they go into the interview. We will be observing, but asking no questions. We will help you with questions, if you want us to prepare some thoughtful questions for you to consider, but they are your questions, but we will do any staff work that you want us to do. Then when they come out, very important, one of us go and listen how did you feel, what are the question, are you still interested? At that point they could say it just did not feel right and we will handle them very carefully at that point. At the end of that day of you going

over the eight or whatever it is, hard decision that evening about which individuals are the finalists.

“Then I really have to be careful because we will tell them that they are finalists because they are coming back for this other meeting which might be with the staff and if you decide to have advisors or presidents involved then we get back on the track of coming in, but the ones that do not make it at that point I especially take time to be helpful because we want to treat people in a way that it is a growth experience for them if we can.

“Then it gets hard because of 50 people wanted it and you are going to pick one and the five are in and by the way the Chair gets to tell the one that gets it. I get to tell the rest, the two of us, well, ‘We are sorry it just did not work out.’ I try to be very thoughtful, very kind and to give them an opportunity to make an appointment with me a week later or something when we have time to talk anything through because this is a new process for some and some people just do not interview well if they had their act together. I will give you one example, I had a candidate once who was outstanding and the Board had about seven questions that they wanted them to react to in this hour. By the way, you can get a lot done in an hour if it is well planned. Just so you know when you are doing these interviews, if I have one hour or 40 minutes of good questions and then for them to ask a question. Their questions may be more revealing than yours about the candidate, but you can get a lot done in an hour, but you always need time in between to sort of think about it.

“Then at the end of either of these sessions, either the semi or the other one, you need to build in time to stay because then the rug cutting, you really have to think it through. Some people want to think about it over night and come back the next morning. Other people on the committee people on the committee want to have dinner and then will think about it, but the decision making becomes very hard. We are trying to take good care of, you want them to think well of the Board, you want them to think well of the opportunity. So that is kind of how we work with it.”

Dr. Wiseman said, “My question is actually more pointed. When you have five finalists and perhaps you have selected one. At what point do you communicate to the other finalists? Sometimes if you do it too soon you foreclose the Board from an option if, in fact, the finalists you have chosen does not choose to accept the offer or has another offer and chooses to accept that.”

Dr. McCormick said, “Perfect. Let me go back to semifinalists. I might say to you at the semifinalists that you are coming to the decision about that these are the eight we want to look at and I might say to you based on our experience when it gets down to this point somebody is going to talk to their spouse or their current employer is going to give them a little bit of a boost on their raise the minute they talk about it. I say you know if you said to me we want to interview eight semifinalists, I would say let us have more and I would be honest with them then if somebody sort of pulled out. I would go back and say you know you just were on the fence but we now want to talk to you. Be honest because you have to be honest always. We would pull them in then to be a part of the eight. You might decide on ten and if two pull out.

“Now when it gets to the next stage it, I would recommend once you get to that stage move it fast, do not deliberate. So we will ask everyone of them during the interview are you still in, do you want this job, if you are going to drop out tell us now. Then I would move fast, but what I did, I probably hired 40 presidents or so, when I was the chancellor of two systems and what when we can help you and do all of this we might call the number one candidate and say, ‘It

looks good are you ready?' If that person hesitates I want to have number two in my pocket. I found that on the other hand a big decision the person might say I have to think about it until morning. I would make sure that on those five that we had number one and we probably do not dismiss number two until we sort of have a deal. Of course, your people at the end, it has happened from time to time will not sign at the end. Be very careful. Do not delay once you are ready. Move it fast on that, Board.

"Now you suggested when would be the time and we can frame this up do the advisors and the presidents get involved in helping the Board decide and that is your decision to the degree that you want to, but remember even during that final interview this is a big decision for this person that is going to come. As you expose them to the presidents they are going to be asking questions too. Just be prepared, I hope it will not, but we will try not to have it happen, but a person could say, 'I met with the staff. I met the Board. I met with the advisory committee and the chemistry just not right in Illinois for me and I am just not going to take it.' It can go both ways. As you are evaluating them, they are evaluating you. I would rather lose the candidate then than have the person be unhappy later.

"We will be with you only in terms of your designee, the Chair, and individuals. We try to get, to answer your question, we try to get all of the things out that might concern people before they come. I think one of the questions we are going to ask and we will get to these questions and start listening, but I am going to ask you, I will give you sort of three questions to start with, but one of the last ones is why would the person want to come here? So we have to be telling the story honestly. It is a wealthy state, there are some challenges, but we have to tell the truth because they get it anyways. So I might just suggest, I do not want to cut off any questions, but I do want to get to the listing and I want to tell you what we need to hear. We can do questions later, too."

Chair Anderson said, "Any immediate questions?"

Dr. McCormick said, "I am trying to have contact with all of you. Forgive me when I look over here I cannot quite see so well with the window there so if I miss anybody forgive me on that.

"Just to start on the questions, we think, maybe this is the two of us, we think this is most important is listening. By the way, we have talked to some other people. By the way, the nominations are one thing I would add to what Janice said. We talked to the head of the P-20 here. That is very important, this relationship. We have talked, we will have talked. Cindy set up all of the relationship people that Harry deals with. We talked to the superintendent of public instruction this morning and just getting their views. What do they need? What do they look at? They are being very complimentary of Dr. Berman, I should tell you. We asked them. So what we would do is get this gathering process. We will send them an opportunity. I told them that if they cared to nominate somebody we would welcome it. So all of these relationships people that Harry has, if they have good ideas about who they would like to be their new colleague they ought to let us know.

"Also, the question might come up. I do not see anything wrong with a member of the Board making a nomination. I do not see anything wrong with the advisory committee making nominations. The only thing is if you make a nomination you have to be prepared that if your nominee does not get it you have to get on the track for whoever you are going to appoint, but I think we welcome all of your thoughts and we will treat them with respect and you probably meet

with your other college presidents and if they have some good people in their organization we will value those nominations.

“I can come back on any questions, but let me tell you what we want to hear today. We need to learn about the special and unique and even peculiar qualities of this organization. All of the SHEEO systems, there are a number of things that are governing boards and there are other things that are coordinating boards. Every one of them is a little bit different. There is no standard job description exactly for this head of higher education in each of the states. They have all grown out of the legislature and the governors of these states over time. Yours, I think, in 1962 you got started, and so we have got to listen to all of that. We need to get a sense of the academic community and also we need to hear about what is important in this region. Chicago is an interesting, complex city and the state is a complex state with all kinds of relationships and we need the kind of person that can make it in that kind of environment.

“Then we need to listen to you helping identify the common denominators of what the system constituencies, you and others, desire and what do we want this person to do. If I were your candidate I would just nail the Board in my question. What are the three things you want me to get done next year? I would want you to have some answers about that. I would be asking that question to see if I could fit and could I do it.

“So we want to ask you what do you want to get done, what kind of skills do you need. Questions like does this person need to come and have higher education experience? Do you prefer a doctorate? Do they need to be able to work with the legislature? Are they a collaborator so that they can work with all of these others? In a coordinating board you have to be a little more collaborative, maybe than a governing board, even. And then this last question – what are your challenges and opportunities and the strengths and weaknesses of the job and why would somebody want to come here? We just have to face up to that. What are the good things about the opportunity?

“Do not be afraid because things did not necessarily go well for the last director, if that is the case, because some people might say things that are challenging might be the reason I would come and take it. So your person that you are trying to get has to have a passion and understand the problems. We need to hear, just in summary, what do you want to get done, what are the characteristics of leadership that you need, and if you have some thoughts about why a person would want to come to Illinois and to take this job. Help us get that because in my telephone calls I will reflect some of this. I am trying to be an advocate for you on why this is a job a person would want to take with having great integrity. Janice, do you want to add to that?”

Ms. Fitzgerald said, “No, I am ready to listen.”

Dr. McCormick said “So any questions? If we do not comment on what you say that does not mean it is not important, we are just trying to listen to others.”

Dr. Allan Karnes said, “I think it is real important that number one the Executive Director has to be able to manage the staff and manage the budget, work with the Board, be collaborative with other education groups in the state, but what I think we need the most is someone who can lead the higher education community. Someone who establishes ground rules or policies. So this person needs to lead the legislature and not the legislature lead us. We know about higher education. A leader, an Executive Director, should know about higher education. He should educate the legislature and the Governor’s office in what it is we need to do to make the system

better, not have whatever seems to be trendy at the moment with whatever organization and have that shoved down the throats of the universities which commonly is happening in this state.”

Dr. McCormick said, “Should the person have vision and be able to, with the constituencies, collaboratively pull together a strategic plan for the state? Now the reason I say that is you have a plan that was done 3 or 4 years ago about, it is called the state plan I guess.”

Dr. Berman said, “The *Public Agenda*.”

Dr. McCormick said, “And it is time probably to look at that again and looking at it and updating it. Harry is already taking steps to see if you can get some support for that. So would that not be one of the major jobs for the new person to have the vision to lead that new look at what ought to happen in higher education in Illinois?”

Dr. Karnes said, “Well, I think, you know, you may want to look at the *Public Agenda* again, but I think it is more important to put into effect. We already have the *Public Agenda* it is a pretty good plan. We are simply not getting it done, not getting it done.”

Dr. Woodward said, “I would add to that I hope we need to have a new plan. I mean I would agree that it is a question of implementation. Maybe you have the *Public Agenda Two* but it is, the first plan should be driving it. Sometimes some people come in and they want to reshape everything based upon their experiences and I would be resistant to that type of person. I do not want a vision. I want an advocate and I want a person that can anticipate as well. Advocate and anticipate.”

Dr. McCormick said, “To put your two thoughts together and just come back and see if it is making sense to the rest of you. This is a great time for this Board to look at yourselves. What is the role of this Board? Because when you decide where you want to go then you need the person to lead first and will take you there. But, you need to decide, it is your chance to look at the Board and where you are headed.

“Is there a chance that what you really want to have happen and you will know this, but it is to get to the point where this chair and this Board is the group that the Governor and the legislature comes to and says, ‘What are your recommendations?’ Is that the whole, I mean before this Board overseeing all of higher education, private, public, if the legislature and Governor need a group to them what they ought to do, should this be the group? I mean is that good enough?”

Dr. Karnes said, “Yes.”

Mr. Ruiz said, “Absolutely.”

Dr. Vinni Hall said, “But my question is and, I come from the Illinois State Board of Education (ISBE), I would like to come from another point of view and it is not necessarily the universities telling everybody else what to do. So earlier you said things are shoved down your throat. Well, I think that reaction comes from the fact that people are looking for something and they are not getting it. We need to sort of recognize what the for-profits are. Our universities are the best education in the world for really creating opportunities, and problems in communities and problems of whatever, they will solve it. That sort of intellectual conversation, that kind of how are we going to deal with the issues, responsibilities, and the budgets we have. We need

somebody who is going to think outside the box. We have technology now, so those of us who stood and lectured for years and years, it is fulfilled by moving. You are done.

“So we have got to reshape the way we think, in my opinion, how universities think about themselves and how they can get more people in. I do not look at it as a business and we need to think of how we can get colleagues to sort of change the way we do things. I see us on the precipice of really making some wonderful differences in communication, collaboration, critical thinking, complex thinking, and I think that that comes mainly think from the university.

“We are the seeds of, in a sense, truth. How do we get that truth, how do we spread that truth? What kind of leadership, what kind of vision do you have of ourselves? Notwithstanding, I understand that I especially. The ISBE has shoved things down people’s throat and in their noses, but the point of fact I think in some ways it might be a reaction. Graduation rates are not so good. In some of the universities diversity is not so good. How we are doing with job creation. Are we adding to that?”

Chair Anderson said, “Thank you for sharing. I know it is a small room, but please make sure you speak into the microphone, it is important.”

Dr. Proshanta Nandi said, “As Jim and Janice were making the presentation I starting wondering about what constitutes the role set of this new person who will be taking the position. I was looking at the role set and I was looking at chancellors, presidents, legislators, faculty, and staff through whom this person will be able to work. The demands are different for each group. The most important thing will be in my mind in thinking of leadership styles. There could be an utilitarian leader as well as I said a long time ago there could be a laissez-faire leadership and there could be a democratic leadership.

“The first line in your thing says the most important thing that I think is that he has to represent a vision. Without a vision probably everything will be lost because the situation is here and we do not want this situation, we need to change. How do we accomplish that change? And, that is so important that other qualities come lesser or become less important and that is a thing that you are going to do to identify such a person who qualifies for the all the characteristics plus the added quality of having a vision and ability to get the work done. We already know we are in a dire pecuniary situation. The faculty are unhappy, students are unhappy because of the increasing tuition and others. How do we get better than this situation? That is what we anticipate you will help us identify such a person who satisfied all these rule sets demand and yet get the work done.”

Mr. Justin McDermott said, “Adrian Miller could not be here today, we actually talked a little bit about this over the telephone. From my student perspective here I spent most of the summer playing Minecraft, I do not know if you guys have heard of that, but I spent the rest of the summer looking at my Google news alerts for higher education. I have read hundreds of articles about higher education and reading President Obama’s address and reading our *Public Agenda* front to back. I know Candace Mueller have given me at least ten different copies.

“I think one of the challenges I would like to see addressed and one of the questions we could probably ask our Executive Directors is, we have such a complex system of higher education in this state. When I have talked to other student leaders in other states, they usually are voting members on the Regency or their Board of Trustees. I do not think I have ever met a student who has been in my seat on a higher education board. Why I am going to that is because one of the challenges I see for Illinois is that we have so many organizations that supposedly fall

up underneath organizationally the IBHE but we do not really provide leadership to those organizations, we do not provide a real unified plan. Everyone just kind of looks at the *Public Agenda* and says we will just identify and do the portions that apply to us and there is not any coherency connection between the two and I think that is kind of why we have things that Allan is talking about.

“The other thing I would like to see is kind of addressing what is going to be tomorrow and that goes back to the vision statement. We have massive open online courses (MOOCs) that are coming in, we have technology, we have rising cost of tuition, we have rising unemployment, we have rising student debt, and all of these factors are pushing here on the state. Then we have pension reform. We have lack of resources at the legislature, all of these challenges. We need somebody that can be able to leverage the vision to solve those challenges while at the same time providing an umbrella of kind of bringing these things together.

“As a special side note, one of the other things I would like to see personally as a student is one of the things Dr. Berman has done a really excellent job of and I would like to see the next Executive Director do the same thing is engaging the students. We have gone to this very data driven outcomes ‘X percentage here’ but there is a lot of anecdotal evidence that we can give the Board and the Executive Director as far as the programs and whether they are being effective or other challenges or opportunities that just haven’t quite surfaced yet on the radar of that data but are coming down the pipeline and that new Executive Director has to be able to see those challenges before they become a data point so we can react to them quicker than be reactive which seems like we have been in the past.”

Dr. McCormick said, “[Inaudible] and some are coming more and more all the time.”

Dr. Karnes said, “From a faculty perspective, I am a member of the Faculty Advisory Council as well and Les is a member here and he will back me up on this that more and more the perception is that the Board of Higher Education really does not matter anymore. It does not matter and the universities just go around, they go directly to the legislature now. That is not the way it used to be. The Board controlled the budget. Now we give this range budget which says, ‘Oh, if you give zero percent or a negative one, some bad things would happen, and if you give four, some better things would happen,’ but we do not say this is what we need. We need to present a budget that is realistic, that says if you do not give us this amount we are not going to be able to do the things that we are suppose to do.

“We do not want our chancellors and presidents and university liaison officers going around the Board and going to the legislature. We do not want that. We want them going through the Board and the staff at the Board. Back when Ted Sanders was Executive Director you never saw a chancellor or a president miss an IBHE meeting. Now maybe half of them show up, maybe half, and the University of Illinois did not come for two years. We need to get the Board back to where it needs to be in a position of leadership.”

Dr. McCormick said, “[Inaudible] What kind of leaders here that remember them a number of them said [inaudible] Dick Wagner. What kind of leader are they that created the situation where the legislature and the Governor asked the Board for advice?”

Dr. Karnes said, “I think it was the fact that they were comfortable with the legislature, that they knew the people in the legislature and we able to go over and talk to them and educate those people.”

Dr. McCormick said, “I did a system head where the governing board, actually, the presidents were hired by the governing board and you had local trustees, but I have involved where it is a natural tendency to go around to your local legislator and get what you want, but if that legislature said to the committees, ‘We want to hear from our Board accounting to a former president we get in line and will want the Board to be our advocate.’ If they said, ‘We want to hear your budget,’ and if the Governor said that, that is a message to all of the constituents. How do those leaders get the governor and the legislature with the Board to see the Board as the overall picture for thus?”

Dr. Karnes said, “Were you around then Elmer?”

Dr. Washington said, “Yes I was. I think in explaining this you have to look at the overall higher education environment. Things have changed dramatically since those days. There are many changes, but one of the main ones is that most of the money for operation at our universities comes from student fees. It is not coming from appropriated monies. Students are footing the bill for their education. This shift in terms of where the money comes from also means a shift in terms of who you listen to and what you do and I think most institutions recognize that they are more independent now than they were then when most of the money came from appropriated funds.

“That is a change that has occurred and I do not see that changing in the near future. It is unfortunate that it has happened, but that is the way out in terms of universities operating with less budget total. You simply pass the cost onto students and therefore we are in a crisis which probably will get much worse where you do have high tuition, high student debt and fewer students who are able to attend colleges at all because the cost is beyond the reach of too many students.

“Our *Public Agenda* speaks quite vividly of the need for us to create an educational system that works for those who have been excluded in the past including minorities, adult students, people returning to the workforce, unemployed persons, all those persons are to be included in the *Public Agenda* but the mechanism whereby you get the support to do that has changed so dramatically. The state does not provide the resources it use to provide for those kinds of things.

“So, we have a major shift in environment and I am not sure what the solution is but I know that we have to be aware that that is the problem and be more explicit about it and hopefully as we look to identify leadership for the Board we will try to identify someone who at least fully understands these dimensions of education and hopefully has negotiated success in some area dealing with these issues, because of course it is a national issue as you know. All of these are national issues.”

Dr. McCormick said, “I heard that several points here and I can see them in that seven or eight points. I think you just said in this new leader we need someone experienced in higher education that knows the national issues and is able to with the Board, educate the Board too, about these issues and be the kind of a vision person that, with the presidents and others, can explain to the legislature and the governor what is going on, but you want a national view, you can be in Illinois and have a national view, but that has to be one of the things we are looking for, a national knowledge of what is going on so that in the interview we can discuss these kinds of issues that you talked about. I think that leads to you want someone not only with a national view but somebody experienced in higher education. Does this person need to have been experienced

in higher education? But there are other people that say you do not need that. So do we want to say that? Experienced in higher education?"

Dr. Washington said, "Let me say experience in addressing these issues."

Dr. McCormick said, "In higher education."

Dr. Washington said, "In education. In higher education particularly because that is what we are concerned with but education more broadly."

Dr. McCormick said, "Do you want to also get something in there about the, not only understanding of higher education, but basic education from where all of our students come? They produce the students that come to the institution and we produce the principals and teachers that go back. Does the person not need to have a vision of all of that too?"

Dr. Washington said, "I think we need to be more holistic in terms of our push to solve many of these issues. It is a very complicated situation but the person should be aware and have the ability to pull the pieces together at different levels to address these issues."

Dr. McCormick said, "And should they, we are getting to this, should a doctorate be preferred?"

Dr. Karnes said, "It does not have to be."

Dr. Washington said "It does not have to be. Experience."

Dr. McCormick said, "Would you say preferred at least or would you even say that?"

Dr. Nandi said "I would say preferred."

Dr. McCormick said, "But not required?"

Dr. Nandi said, "Well if left to me I was looking at interaction and I have done some studies at the hospital and found that people who do not have an M.D. are treated differently by the other M.D.s. This person will be dealing exclusively with very highly qualified Ph.D.s with 20-25 years of experience and although technically we cannot disqualify people who do not have a Ph.D. From perspective of the person, in terms of interaction, why subject this person to a little bit of less caliber or station then if he had a Ph.D."

"My second point was I think this person has to be knowledgeable about education with particular reference to higher education, but as we all know that we get our raw material from elsewhere, the secondary and high school. There finished product becomes our raw material and if we get shoddy kind of material we cannot go back and do our job properly so we have to be inclusive in terms of what happens in less than higher education and how is it connected to higher education."

Mr. Dorf said, "I have a procedural question, to what extent with respect to candidates who are nominated does the name of the nominator accompany the package?"

Dr. McCormick said, "It means a lot to me when I know who they are, but what we usually do not usually do, if it is a letter of nomination we will probably give it to the committee."

Sometimes a nomination is out of the blue and I do not know, but I know people around the country if they are going to write a letter and say here is somebody that can do it they are good, it is what you know it is probably informal.”

Mr. Dorf said, “My concern in this and especially, since we are talking about qualifications, that the more we broaden the search to accept people without certain qualifications, life experience, or whatever. If for example, it is reported that we have chosen somebody with a bachelor’s degree as opposed to a doctorate and if the nominator turned out to be the head of a state university system, head of a national organization, I think the newspapers and the public would accept that, but if it turns out that the nominator is legislative leader who has given us somebody that we have accepted with a bachelor’s degree and we have turned down people with higher learning degrees and terminal degrees the sense of why we have chosen somebody is very different. That is why I asked to what extent is the name of that person followed?”

Dr. McCormick said, “I think it does matter.”

Dr. Karnes said, “What about Ph.D. or terminally qualified in their field?”

Dr. McCormick said, “That is why I wanted to go there because we could have a master of business administration (MBA) and frankly a number of lawyers are getting appointed with law degrees. I just know the retiring president of the University of Pittsburgh after 18 years is just brilliant, he is a lawyer. So, I mean that could be, I would recommend you go that broad at least and be D.E.D., D.E.A. and...”

Mr. Dorf said, “Terminal.”

Dr. McCormick said, “I always hate the word ‘terminal’. It seems like they are not going to live the next day. None of us are terminal we keep living, literally, living and learning so I would be a little broad on that if I were advising.

“If I am going to begin, we also have this vision thing. We need to work on that. I have also heard that we need somebody that knows what is going on in the nation and knows the problems because there are problems almost in every state. A couple of states are working on getting there. Most states are a challenge. These problems we are having are not unique to Illinois. Maybe the pension is and some other things, but not the higher education.

“Then the next thing that I have heard that I want to go back and pick up, I heard the words coming through since you are not a governing board, you are a coordinating board and you do not hire presidents, you have to work with people, I hear collaboration. That this has to be a person in the reference checking who can work with people and pull together and you have got to lead by your vision in who you are and you do not have the authority sometimes because you are coordinating. So this collaboration is something you have got to talk about, that kind of a characteristic.

“Then I heard some other things, you raised them first, but I want to see if we are all agreed. I have worked on these things a long time. If this person cannot manage and lead the staff, that this one person that you hire is only about as good as the people around them and that is the way they manage and grow and develop staff. So if you do not have a good track record to be able to work with staff I do not think you could realize it. So is that managing staff something we

want to say? Maybe in the reference checks I will want to talk to people that work with these. Is that important in this job?"

Dr. Karnes said, "Yes, we had a real problem before."

Mr. Ruiz said, "Yes, we have had some issues in the past with Executive Directors who have not had a good working relationship with their staffs and it has been a source of concern for the Board ongoing and eventually led to their not being around anymore. You have some very good staff people and I think they will produce at the highest levels, but they have to have a certain level of confidence that the person at the head is going to stand by them, is going to work with them, and is going to support them. That has not always been the case.

"The other thing is if you have got someone who is a candidate who has not been good with staff, they are certainly not going to be good to do this job of collaborating with the greater higher education communities and other constituencies that the Executive Director has to work with.

"I wanted to go back just a second. You had made reference what made those previous leaders. You talked about Dick Sanders and Dick Wagner. That was a different time and I think you eluded, not only to the way the higher education landscape has changed, but the structure of higher education in the State of Illinois has changed from those days. This use to be a system of systems state so the temptation, if you would, of universities and university presidents to go around the Board of Higher Education, you had another layer of folks who would sort of discourage that and you had a very strong coordinating board. You had a very strong chair and a very strong Executive Director who understood how to use the tools that they had to make a program go forward and one of the tools they had and used very effectively was the exercise of the pocketbook. How that budget was going to be put together and how it was going to be allocated.

"The second tool that they had was the control over programs. There was a very elaborate system that operated for a long time on a review of every single program that was ever approved. We do a lot of approving at this level. We have not gone back in a long time to say, 'Gee, whatever happened to that nursing program that we approved about five years ago? Is it still serving the constituency that they told us it was serving? How effective is it and do we need another one?'

"We will approve one this month and maybe six months from now another institution will come and say they want that and so now we have perhaps an oversaturation in a particular market. So they use the tools that they have very effectively and I am not sure that this Board has done that in quite a while. We need someone that will have the tools, we still have the tools but we need somebody who is going to help this Board go back to becoming I guess what you eluded to a certain level of relevance that we have lost."

Ms. Fitzgerald said, "I want to ask Mr. Dorf, was your question answered about the nominations? You should be assured, you should know that every applicant who may be nominated, if there is a letter of nomination, it will be included in the package that the reviewers see."

Mr. Dorf said, "I am asking because I am not sure it is a good thing yet. We are in such a political atmosphere and I personally do not know whether it is better to want somebody nobody

sent or whether it is better to have a set of criteria for the candidate and not necessarily know who is the person who sent them in.”

Ms. Fitzgerald said, “Alright well we will await that kind of guidance but at this point we would expect the entire package open to those individuals reviewing and that is another reason why everyone is privy to the one through 50. We do not need, we prefer not to sort but as you wish.

“Could I at this point, I am going to ask for something pretty simple. Could I just hear some more adjectives? Could I hear about things you know that you want to see in this leader and I have heard a lot – advocate, visionary, someone who would anticipate, planner, and collaborator. Are there more that you know you must see in this leader?”

Dr. Woodward said, “I think the Board and the Executive Director actually have an education function for the public and we see this at Board meetings. There is always special presentation which really is an education not only for us as well but for the public and that I think helps create an agenda and maintain the *Public Agenda*. So I see an education function there.”

Dr. McCormick said, “And the Executive Director needs to assist the Board members with all kinds of things. There are other things going on in their lives and this is a very important job that they take on. Probably expect the Executive Director to be in a very respectful way educating them. Is that fair?”

Dr. Woodward said, “Yes. I do not know, I always think of the word gravitas for an Executive Director. There has to be something there for gravitas.

“Just going back to the staff thing, I am looking at the advertisement. I think the staffing is so important that you almost need a statement that there is a dedicated hardworking staff and the Executive Director.”

Ms. Fitzgerald said, “I can address that. This document, which is probably the first page of the website for the Executive Director search, was drawn up by Dr. Berman’s staff. It is certainly a draft. It is not something that is finalized yet. I am sure they feel that way. What you are talking about is the profile. In the profile we should absolutely indicate the number of staff, the kind of things that they do, lot of the initiatives currently being undertaken. The profile will cover that nicely.”

Dr. McCormick said, “I think that is the reason why you want to stop and include all the history. This is a long history system, back to the 1960s. On your staff you have some new people but you also have some senior people who have been around for 25 years. You do have staff power so that the new person coming knows that they have a team. Now that does not mean that they will not have to replace someone over time.

“I think Springfield is a beautiful city. I mean I think there are some pluses so just for a little bit on the pluses. Illinois is a good state. You are having some serious financial problems, but as the country goes this is a major economic and agricultural state. I mean if you look at the states in the country would this not be one of the states that you would want to work in if you are going to be the Executive Director? We have to put a positive spin and not concentrate on the last five years whatever happened, these pension problems and so on. I mean, I am able to be passionate about Illinois being a great opportunity with these problems covered up, but this is a

rich state. I mean I think it is. I have not done all the statistics. You are very powerful important state.

Dr. Hall said, "I would like to suggest advocacy, someone who will advocate strongly for Illinois's fiscal [inaudible]."

"I would also like to say in relation [inaudible]."

"I just wish there was some way this Board would address all of the things that confront the students which we serve. I think if we were [inaudible] on changing that dynamic, we want, I know those of us in K-12 we want kids to go to college. We have youngsters, candidates, who cannot go. They simply cannot go. They cannot find private funds, they cannot sustain themselves after the first year. We have got to be able to have clients that we serve."

Mr. McDermott said, "That brings up another thing, just let me tag on there. I would also like to see someone that has some maybe underlying business principles. You there is on this north side here we have got this huge growing entrepreneurship community and there is a, I do not see that there is a lot of outreach, really. I mean there is some from the city but there is no one from higher education saying, 'We have innovators here for you from our colleges. What do you need from us?' I see a lot of just the big universities doing that on their own but not the state doing that and I think there is a missed opportunity there and I would like to see somebody that is looking for those opportunities, not just in higher education necessarily but how do we get students from going out the door with a degree to actually doing something with their degree. You know, making a product for this state as an asset not necessarily oh here is just all of our graduates, because most of them either move to the north side of Chicago or they leave."

Dr. Hall said, "Or go out of state."

Dr. McCormick said, "I think what we are trying to say is that there is an opportunity to contribute. I think I have picked up already from some of the discussions, I think the business community in Illinois is ready to join hands because the current leadership of this Board and try to find ways to work together better. I sense that from talking."

However that is very unique. You have had some very innovative people here that are innovative nationally. You have a Boeing, he is retired now, you have a Boeing executive that has taught in engineering and around the country is quite well known. I believe this is an opportunity here for this Board and this new leader. I think Harry has already got this started working with business leadership because they cannot get the workers without you. You cannot get the funding without them. I mean [inaudible].

"The other thing is do not underestimate yourself you and I am serious. The power of this Board, when you get yourself together with what you are going to do, you know legislators, you know the Governor, and do not underestimate your own power to have those interactions that help the Executive Director and the Board be seen as the more powerful force. In fact, you have a new legislature who probably needs you more now than it did when there was all that money to figure out these things, which is probably [inaudible]."

"Adjectives – anything else you want to see in here? Integrity, I think, I would like to put that up for you to talk about. If this person, I think you even said important if this person does not develop honesty and integrity with the legislature and the governor and is not respected as an honest, straightforward person, that is not going to generate the trust in the system. So that is

why we ought to add integrity in there. I do not know how you want to say it, but is that important?"

Dr. Nandi said, "Very important. Very important."

Mr. McDermott said, "I would say courage."

Ms. Fitzgerald said, "Did you say courage?"

Dr. McCormick said, "Well, courage, remember now think about something. [Inaudible]. This person, thing about the presidents, I want them to tell me later. They have alumni. They have constituents. They have foundations. They have faculty. This person has you. The more you make relationships over here but you hire him or her, you evaluate him with the courage and the backing of the Board. You need the courage but cannot be out there alone. It is the Board and you decide what your Board and then back that person to have courage. You get a person that is a leader, a strong leader does all these things you can said, you are out there and then you begin to get some feedback and the Board splits what they have done. So that is why you have to get yourself together first on this plan of what you are going to do and back that person and stick with it because there will be some rugged times if their opinions often are not popular with everybody and it might happen in this financial crisis."

Dr. Woodward said, "In line with integrity maybe principled."

Dr. McCormick said, "Absolutely. Do not let me influence you on that when I ask. I just know that legislators."

Dr. Woodward said, "No."

Dr. McCormick said, "Credibility and consistency and that means integrity in the way you do business with audit and all of that stuff."

Dr. Woodward said, "Honest broker."

Dr. McCormick said, "Madam Chair and others, I know we are going to run out and I do not want to cut anybody off. If there are things you think about on the way home which is always to me I should have said that. I guess it would be okay to give the Chair an email, or Cindy or Harry, and still get it back to us while we are writing."

Chair Anderson said, "Sure, I think there was one more comment and then I do want to move onto process and next steps, but there will continue to be an opportunity to share thoughts and for Board members to provide input."

Dr. Wiseman said, "This is my first meeting, but I am little concerned if you say courage. You will signal that there are some things. I would prefer something like translate opportunities. That is really what you want. You want somebody who can facilitate that. You know right now a lot of what you were talking about you were talking about, Vinni, is going on with the individual presidents. That is where it is going on on the north side. That is why it is getting to places like the University of Chicago or Northwestern. If you really want this Board to rise to that I think even your position description needs to be a little bit stronger, in terms of translating opportunities with the legislature and things like that so that you convey that there is something broader, sophisticated, and probably mature that you want in this person."

Ms. Fitzgerald said, "Let me preface that we do not have those issues."

Dr. Wiseman said, "I am just talking about this, whatever you handed out."

Ms. Fitzgerald said, "This is again, this is from the Board staff."

Dr. Wiseman said, "Oh okay."

Ms. Fitzgerald said, "So you could really see what the first page of the website would look like. It is a draft."

Dr. McCormick said, "Online still we are working on, as we are getting the job description and the profile and it all has to fit in this, too, in terms of [inaudible]."

Dr. Wiseman said, "That was it."

Dr. McCormick said, "You need the presidents to see this Board as an advocate and a leader. I would predict, I do not know your state as well as the one or two I have worked in for a long time, but I predict that this Board really gets themselves together, advocacy, always dealing with the issue, always thinking about students, students exclusively that are why we are here. You get yourself together with the Director, the presidents would welcome a discussion that we could work together and I want to tell you that the power of all of you together will change legislators and even governors."

"There might be a way to get the Board sort of leading the other boards. I met with the folks you work with from the Illinois Community College Board, they have 300 people out there and know who legislators are and who might be legislators. I mean you have great power if you can pull this group together on a plan that they see as an advocate for students. I believe if the presidents begin to see that there is something going on will not be managed but they will be advocates and join with you. My guess is probably right."

Dr. Wiseman said, "Yes, but they will want someone to lead this Board who can translate those opportunities for them, who makes it clear that this place that can create that kind of umbrella approach for everyone because too often you have presidents doing that individually."

Dr. McCormick said, "And I bet the stories, brought it up, I think several people did, the story to be told is that you have an underrepresented citizenry that is growing that will be your workforce and your citizens and if you do not do a good job, Illinois is not going to be competitive with the nation let alone the nation not competitive with the world. If you do not change that with the new groups that are not getting an opportunity we are not going to be a strong country and we will not be a strong state. That is something to really get behind maybe. We have to get behind. Too much from me Madame Chair."

Chair Anderson said, "No, but I would like to touch base on next steps and process, but anything else from Dr. McCormick or Ms. Fitzgerald before we move onto talking about process?"

"I will give my thoughts. For the Board members there will obviously continue to be opportunity for input. My thought is the most efficient and effective way forward is, as Dr. McCormick referenced and I agree, is a small subcommittee to handle at least the early stages of the search. So that would include finalizing the position description, reviewing and selecting the

initial cut of applicants, conducting interviews of semifinalists, and it would just be a challenge to coordinate with the time commitment and all of these additional meetings, so many meetings outside of the regularly scheduled fall Board meetings. Obviously like we said it is a significant time commitment to at least participate in this initial phase of the search.

“Of course, the entire Board will be involved in the selection of the final candidate and have opportunities to have input throughout the process. So, these are my additional thoughts on the process. Please let me know if you are interested in participating on subcommittee or being more involved and I would be happy to hear from you. Regardless, I hope all of you have my cell phone and know that we want to continue to hear your thoughts and if you have additional thoughts following this discussion, I know there is a lot to cover in just a couple of hours. I think we covered a lot, but we need to continue to have a dialogue as we move throughout this process.

“Any thoughts on next steps and the subcommittee? Any discussion? Janice or Jim did you have anything to add?”

Dr. McCormick said, “I think that, and I have said this two or three times, but when we go out abroad, how we go about this job, I would want that ad and that profile to have your needs in it, because I do not want to get to the end and say we wanted somebody that did this because this is building what we are looking for and we want to get it right if we need to be involved and helped more. So let us get, does not mean that you are liked equally well or everybody would be on the Board.

I am worried a little bit about your Board members that are not here. I say this because I do not want to get to the end and say, ‘Well we were not involved.’ That is something we need to work out. That we could be helpful maybe in that discussion if they were not present, yet in the end you do not want somebody to say, ‘I was out of the picture.’”

Dr. Hall said, “We have some people who are sitting in for Board members and I was just curious as to what has been said and I just wondered if there were any of those.”

Chair Anderson said, “There will be an opportunity for input, I believe, after this meeting.”

Dr. Berman said, “Yes, we have the representatives from our advisory committees here and we appreciate their coming today. Jim and Janice is going to be sitting with them as we conclude the meeting to get input from our advisory committees.”

Dr. McCormick said, “I think I am not answering your question that was raised. I am sure that the Chair knows it, the staff knows it, that when we get to that final group, I have already recommended that at least they meet and go to your offices and see where it is and meet with the staff. The other thing was is there another group or round of meetings where maybe the advisory committee is able to meet with the candidates and give some thoughts or the presidents. You have an advisory committee that I think is a pretty well developed and they are all here. I do not think that needs to be answered now but down the line you might decide how you are going to do that.”

Dr. Karnes, “Lindsay I do not know what you are asking for I guess.”

Chair Anderson said, “About next steps? What I am asking for is for Board members to 1) let me know if you want to participate on a small subcommittee; and 2) just to continue to have

a dialogue as you have additional thoughts about the process and obviously to be engaged and know that we are going to have a lot of communication, I think, over the phone and by email as we navigate through this process. So I think my asks are to let us keep talking and let me know if you are about to put in the time to do many, many meetings and review many applications to participate on the subcommittee. Does that answer your question?"

Dr. Karnes said, "Yeah."

Chair Anderson said, "Okay."

Ms. Fitzgerald said, "I do have if it is alright, I do have a footnote to add, but Jim might have mentioned it, you mentioned it, but all of us tend to list our references with individuals who have some confidence. There will be a point that when individuals are in the finalists that they do know that we will be going off list to check facts and they might not like certain issue about themselves."

Dr. McCormick said, "And somebody raised the next question before, but I just wanted to tell you that in the process there may have been someone that is in the picture that got fired. Now, the first reaction is, 'Well, we do not want that,' but maybe you need to look into it more because maybe that person did what was needed to be done. All I am saying is that we get these candidates, you need to look with some depth about what might have happened because there leaders that had the courage who was fired and maybe should be considered because they might be right for what you want to do but they were not right in other situation and could not put together the culture or whatever. So it is pretty complex about who will do what you need to have done but that will become more obvious as you look at those candidates. So we Google, we do that, we even go beyond that and do everything else and, but you will too.

"There is one other decision that you could consider, the executive committee, well you paid us to do the reference checks for the semifinalists. You paid us. Suppose if you have ten, fifty or sixty, we will do them very carefully, but sometimes the committee would like to do some and look at up. The trouble with that is you do not ask the same consistent questions. I just want you to know you paid us to do, whether people want to do them too at that point so some of the members of the Board that is an option. The thing is, if you probably want to do that, you will need to think about how you will be asking the same questions. That can be worked out. That is a question later for your subcommittee."

Chair Anderson said, "Okay. Any other?"

Dr. Berman said, "A couple of comments if I may. I want, Madam Chair, the Board members to be clear about what the responsibilities would be that would associated with volunteering to be on the subcommittee to take care of the initial stages of the search and you can see that on this list. So anything that says subcommittee, that is what the Chair is proposing be done by a smaller group of people than the 16 members of the entire Board. So what you would be signing up for would be some refinement of a drafted profile and then prior to October 30 reviewing all of the applications and then meeting to review them and identify semifinalists, then the meetings which could extend over two days with semifinalists. Subsequent to that then the whole Board would be involved in interviewing the finalists.

"Just another point. Janice, I am really glad you came back to Mr. Dorf's question about the relationship between being a nominator and having the fact that you nominated somebody be public and it seems to me that there is a couple of different forms of nominating. One is the

formal nomination with a letter. Well, clearly that letter is going to be part of the packet. But, there is another form which you raised which is simply that someone, President Wiseman or Board member Nandi or myself says to you, communicates to you, 'I think this would be a good person to approach,' and then you approach them and you say, 'You have been nominated for this.' You might not even say who did the nominating and then there is no name to follow. It is just, 'You have been nominated and we really think you should consider this position.'"

Dr. McCormick said, "That is right. Very important point. I thank you, Harry, because I tell you right now some of us would not want to write a letter but would want to mention someone. [Inaudible] as this thing comes out, know that the advisory committee is going to talk to their other presidential colleagues. We would welcome and it does not need to be a letter. You can find a way to get us a name and then we will write/email them and say it has been suggested that you may be interested."

Dr. Berman said, "I guess if I may, Madam Chair, just one thing. I think this was an outstanding discussion and some of our people who have been around for a while really put their finger on the changes that have occurred in the role and functioning of the Board over the last 15 years, both in terms of money and in terms of the governmental structure when we changed out of the system of systems arrangement. So that was all good and I would just come back to the notion of collaborative leadership now, given the monetary situation and the fact that we have our seven different boards then the way the things that get done is by working with people."

"My experience has been that there is a lot of opportunity for that kind of collaboration and that Professor Nandi correctly said, 'Well, what is the role set here?' The role set in terms of my day-to-day work in addition to managing issues for the staff, the role set is to work with the Student Assistance Commission, ISBE, ICCB, and the P-20 Council. That is the kind of work that it is. So I think in the course of the discussion we really zeroed in on the realities of the job as I have experienced it."

Dr. McCormick said, "Madam Chair, I might add that because of the way the people feel about Dr. Berman and the way that you do and the fact that he is re-retiring or looking at other things, I think he is a resource. There is one other thing I did not tell you to do and maybe this is the most important in the contract, one of our responsibilities is to work with the Chair, with Harry, and with your new person to develop a transition plan after the appoint is set. Assist, able to assist. We know people and we have it in there because I tell you having a good start is the most important thing. It is hard if you get a bad start to turn it around. So we have got to do everything we can once you put your trust in this person to help them to have a great start. So, that is why that transition plan we do and others do not."

Chair Anderson said, "Thank you. Are there any other questions or comments?"

Dr. Nandi said, "My comment is I am very encouraged by what I heard today and I am very impressed with our two presenters and I feel very optimistic that we get to the right goal. The last comment is we must take Harry as a resource, really, because to my mind he created this problem."

Chair Anderson said, "If there are no further questions and there being no further business to come before the Board. I want to thank you all for your time and for being here. Our next scheduled meeting is Tuesday, October 1 at the University of Illinois Chicago campus. This meeting is adjourned. Thank you."

## **IX. Adjournment**

There being no further business to come before the Board, Chair Anderson adjourned the meeting at 12:00 p.m.

Respectfully submitted by Cindy Deitsch, Secretary to the Board.

Note: Copies of all items referred to in the minutes (i.e., letters, statements, reports, etc.) are on file with the official minutes of the August 27, 2013, special meeting.