

MINUTES
Board of Trustees of Illinois State University
January 16, 2021

Trustee Jones: Good morning, everyone. Happy New Year. I will now call this January 16, 2021 meeting of the Board of Trustees of Illinois State University to order. I note for the record that this meeting is being held pursuant to Governor Pritzker's Executive Order 2021-1. As Chair of the Board, I determine that as a result of the disaster declaration issued by Governor Pritzker, and in-person meeting would not be prudent, practical or feasible at this time. And, as a result, this meeting is being held as a virtual meeting with no one physically present at our board's regular meeting location in the Bone Student Center. As included in the notice of this meeting, the University has provided a YouTube link that allows all interested persons to contemporaneously view the meeting and hear all discussion and roll call votes. Accommodations have been made for presenters and persons wishing to make public comment to participate in the meeting via Zoom. Trustee Louderback, would you call the roll?

Trustee Louderback: Yes, I will. Trustee Bohn.

Trustee Bohn: Present.

Trustee Louderback: Trustee Dobski. Trustee Donahue.

Trustee Donahue: Present.

Trustee Louderback: Trustee Jones.

Trustee Jones: Present.

Trustee Louderback: Trustee Louderback. Present. Trustee Navarro.

Trustee Navarro: Present.

Trustee Louderback: Trustee Turner.

Trustee Turner: Here.

Trustee Louderback: Chairperson Jones, we have a quorum.

Trustee Jones: Okay, I'm assuming that Trustee Dobski will be joining us later. I know he did respond regarding the meeting notice, and he did not... I don't think... If anybody saw, correct me if I'm wrong. I don't think he responded that he was not available. Okay. Thank you, Trustee Louderback. I ask that each trustee confirm that they can hear me, the other trustees and all discussions. Trustee Bohn.

Trustee Bohn: Yes.

Trustee Jones: Trustee Donahue.

Trustee Donahue: Yes.

Trustee Jones: Trustee Louderback.

Trustee Louderback: Yes.

Trustee Jones: Trustee Navarro.

Trustee Navarro: Yes.

Trustee Jones: Trustee Turner.

Trustee Turner: Yes.

Trustee Jones: If at any point during the meeting you have difficulty any other trustee or any discussion, please let me know. Also, pursuant to the requirements of the Open Meeting Act, all votes taken at today's meeting will be roll call votes. Each board member's vote on each issue will be identified and recorded. You have before you the agenda for today's meeting. Can I have a motion and a second for approval of the agenda?

Trustee Louderback: So moved.

Trustee Jones: Motion by Trustee Louderback. Second by...

Trustee Bohn: Trustee Bohn.

Trustee Jones: Trustee Bohn. Thank you. Trustee Louderback, can you please take roll for the vote?

Trustee Louderback: Yes, I will. Trustee Bohn.

Trustee Bohn: Yes.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Yes.

Trustee Louderback: Trustee Donahue.

Trustee Donahue: Yes.

Trustee Louderback: Trustee Jones.

Trustee Jones: Yes.

Trustee Louderback: Trustee Louderback. Yes. Trustee Navarro.

Trustee Navarro: Yes.

Trustee Louderback: Trustee Turner.

Trustee Turner: Yes.

Trustee Louderback: The vote passes.

Trustee Jones: Thank you, Trustee Louderback. Just to go back. I thank you for joining us, Trustee Dobski. Sorry, we got a little bit of a jump. Just want you to confirm, Bob, that you're able to hear us well, and just give us a yes if you are.

Trustee Dobski: Oh, yes I am. I can hear.

Trustee Jones: Okay, thank you, Bob. If you have any problem hearing us at any time in the meeting, please let us know. You might have to send a text or send us something in the chat box.

Trustee Dobski: Okay. No problem.

Trustee Jones: Thank you. Next on the agenda is public comment. We have three individuals who have indicated an interest in making public comments to the board today. In accordance with policy, the Board of Trustees will allow up to 30 minutes in total for public comment and questions during the public meeting. An individual is

permitted no more than five minutes per his or her presentation. If more than two persons wish to speak on a single item, it is recommended they choose one or more persons to speak for them. The Board of Trustees will accept copies of the speaker's presentation, questions, and other written relevant material. If you have any written materials you want to share with the trustees, you may send them to bot@ilstu.edu. When appropriate, the Board of Trustees will provide a response to the speaker's questions within a reasonable amount of time. At this time, I invite Ashley Parra to proceed with her comments to the board.

Ashley: Hello. Thank you for having me today. I have a statement on food scarcity and homelessness and graduate students. I am a second-year Lighting MFA student in the School of Theatre and Dance. In August of 2020, two weeks before the start of the fall semester, my roommate, an international student texted me saying that she would not be returning to school in fear of traveling the country during a pandemic. She was then denied her assistantship for not doing so. I had to find a replacement, but more and more students were choosing to stay safe and healthy in their homes. This was not an option for me, so I had to find a roommate, anyone if I were to pay my rent. My stipend, before taxes, is \$1,060, but after taxes and other fees I get \$930.20 deposited to my account. A breakdown of my monthly expenses is rent \$850, bills \$270, transportation \$30, groceries \$100. I needed \$1,250 to survive, and I was handed a misery of a stipend, thoughts and prayers, and lots of I'm sorry, that must be rough. It was rough. My love for studying here at ISU, my value for education was a burden. The chains of capitalism weighed heavy on my body, and I felt its effects quickly. I was desperate for help. After two weeks of worrying relentlessly, I found a roommate. He was a 40-year-old man doing his rotations at a local hospital here in Bloomington. He was friendly, and he would pay rent and bills up front. And I said yes and helped him move in. We were getting along until one day after telling him about an injury I had on my knee, he asked if he could help. He insisted on looking and touching and fixing my injury. Every day for a month, I barricaded my bedroom door before going to bed. Every day for a month, I learned which floor boards creaked the loudest, and I felt trapped in my own home because a stranger violated my boundaries, and I let it happen because I did not want to be homeless. I needed a roommate. I needed to pay my rent. So after this situation and another failed roommate attempt, I had no more options but to live alone. For two months, I ate one meal a day, went to the food pantry every week, and was fed by other graduate students suffering from the same anxiety and uncertainty for the next meal. Perhaps my story made you uncomfortable. But this uncomfortability is not enough. My story could have been prevented if I made enough money to just get by for a couple of months. As a student, my focus should be on my studies. I should not have to deal with school, work, a global pandemic, food scarcity, and nearness of homeless. My suffering, my assault, and my empty stomach is still not enough for you to see graduate students as more than just laborers but full-fledged and accomplished workers with passion and rigor for their career and education, and it is time we get paid that way. It is inhumane and disrespectful to the dignity of the human person to be treated as cheap labor. This further proves that ISU and other higher education institutions are interested in upholding profit in business. This is an academic institution. Your priority should be students. That's all I have to say. Thank you for your time.

Trustee Jones: Thank you, Ashley. Next we have Heather O'Leary. Heather, you can proceed with your comments.

Heather: Hello. My name is Heather O'Leary, and I am a graduate teaching assistant and member of the Graduate Workers Union. Just as a note, I've been having trouble with my Internet lately, so I apologize if I freeze part way through this statement. On Thursday, January 14th, the Union delivered a stern message to university negotiators about the stagnant state of bargaining. I will read that message to you now. We in the ISU Graduate Workers Union have talked about the state of bargaining extensively among ourselves and what revisions or counterproposals we might make to respond to the University. However, ISU's proposals at this point are essentially no offers at all. Status quo wrapped up like something new. Graduate teaching assistants did not volunteer many long and stressful hours forming a union, preparing and engaging in good faith negotiations in order to merely approve changes or policies that the university has already made. Offering previously announced changes or policies is not negotiating at all. We do not believe that we are making progress or that ISU respects our time or the urgency of our situation. Since we began negotiations on October 31, 2019, ISU has consistently stalled, even as a global pandemic emerged and endangered already endangered GTAs. A major example – ISU took over a year to respond to our initial offer. Over these 14 months, we have repeatedly tried to explain the dire situation many GTAs are in. Due to the low stipends, many GTAs experience economic insecurity, which leads to insecurities in other areas, like housing, food, and healthcare as you just heard. Some GTAs receive no pay at the end of the month after student fees are deducted. Others accrue substantial debt, losing money from coming to work at ISU. In the face of this urgent need, ISU offers small raises in accordance with state minimum wage law that will only affect a small percentage of our members and do little to ease the everyday danger our GTAs experience. In fact, we believe ISU wants us to

negotiate against ourselves, which we have no interest in. As a result, we have nothing further for ISU at this time, and we believe it is fruitless to meet further until we have a mediator present. The insecurity and danger our members experience is too urgent an issue to waste time with ISU's non-offers. We are not going to willingly continue to put ourselves in this position when ISU has disrespected us time and time again. We are not refusing to negotiate, rather refusing to pretend that ISU is negotiating with us. If ISU has something to offer us that actually addresses the severe crises GTAs face that ISU creates with low stipends, poor benefits, and high fees, we are ready and willing to hear it. But until that time, we have nothing for ISU except the notice that we request that the Labor Board impose mediation at this time. Yesterday, a delegation of the unionized grads served the mediation paperwork on Labor and Employee Relations Director, Mike Kruger, the University's chief negotiator. To the Board of Trustees, as you meet today to consider yet another bonus for ISU's President, which is based on the value that he brings to the University, we ask that you also consider the value that GTAs bring to this institution. We ask you to recognize that we deserve at least a living wage, and finally we ask that you advocate for us to ISU's negotiating team and encourage them to stop stalling and to negotiate with us in a respectful manner. Thank you.

Trustee Jones: Thank you, Heather. Next we have Trevor Rickerd. Trevor, please proceed with your comments.

Trevor: Thank you. My name is Trevor Rickerd. I am a Ph.D. candidate and a teaching assistant in the School of Biological Sciences and a member of the ISU Graduate Workers Union. I am here today to announce that due to the stalling and non-offers on the behalf of the University's negotiating team, the union has formally requested mediation through the Illinois Educational Labor Relations Board. Teaching assistants at ISU voted to form a union in October of 2018 with a margin of 80% of the votes going for the union. And it took the University an entire year just to sit down at the bargaining table with us on October 31, 2019. Even then, after we put forth our economic proposals, it took the university an entire 12 months, a full year, to respond with economic proposals, which are as such: No reductions in mandatory fees for graduate workers, no improvements to healthcare any way at all, and that the University would keep the minimum pay rate for graduate workers just about at the state's minimum wage, a wage rate that the University had already announced regardless of our negotiations. That's not negotiating. This is wrapping up the status quo in contract language as if it is something new and improved when, in fact, they are not improvements at all and are instead an attempt to undermine our negotiations. We are no longer putting ourselves in a situation where we allow the University to push us into bargaining against ourselves. The University's lead negotiator, Mike Kruger, has stated that any increase in economic conditions for graduate workers would result in a subsequent raise in fee rates or tuition rates. And we know this is a ridiculous argument. There seems to be no issue with giving a \$50,000 raise to the President of the University who, soon afterwards, announced that he would be leaving the University or giving a \$150,000 raise to the basketball coach between 2017 and 2019. The University seems to be doing fine with the over \$160,000,000 that it gains from the Redbird Rising Campaign. We're now going to act like TAs can't earn a wage that would allow them to pay rent and buy food comfortably? Somehow the University has no issue with finding creative ways to come up with money for rich administrators but has a hard time figuring out how to help some of the lowest paid workers on campus. We demand an increase to our pay, a reduction or waiver in mandatory fees, and an increase to our healthcare to include dental and vision coverage. Other schools in the State of Illinois have done this for their graduate workers. Even ISU gives fee waivers for other classifications of employees when they take classes at ISU. We know that ISU is able to help graduate workers. Make the right decision and give us a contract that makes substantial economic improvements for teaching assistants at ISU. The working conditions for TAs are the learning conditions for students, and the University works because we do. Thank you.

Trustee Jones: Thank you, Mr. Rickerd. That concludes our public comments for this morning. Thank you to all of our presenters. We appreciate you taking time out this morning to make your comments to the board. Good morning, everyone, and thank you for joining us for this special meeting of the Board of Trustees. There are two purposes for today's special meeting of the Board of Trustees. President Dietz has announced his intention to retire on June 30, 2021, and the Board of Trustees approved at its December meeting hiring an executive search firm to assist with the search for the next President of Illinois State University. In a few moments, I will introduce our partners in the search from WittKieffer, who will provide an overview of the search process. In accordance with the Board of Trustees bylaws, the Board of Trustees is responsible for the selection of its President. We will continue with the practice at Illinois State University of having a Search Committee that represents campus constituency. The Board of Trustees will make the final decision on the hiring of a new President. The second matter on today's agenda is the consideration of a performance bonus for President Dietz. President Dietz's contract contains a performance bonus in accordance with Illinois statutes and the Board of Trustees governing document that is based

on criteria, which includes President Dietz's annual performance review and the Academic Senate survey results. During this meeting, the Board will move into Executive Session to discuss the results of the annual performance review for the fiscal year 2020 and President Dietz's bonus for fiscal year 2020. The Board will then return to open session to vote on this bonus. The Board of Trustees has engaged in the executive search firm, WittKieffer, to assist with the search for the next President of Illinois State University. WittKieffer assisted the University in its search for a provost last year and a search for the Director of Athletics this past fall. WittKieffer's efforts have produced qualified and diverse pools of candidates and assisted in hiring of Dr. Aondover Tarhule as Provost and Kyle Brennan as Director of Athletics. Dr. Zach Smith is the managing partner and Practice Leader for Education with WittKieffer and will be the primary contact for the Board of Trustees and the Search Committee throughout this process. Dr. Smith led both the Provost and the Director of Athletic searches for WittKieffer and has become very familiar with the University and its leadership. Dr. Smith is with us today to share information about the search process. Dr. Smith, welcome, and please proceed with your comments.

Dr. Smith: Thank you, Chair Jones. I appreciate it. It's a pleasure for us to be here today. I thought maybe I'd just start with a little bit of an introduction about the team and tell you a little bit more about ourselves and won't spend too much time on that, and then we can go into the search. As Chair Jones discussed, we indeed did the Provost search for Illinois State, and we also recently wrapped up the Athletic Director search, and with me today are my colleagues Jeff Compher. Jeff is a principal in our education practice, and he leads our intercollegiate athletics search practice. And I also have with us today Senior Associate Alejandra Gillette-Teran, and she is based in LA, out here with me. I'm in Irvine, California, and Jeff is based in Chicago, so he's not too far from you. Alejandra worked on the Provost search with me, so all three of us have experience working at Illinois State, and we're very pleased to be here with you to talk about the President search today. A few things I thought we would discuss today. First is the timeline and process, so I thought maybe it would be helpful if I give a high-level overview of what to expect for the search. I won't get into too many details, but I'm also happy to answer any questions you might have about that process. And then we'd also like to hear feedback from the Board today and talk about what you hope we will find or at least Illinois State in recruiting for its next President. So things like qualities and characteristics, what type of president do you hope that you'll hire here in the next few months. And then, also, we'd love to hear a little bit more from the Board's perspective about what you think the priorities and the agenda items should be for your next president. So before I get into that conversation, though, let me just start by sharing a little bit about how this process will work. And, again, please feel free to go ahead and interrupt me or raise your hand. I'd be happy to answer any questions along the way. We'll start the search by doing a series of listening sessions. So this is actually our first listening session. We wanted to give the board an opportunity to share your thoughts with us again so that we can learn more about what you hope we find in the next president. Once we do this series of listening sessions, and that will include meeting with a number of different constituents across campus, including the President's senior team. We'll likely do some open forums. We'll meet with some of your alumni and donor constituent groups. We'll meet with other leadership across the campus as well as we move forward. Once we get through that process, the information we learn from those meetings will help inform the development of a leadership profile, and a leadership profile is something that we use to go into the market and recruit candidates, and most of you have probably seen these before, but it includes a lot of information about the position but then also information about the campus and some of those priorities and agenda items like I mentioned earlier that we'll highlight in that profile so the candidates know exactly what you hope the president will accomplish when they come in to the position. I also wanted to mention that, in addition to some of those other groups we'll be meeting with, we'll also have a meeting with the Search Committee, of course, which will be happening here in the next couple of weeks as well. As I understand it, everybody on the board is on the Search Committee, so that will be a very engaging and helpful conversation. So once we get that leadership profile finished, as I said, we'll go out into the market. We do a fairly comprehensive outreach process. We have a full team of researchers in our Chicago office who helps us identify potential targets for the position, and that's based on what we learn from these listening sessions. And we develop what we call a search record where we have a list of potential candidates. That usually can number close to a thousand people, and we know that not all thousand of those individuals will be qualified candidates, but it's one way that we get the word out into the higher education landscape so that people can start nominating individuals. They can recommend people who they think might be good for the role. Then, of course, a number of those people will be interested themselves. So we do this broad outreach so that we can hopefully build the most comprehensive pool possible for your consideration. So we'll go away for a few weeks after we meet with all of the constituents and do our recruiting. The recruiting timeline that we've established for the search will probably take place starting around mid-February and likely go somewhere toward late March, maybe early April timeframe. And once we get the pool developed, we'll get back together with the Search Committee, and the committee then... We'll work together with

the committee to help identify candidates you'd like to move forward to interview for the position. And that meeting will probably take place sometime in early to mid-April. We'll try to keep that as condensed as possible, possibly more likely in early April, but that's going to come around before we know it. So we're eager to get started so we can help develop the pool on your behalf. After that candidate review meeting with the Search Committee, we'll then move into a first-round interview process, and that will likely take place sometime in mid to late April, again hoping to hit the target closer to mid-April. And then there will be a finalist interview process that will likely take place sometime in late April or early May. We hope to be able to identify candidates so that they'll be able to start somewhere... Well, select a candidate. We'll be able to start somewhere around July 1st. I know that President Dietz has said that he would be happy to stay on if we need him to for a little bit longer, but our goal is to have somebody in place by July 1st, and we'll be making sure to communicate that to the candidates when we're out recruiting on your behalf. As far as how the committee will work with us... Most of the committees work will be done early in the process and then after we go out into the market and do our recruiting. So, as I mentioned, we'll have some of those initial startup meetings. We'll certainly meet with the Search Committee, gather feedback. We'll talk through probably a little bit more detail than I did today about that search process will unfold. Then, like I said, we'll go away. And the Committee comes back toward the later stages and helps complete the work by identifying the candidates and so. We do ask the Committee, though, to help us draw up the recruitment process by potentially nominating candidates that they think would be strong, a strong fit for Illinois State. We also try to leverage the Committee's expertise on helping us identify the diverse candidate pool. We know that's important for you. It was important to us in the Provost and the Athletic Director search, and we were successful in developing a pretty strong diverse pool in both of those searches, so diversity will certainly be a priority in this search as well, but that's also one way that the Committee can help us. It's helpful to have a diverse search committee. That sends a signal to the market that you care about diversity, and so we're confident that that's been accomplished and that we'll certainly be able to develop a diverse pool for your consideration. So those are sort of the high points. I know it was very high level, but I wanted to pause here and see if there are any questions from any of that information I shared about the process. All right. Hearing none, and if anything comes to mind, please don't hesitate to speak up as we continue on.

Well, let me shift gears here for a minute and see if we could have a discussion about the position itself. Again, we would value your feedback on... There are really three or four main buckets that I mentioned that we'd like to hear from you about today. The first bucket is those priorities and agenda items. So if you think about a successful presidency, what does that look like to you? We know that President Dietz has been in place for many years and has had a lot of success. Maybe there are some similar things that have been accomplished that you want to keep that momentum moving on. But are there new things? Are there priorities that you... When you look out five, six years down the road, are there things that you hope the next president will accomplish? So that's the first bucket. The second bucket is what are the qualities and characteristics that you think will be important for the next president. So things like competencies, skills, knowledge. What does the pedigree look like for the next president? So what does that background look like to you? And we work with a lot of institutions that tell us they'd like to consider both nontraditional and traditional candidates, so a nontraditional candidate might be somebody who comes more from a business background, for example. You know, are those types of candidates appealing to Illinois State or not? Either way is fine for us. We've certainly developed a both types of candidates, but we want to hear from you about what the pedigree is of the next president in your opinion. And then, finally, those selling points or areas of excellence. What is it about Illinois State that makes you unique? What would attract candidates to this position? If you have a chance to sit down with candidates, what are things that you would share with them around what makes you special? What are your points of pride? Are there things that you would highlight? The fortunate part about your Wittkiewer team today is that all of us have heard a lot of feedback from the campus about some of those points of pride and areas of excellence. We've really come to appreciate the campus and its collaborative nature and its very strong way in which everybody seems to work together. We feel that on your campus. We've done work across multiple institutions, and you don't always feel that culture. So there's a very strong team-oriented culture there. So things like that. Are there other things that you'd want to point out to us that we'd want to make sure to highlight to the candidates? And then anything else that you think would be helpful for us to know today. Anything about the search. Anything about the campus, the transition, anything that would be helpful as we go out and talk to candidates about this opportunity. So those are some of the points that we'd like to hear from you about today, and, again, happy to answer any questions and would love if somebody might kick it off and provide some feedback for us.

Trustee Louderback: I guess I'd like to sit back and kind of think about this a little. This is a first. You know, you brought the four things up, and I think it's important that we take a little time and, you know, maybe we do the e-mails or texts. I don't know how you do it with on that. But I'd like a little more in-depth thought as to what you're really looking for, what you're asking, maybe some of what you've already seen from us. I mean, you've done the Provost and you've done the Athletic Director, and so far we're all very happy with those choices. What helped with that? And I know we're not going to get into it today, but maybe it could be something in what you've said today can be sent to us to really look at it and to be sure that we don't just, you know, cop things out. I mean, you know, we all have various things that we could say, but I'd like to take a little more in-depth thought on that.

Dr. Smith: Yeah, that's not problem. I'm happy to, you know, send those questions over to the Board, and you can reflect on them. And, also, the nice part about this process is that all of you are on the Search Committee. So we will have that meeting coming up here in the next, I think, couple of weeks or so. And so you'll have a chance. Those will be the same questions that I ask the Committee, and so you'll have a chance to provide feedback at that meeting as well. But we wanted to at least give the Board a chance privately to discuss if there's anything that would be helpful for us to know before that meeting. But, absolutely, that's fine. We can send those questions over.

Trustee Louderback: And I totally appreciate that, and it's good to get our minds thinking as to, you know, what should be the next one. We are going through this and having other people listen to it, too, and I'm sure they're all thinking who are on the YouTube watching as to what types of things are looking at. But thank you.

Dr. Smith: Yeah, and part of the process, too... You know, this is very typical when we go through these search processes. You know, part of this is, like you just said, kind of figuring out what is exactly what we need in the next president. And sometimes that takes place over the course of the search. And so by the time you get to see candidates, those discussions get a little more richer, because now you can reflect on what you see in the candidates, based on what's starting to formulate in your head about what you think you need. So a lot of those thoughts become a little more clear as you go through the process. But I can tell you just from the past two searches we've done, and I don't say this just because of the audience I have today, but it really is I feel like a unique culture at Illinois State, and that culture is something that is pretty easy for us to articulate in the marketplace, and it's something that really resonates with candidates. You know, you don't always see that. The morale feels... I mean there's always challenges. Don't get me wrong. But there feels, generally, like a pretty good morale. And like I mentioned about that team orientation and the collaboration, you really get the sense that that exists in a real sincere way at Illinois State. So I'm not sure what's in the water there, but it's something quite special, and you should be proud of what you've established at that campus.

Trustee Louderback: As you do all of these searches, and you've done many of them, what is the one thing that like... Let's look at a campus, our campus. I mean you've done a lot. What is the one thing that many applicants are looking for, or are there any really specifics or... I mean we don't need specifics but just as an overall for us to think about as to what candidates are looking for and what do other people look for in their candidates.

Dr. Smith: Yeah. I will tell you that usually the strongest candidates that we see in these searches are looking for an institution where they can really make an impact and a difference. And that comes out pretty consistently in most of the work we do. And, you know, a lot of public institutions like Illinois State, they serve a very important student population. So, you know, candidates want to know... And that's partly why I asked the question about, you know, what would you consider success down the road. What are those priorities, because candidates really want to know, you know, what do I need to work on when I get there, and how can I make a difference at the institution. You know, if I'm going to serve in that role for five, six, seven years, are there, you know, three or four really important things that I can focus on to move the needle and so that when I leave I can look back and say, you know, I left a pretty good, positive mark on the institution and can feel good about that they've done. You know, most of the strongest candidates we work with today aren't as interested in coming in and just sort of keeping things as status quo. You may have wonderful things happening and create momentum, which I know you do, but they still want to be able to, you know, help the institution go that way.

Trustee Louderback: They've got to make their own mark.

Dr. Smith: Yeah. So... And I think you have a very solid foundation from which to start. It's a great story. It's a wonderful community. You know, there will be a lot of people, I think, interested in this position. We do usually

get, for president searches, you know, we probably get around 50-70 applicants for these types of positions. Obviously not all are going to be strong candidates, but probably somewhere around... You know, we would hope to have maybe 15 or so, give or take, really strong candidates, which we would A candidates out of that group.

Trustee Louderback: Uh, uh.

Dr. Smith: And that's kind of what we aim for. Somewhere between 15 and 20.

Trustee Louderback: What do you think the whole COVID thing is affecting? Is that affecting anything as far as we're looking at, you know, university presidents across the country, or is it kind of, you know, it's there. We all know it's there.

Dr. Smith: Yes. It's a great question. The good news is we've had... I guess we're close to what, ten months or so of this. I'd have to... Time has taken on a new meaning in this era.

Trustee Louderback: Yeah, it does.

Dr. Smith: But we've had a lot of experience now working in this environment, and, you know, I will say when we first started working in this environment, it was... Candidates, well, everything stops. And candidates also stopped looking at opportunities, so our pools initially were challenged, and so we had to put a hold on most of our searches. But now I can tell you that most of our pools are just as strong as they were prior to COVID. They may take on a little bit different shape, and what I mean by that is we're seeing a lot of candidates enter searches where maybe there's more... I mean we usually get this, but maybe there's more of a geographical draw. I will say I talk to a lot of candidates who maybe were going to wait two or three years before moving closer to home, for example. Maybe they're a little later in their career, and they want to get back to their roots. And so we're seeing people say, you know, I was going to wait a few years, but I just want to get back closer to family. So it kind of changes the perspective of some candidates in that way. But, overall, you know, we're seeing people get into the pools. They're starting to recognize that, look, I can't put my life on hold because of this situation. If people are still interested in advancing their career or taking on a new challenge, I think they're feeling like they've waited long enough now and they're ready to get back into the market. The other thing we were seeing, especially in the fall, was retirements moving up a little sooner than people had done in the past. So, you know, maybe they thought about waiting a couple more years before retiring, but now they've said, you know what, life's too short. I want to move on. And the pandemic has worn a lot of people out, I'm sure, not withstanding people on this call. It's been a tough time. So they've managed their institutions through the crisis, and now they want to kind of move on and maybe look at something else and let somebody else manage where they've been managing or retire altogether and move on with their lives. So there are some dynamics at play, but overall I would say the pools are pretty strong.

Trustee Louderback: Great. Well, thank you. I appreciate it.

Trustee Jones: Dr. Smith, is there one or two things that you would recommend that really assist the University in a search? One or two just tips. Maybe two things that are practical that a university could do to draw the best candidates.

Dr. Smith: Yeah. There are some things that you could do. I would say, and we kind of touched on this a little bit. You know, the cadence of a search is important. So, you know, once you get started and we kind of establish a timeline, keeping things going is important, and you don't want to get... There are some things that can delay a process. The first is that leadership profile that I talked about. Sometimes institutions can really get caught up in the minutia of that profile, and, you know, they can start focusing on, you know, every sentence, every word, and start wordsmithing it to death where you've now spent, you know, a month trying to make it perfect. But in reality, you know, it doesn't need to be perfect. Candidates aren't looking for a perfect document. You know, you want to make sure, of course, you know, grammar, spelling, you know, all those types of things are accurate, but, you know, you have so much information now available on websites and other sources that you don't have to list every single detail in that profile about the position. You want it to be a really good document, and that's what I tell committees. Make sure it's good, but let's not get hung up on, you know, wordsmithing it to death, because that'll delay a search. And if we delay, we don't have a lot of time here. So we don't want to delay getting into the market. And things like meetings. I mean this is, you know, kind of logistical detail stuff, but getting meetings scheduled... You know, you

have a large search committee. So I think it's 33 or so is what I understand. So that's a big committee. I will say that's probably bigger than most. Knowing your campus, though, I think it'll be manageable, because I think it will be a very productive group. But, you know, imagine trying to, you know, schedule meetings with that many people. People are going to have to be flexible and maybe might miss a couple of things, or they'll have to make some other arrangements, but that's really important. And then you can imagine having 33 people in one meeting, providing input and feedback. That's a moving a large ship, you know. So we'll have to manage that. I think it'll be fine, but those types of things can have an impact. I think, you know, another thing an institution can do... I guess it's sort of getting back to the profile, but really understanding what you're looking for in the president. You know, making sure you have that robust conversation about, you know, what is we really want, because that needs to be clear to the candidate. If the institution isn't clear, and you don't... Again, we know that there's going to be some sort of thinking and evaluating as we go through the process, but if the institution isn't clear on what hope the president will achieve and what kind of person that you want in the role, it makes it hard when you get to that point of selecting candidates, because then you have people... Everybody's going to bring a different lens, but if it's not clear what the whole of the group is looking for, then that can sometimes cause problems when you get to the end and you advance candidates to that finalist stage, because people may not be on the same page about what it is exactly you're looking for.

Trustee Dobski: Zach, Bob Dobski. What would be the ideal size of a search committee when you said we've got about 33 or something, because that sounds like an awful lot to start giving input and all that? What is traditionally a size for it?

Dr. Smith: Yeah, you know, they range in size. I would say anywhere... Let me say this. The average committee, based on I've probably done 35 president searches, is probably anywhere from 15 and 20. That's not to say there aren't larger committees. Certainly I've been on searches with 20, 25. This might be the largest, but I understand the need for that. I don't think it's a bad thing, necessarily, as long as it can be managed okay. But I would say typical probably 15-20.

Trustee Dobski: Okay, thank you.

Dr. Smith: You bet. And I do think, you know, having the trustees on the committee – that, I think, will help because it creates a couple of dynamics. It will help because there will be more voices from the people who are actually going to be making the decision on selecting the candidate. So having the trustees weigh in early in the process will help when we get toward the end. And other people on the committee, you know, they'll be interested to know what the trustees think about the search and about what it is the trustees are looking for in their next president. At the same time, sometimes having all the trustees on a committee can make people a little tentative and reserved, and maybe they may not be as vocal. So I would encourage you, when we do have those meetings, that you say to the committee that, you know, we really want you to be open and candid. We want your voices to be heard. We will have to manage the process and be a little efficient with our time, but you don't want to create an environment where they feel like they can't be open and candid, because they represent the campus viewpoint.

Trustee Louderback: So is our timeline doable?

Dr. Smith: I think it's doable. Yeah. I think it's doable. As long as we don't hit any major delays. You know, we don't have a lot of room for error as far as, you know, delays in the process. So it's doable. We can put a pool together in, you know, six to eight weeks. We don't like to cut that too short, because...

Trustee Louderback: Yeah. We don't want you to.

Dr. Smith: No, I hear you. We prefer to have a little more time. Part of it, candidates need time to think about it.

Trustee Louderback: Right. Yeah.

Dr. Smith: Sometimes clients come to us and say can you do this search in three or four weeks. And I say, well, think about if you were a candidate. Would you want to make a decision in four weeks about moving your family across the country? You know, that's a big decision. So you need a little bit of time to have conversations, let them go back and think about it, follow up a week or two later. Again, there's sort of a cadence to the recruitment

process, and so, you know, you want to give candidates sufficient time to think so that they can get to a point where they feel good about applying. So our typical time is about eight to ten weeks for the actual recruiting period. I think it maps out like a six to eight week time for this, and that's doable, especially if we can get closer to the eight-week mark. I'm not too concerned about that as long as we don't hit any roadblocks. And, like I said, I think this can be a very attractive position. Your campus is well positioned to attract very good candidates. It's a great story. You know, you're in a, relatively speaking, good budget situation. I know the challenges with Illinois. But you're doing better than most of your peers, at least. And so from that perspective and certainly a lot of other perspectives, I think that there will be a lot of things to draw people into this pool.

Trustee Jones: Thank you, Dr. Smith. Mary Ann, thank you for making sure that Dr. Smith knows that the board does talk. (Laughter) I want to make sure that I give all of the board members an opportunity to chime in before Dr. Smith... We're going to have plenty of time with Dr. Smith and his team. As he mentioned, we're all part of the Search Committee, so we will have an opportunity at that time, but you all know I love my round robins at these Board of Trustees meetings, because I want to make sure that everyone feels like they've had an opportunity to speak. So I'm just going to go in the order that I see you on my screen, and I'm going to start with Kathy. Kathy, Trustee Bohn, do you have any particular questions for Dr. Smith or his team?

Trustee Bohn: I kind of agree with Mary Ann. I'd like to think about some things for a little bit.

Trustee Jones: That sounds good. I just want to make sure I'm checking in, doing a pulse check. Trustee Navarro, Bob, what about you? Anything from you at this time?

Trustee Navarro: Thank you, Chair Jones. I do have a list of a couple characteristics that I'm looking for, but I will certainly respond to that survey. I appreciate you telling us the timeline of recruiting and commenting about the Search Committee size and scope and just to get started. So thank you.

Trustee Jones: Thank you, Bob. Trustee Turner, Jada, anything from you at this time?

Trustee Turner: Not at this time. I agree with Mary Ann. She kind of asked some of the questions I was going to ask, just with the timeline and the search process. But, yeah, I look forward to taking the survey.

Trustee Jones: Thank you, Jada. And Dr. Smith, Jada is our student trustee, so I'm always leaning heavily on her for our student perspective on things. Trustee Donahue, Rocky?

Trustee Donahue: Thank you, Chairperson Jones. No, I have no questions now, but, similar to Bob, I have kind of my own list of things I'm looking for. But I want to make very clear, and he's on the call, and I'm talking to President Dietz right now is any suggestions I may have about a future leader, Larry, are not a criticism of what you've done at Illinois State. I have had... I can't say enough good things about your leadership, and I don't want this conversation to be awkward in that if we're saying something it's viewed while that was maybe a fault of yours or we didn't think you had that ability. So if you hear me say things, I assure you it is not about thinking you've done anything wrong or that you didn't have that ability, and I want to make sure you understand that. But I look forward to going through on this search. Thank you.

Trustee Jones: Thank you, Trustee Donahue. Rocky, thank you for saying that. I think that... I see all the board members shaking their heads, agreeing with that.

Trustee Louderback: (Laughter). Absolutely.

Trustee Jones: And Dr. Smith, I'm going to tell you that Rocky is kind of cheating, because he's been on one of these committees before. So he is the most experienced and seasoned on the board. He was our board chair prior to myself, so I've got some big shoes to fill in Rocky, but we appreciate his leadership, because, again, he has the most experience on our team of trustees doing this, and so he always seems to strike, as you said, the right cadence. He knows exactly what to say, so thank you, Rocky. Next, Bob Dobski. Trustee Dobski. Anything from you? I know you chimed in, but I'm going to give you an opportunity to chime in again.

Trustee Dobski: Yeah, no, again, as everybody said, we're waiting to hear more about the search company that's going to be looking and kind of their layout of what they're going to zone in on. But just a couple of comments about the type of person and that. Again, and Zach mentioned this, too, about ISU's current status in Illinois compared to, you know, University of Illinois in Champaign, we would be number one because of the leadership we've had here and what's going on here with ISU. So it is going to be very attractive for people, I think, to apply and that. But, again, as far as, you know, using Dr. Dietz and his predecessors, not the one right before him, of course, but the one before him, Al Bowman and that, is just a people person and a great delegator and be able to recognize and work with their vice presidents and all of the faculty and all that. I think that's... Just want to stress that's very important when they look at it. Just to give Zach a little bit of something to go on.

Trustee Jones: Thank you, Trustee Dobski. And the one thing I will say, and I know I'll probably get tired hearing myself talk throughout this whole process, so I'm going to have bear with myself. But the one thing I would say, which Dr. Smith has pointed out, is Illinois State has a culture, and part of that culture is something that we are very proud of, and most of us... Part of the reason we're serving on this board is because of that culture. And that is what I don't want to see changed. I certainly want us to have a president who is going to put their impact on the university and take us into the future, but there are some things that make Illinois State a great university and make Illinois State what it is, and whether you talk to somebody from 1970 or 1980 or 2020, those are the bedrocks of what makes Illinois State Illinois State, and I want to make sure that that is something that we do not change. One of the things we always say, and I hear this at all kinds of recruitment and all kind of meetings is Illinois State is a big university with a small university feel. You know, and that we are like a family. And this is something... That is one of the things that drew me to Illinois State way back, Jada, in the dog and pony years. No, I'm just kidding. It wasn't that long ago, but it's one of the things that drew me to Illinois State, and it's one of the things that I hear most often from parents and students, and I just want to make sure, again, when I'm looking at everything that I add to my list of what I want to see in a president that we don't lose what has made us be Illinois State.

Trustee Dobski: Yeah, I'll make one more comment, too, for Dr. Smith and that. One of the biggest things of the individual is going to be presented to the Search Committee is if they have a significant other that's going to be coming on board with them and that. That's very important because, you know, in our current position with Dr. Dietz and his wife, she has been a big part of this success here of ISU, too, and that. So whoever we're going to be looking at, again, I know it all depends on the individual and that, but that's a big factor, too, to look at with the Search Committee.

Trustee Jones: All right. Well, I think, Dr. Smith, we've given all of the trustees an opportunity to chime in this morning. I can speak for the board and say that we are very, very glad to have your team on board. We're glad that you took time out this morning to speak with us and to give us some more, you know, parameters regarding the search and give us some food for thought, kind of hone us in on what we're going to be looking for and how we should prepare ourselves to search for the new president. Because, yes, the candidates need to prepare, but we need to be prepared as well. So thank you for giving us an opportunity and giving us some feedback of how we can make ourselves more prepared to receive the best candidate for this search. So thank you to you, Dr. Smith. Thank you to your team. I'm looking forward to working more with all of you in the future.

Dr. Smith: Very well. Thanks so much for having us, and I just want to quickly say we really appreciate the support of your support team, Dave, Brent, Jay, and Katy. You've all been incredibly helpful to us. You have a wonderful team there. So thank you for having us, and we are here to answer any questions at any time. So we appreciate the opportunity.

Trustee Jones: All right. Thank you. We're going to continue on. Let's see. The next thing we actually have... We're going to move into Executive Session. So, I will now entertain a motion to move into Executive Session for the purpose of considering the appointment, employment, compensation, discipline, performance, or dismissal of specific employees pursuant to 50 ILSC Section 120/2C1. Can I have a motion and a second?

Trustee Bohn: So moved.

Trustee Navarro: Second.

Trustee Jones: We have a motion on the floor by Trustee Bohn and a second by Trustee Navarro. Secretary Louderback, can you please proceed with the calling of the roll for the vote?

Trustee Louderback: Will do. Trustee Bohn.

Trustee Bohn: Yes.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Yes.

Trustee Louderback: Trustee Donahue.

Trustee Donahue: Yes.

Trustee Louderback: Trustee Jones.

Trustee Jones: Yes.

Trustee Louderback: Trustee Louderback. Yes. Trustee Navarro.

Trustee Navarro: Yes.

Trustee Louderback: Trustee Turner.

Trustee Turner: Yes.

Trustee Louderback: The motion is approved.

Trustee Jones: Thank you. We will now move into Executive Session. Following the Executive Session, the Board will move back into Public Session to consider a resolution for the performance bonus for President Dietz.

EXECUTIVE SESSION

RETURN TO PUBLIC SESSION

Trustee Jones: Everybody's popping in. Just making sure I have all of my trustees here. 1, 2, 3, 4, 5, 6. I have seven, right? Yes, seven. That math is challenging once it gets beyond five. Okay, so we are back into Public Session. Thank you for your patience for those who were waiting for us to return from Executive Session. The Board of Trustees of Illinois State University entered into a contract for services with Dr. Larry H. Dietz to serve as President of Illinois State University initially in March 2014 for a three-year term, which was renewed in September 2017. The Board and the President entered into two amendments to the contract, which extended the term of the contract to June 30, 2021. Paragraph four of the contract provides that the Board of Trustees shall make a recommendation as to a performance bonus for President Dietz for fiscal year 2020, that is from July 1, 2019 until June 30, 2020. Based upon certain criteria included in President Dietz's annual performance review and the Academic Senate survey results. After review and consideration of such criteria, the Board of Trustees recommends that President Dietz receive a performance bonus for fiscal year 2020 in the amount of \$46,000. Can I have a motion and a second to approve the resolution 2021.1/01 Approval of the Bonus for President Dietz?

Trustee Louderback: So moved.

Trustee Jones: We have a motion by Trustee Louderback. Do I have a second?

Trustee Bohn: Second.

Trustee Jones: We have a second by Trustee Bohn. Madam Secretary, can you please do the roll call for the vote?

Trustee Louderback: Trustee Bohn.

Trustee Bohn: Yes.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Yes.

Trustee Louderback: Trustee Donahue.

Trustee Donahue: Aye.

Trustee Louderback: Trustee Jones.

Trustee Jones: Yes.

Trustee Louderback: Trustee Louderback. Yes. Trustee Navarro.

Trustee Navarro: Yes. Trustee Turner.

Trustee Turner: Yes.

Trustee Louderback: The motion is approved.

Trustee Jones: Thank you, Trustee Louderback. That concludes today's agenda. I would now as for a motion and a second to adjourn.

Trustee Louderback: So moved.

President Dietz: Chair Jones.

Trustee Jones: Oh, I'm sorry. Yes, Dr. Dietz.

President Dietz: I wasn't going to speak today, but if I might I would simply like to say thank you for the bonus. Any success that I've had is really a reflection of the team effort here with our leadership team. I'm grateful for this. I would also say that I appreciate the sensitivity of this bonus. And like other bonuses that I've received in the past, the amount of this money really forms the base for charitable contributions that my wife and I have made ever since we have received bonuses, including organizations like the University, obviously, and then other charitable organizations within this community and outside the community. I very much appreciate the vote of confidence. I appreciate the efforts of the leadership team for all the successes that we've had. Appreciate your decision today, and I would also be remiss if I didn't say thanks, Rocky, Trustee Donahue, for your earlier comments about the search and characteristics and so forth. I want to be fully supportive of any way that I can be of the search process. I think you're going to be pleased with the WittKieffer firm. We've noted two successes with them, and so any way I can be of help, I'm happy to do that. But very much appreciate all of you devoting this amount of time on a Saturday morning to do important topics, so thank you very much.

Trustee Jones: Thank you, Dr. Dietz. Thank you for your comments. I know you said you were going to be quiet today, but I know with your passion and zeal you have for the University you just couldn't hold your peace as we say in church. (Laughter). So we're going to have a motion for adjournment, and then I need a second.

Trustee Louderback: So moved.

Trustee Jones: Motion by Trustee Louderback. Second by Trustee Bohn. We need a roll call vote to adjourn.

Trustee Louderback: Trustee Bohn.

Trustee Bohn: Yes.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Yes.

Trustee Louderback: Trustee Donahue.

Trustee Donahue: Yes.

Trustee Louderback: Trustee Jones.

Trustee Jones: Yes.

Trustee Louderback: Trustee Louderback. Yes. Trustee Navarro.

Trustee Navarro: Yes.

Trustee Louderback: Trustee Turner.

Trustee Turner: Yes.

Trustee Louderback: The motion is approved. Be safe, everybody.

Trustee Jones: Thank you.

Trustee Louderback: We are adjourned.