



LEADERSHIP PROFILE

Southern Illinois University System
President

Prepared by:

Dennis M. Barden

Elizabeth K. Bohan

July 2019

WITT / KIEFFER

Leaders Connecting Leaders

Table of Contents

The Opportunity	Page 1
Southern Illinois University System: An Overview	Page 2
The Role of the President	Page 6
Opportunities and Expectations for Leadership	Page 8
Qualities and Qualifications of the Ideal Candidate	Page 9
Procedure for Candidacy	Page 10

The Opportunity

Southern Illinois University System (SIUS), one of only two public comprehensive, multi-campus university systems in the State of Illinois, seeks a president who deeply understands the intense pressures facing American higher education and demonstrates a history of effecting change to accommodate the dynamic nature of the global, information-based economy. The SIU System's next president will thus play a central role in securing the future of this storied institution.

Southern Illinois University Carbondale (SIUC), categorized as a Carnegie Doctoral University: High Research Activity, has a School of Medicine in Springfield, a School of Law in Carbondale, and off-campus degree programs at military bases and civilian sites. Southern Illinois University Edwardsville (SIUE), designated as a Carnegie Doctoral/Professional University, has a School of Dental Medicine in Alton, a center in East St. Louis, and a School of Pharmacy in Edwardsville. Together the two institutions serve more than 26,000 students, offering 138 bachelors, 120 masters, and 39 doctoral degree programs. Their students come from all of Illinois' 102 counties and every state in the nation. The SIU System enrolls more than 1,400 international students. The System has an annual budget of approximately \$870 million. In addition, the State of Illinois directly funds about \$379 million of the System's employee benefits costs. Each of the Universities in the System has its own foundation, with combined assets in excess of \$220 million.

The president of the Southern Illinois University System will be an experienced leader with established credibility within higher education. The president will possess an earned terminal degree and have played increasingly responsible leadership roles for one or more public research universities or university systems. A demonstrated record of accomplishment as an agent of constructive change and for making difficult decisions with integrity is required, as is substantive and successful experience developing and executing strategic plans. Experience working with governing boards is required, and a history of successful and productive relationships with governmental leaders and philanthropic supporters is strongly preferred. While it is not anticipated that the president will play a role in internal campus academic or administrative issues, the successful candidate will demonstrate a record of respect for the principles of shared governance. Successful leadership within a unionized environment is required, and experience with a geographically-distributed workforce is strongly preferred.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section entitled "Procedure for Candidacy."

Southern Illinois University System: An Overview

Chartered in 1869 as Southern Illinois Normal for the preparation of teachers, and expanded in 1949 into a university, SIUS celebrates a rich history of teaching, research, and civic engagement, including significant contributions to economic development and a longstanding commitment to individuals with little or no access to a college education. With the addition of SIUE in 1957 and the School of Medicine in Springfield in 1970, the System features campuses throughout the southern half of Illinois.

Delyte W. Morris, president of Southern Illinois University from 1948 to 1970, articulated the goals and challenges of Southern Illinois University. In his 1949 inaugural address, President Morris stated the following:

I believe it possible to build here an institution which will serve the needs of the people, providing at once a seat of learning and research, and an agency for community service — an institution with its organization so planned that it will provide the general advantages of a state university, and yet fill the gap of special needs usually provided in other communities by liberal arts colleges, colleges with self-help programs, denominational colleges, and technological and vocational institutes. I believe it is possible to be at once practical and scholarly, gearing our programs to the basic, fundamental needs of the people on the one hand, and pushing onward to new horizons of learning on the other. I believe that the University and our public schools of southern Illinois can work as a unit toward a common goal. I believe that by combining our resources we can provide the kind of continuing enlightened leadership which will make it possible for this area to solve its problems and realize its destiny.

While the role and scope of SIU has evolved into a university system over time, the University System has held firm to its original purpose and mission while simultaneously expanding its reach and impact into research, the preparation of graduate and professional students, and the education of scholars who impact the region, the state, the nation, and even many parts of the world.

The University System's vision mission statement, now at the heart of its Strategic Plan in 2017, states proudly:

The SIU System embraces a unique tradition of access and opportunity; inclusive excellence; innovation in research, creativity, and healthcare; and outstanding teaching focused on nurturing student success. As an economic catalyst for the central and southern Illinois region, we discover and exchange knowledge to shape future leaders, improve our communities, and transform lives.

SIUS is successful in transforming the lives of its students while providing the State of Illinois a highly skilled workforce that possesses the expertise essential in making the State a global competitor. In a collegial community of learning, SIUS's students succeed in the transition from the classroom to the workplace.

The Mission and Scope Statement from the *Southern Illinois University System Board of Trustees Policies Section 1. A. 1.* is as follows:

The Southern Illinois University System is one university with multiple campuses, including Southern Illinois University Carbondale (SIUC) and Southern Illinois University Edwardsville (SIUE), and is the only senior system of higher education serving the people of the southern half of the State of Illinois. It is a comprehensive university, with medical, dental, pharmacy, and law schools, and with degree programs from the associate to the professional and doctoral levels. As it has grown and flourished, SIUC and SIUE have developed comprehensive programs of instruction, research, and public service which have attracted students, faculty, and staff not only from the region but from throughout the state and nation, and from overseas as well. In properly and vigorously meeting its regional responsibilities, it has brought and will continue to bring educational distinction to southern Illinois and to the State as a whole. The University System's diversity and comprehensiveness are manifest in SIUC and SIUE. Both offer the standard range of undergraduate programs, and both work cooperatively with the public schools and community colleges in their respective areas. SIUC, as the older of the two, has developed broad and carefully monitored graduate and research programs of high quality; and its public service and continuing education components have been guided by its location in a region of small communities, farms, and mines. SIUE has strong doctoral/professional programs as well as master's level, specialist, and research programs, and its location in the second largest population center in the State governs the urban-oriented nature of its public service and continuing education programs. In these challenging times, SIUS is pledged:

- a. to maintain the high quality of its programs of instruction, research, and public service;*
- b. to monitor judiciously the development of and addition to these programs; and*
- c. to sustain, through these programs, its diverse and comprehensive educational contribution to the people of Southern Illinois, the State, and the nation.*

Among the SIU System's many defining characteristics and accomplishments are that it:

- confers approximately 8,000 degrees annually;
- connects with almost 300,000 living alumni who have benefited from an education at SIUC or SIUE;
- employs approximately 7,000 employees in Illinois;
- provides southern Illinois with research, service, and training through its centers and institutes in diverse areas including agriculture, wildlife, coal, public policy, education, environment, archeology, broadcasting, water, bio fuels, STEM, and community services;
- generates more than \$132 million from grants and contracts, with much of the funding coming from out of state;
- provides medical, dental, nursing, and pharmacy services at clinics throughout southern Illinois; and
- offers opportunities to minorities who constitute approximately 26 percent of the total SIU student population.

Board of Trustees

SIU System's nine-member Board of Trustees was created by the Illinois General Assembly for the purposes of operating, managing, controlling, and maintaining the University System. The Board strives to set goals congruent with public needs and to place priority on these goals, to enact fair and workable policies, to hire competent personnel, and to engage in regular and thoughtful review of itself and its executive leadership.

The board includes seven members appointed by the governor of the State for six-year terms, and two student trustees (one from each campus) elected by campus-wide student election for one-year terms. The governor designates one of the elected students to serve as a voting member. In addition, per State statute, the superintendent of public instruction, or his or her chief assistant for liaison with higher education when designated to serve in his or her place, serves as an *ex-officio* member of the Board. Elected officers of the Board of Trustees are chair, vice-chair, and secretary. Election of officers is held at its first regular meeting following the third Monday in each January. Appointed officers of the Board of Trustees are executive secretary, treasurer, and general counsel, and serve at the pleasure of the Board.

The members of the Executive Committee of the Board of Trustees are chair of the Board and two elected members. The Executive Committee has authority to transact such routine business as may arise during the recess of the Board and to act for the Board in all matters of an emergency nature upon which immediate decisions are necessary for the present welfare of the University System. The Board chair appoints members to serve on committees of the Board. The Board chair appoints one trustee to chair each of the committees for a one-year term. Standing committees of the Board of Trustees include the following.

- Academic Matters Committee
- Architecture and Design Committee
- Finance Committee
- Audit Committee

The chair, with Board approval, may appoint special committees as needed and shall serve as an *ex-officio* member of such special Board committees. Trustees serve on boards of organizations related to the University System as well as other organizations including the following.

- State Universities Civil Service Merit Board
- Board of Directors, Southern Illinois University Foundation
- Board of Directors, Southern Illinois University at Edwardsville Foundation
- Joint Trustee Committee for Springfield Medical Education Programs
- Board of Directors, the Association of Alumni, Former Students and Friends of Southern Illinois University, Incorporated
- Board of Directors, Alumni Association of Southern Illinois University Edwardsville

University System administration

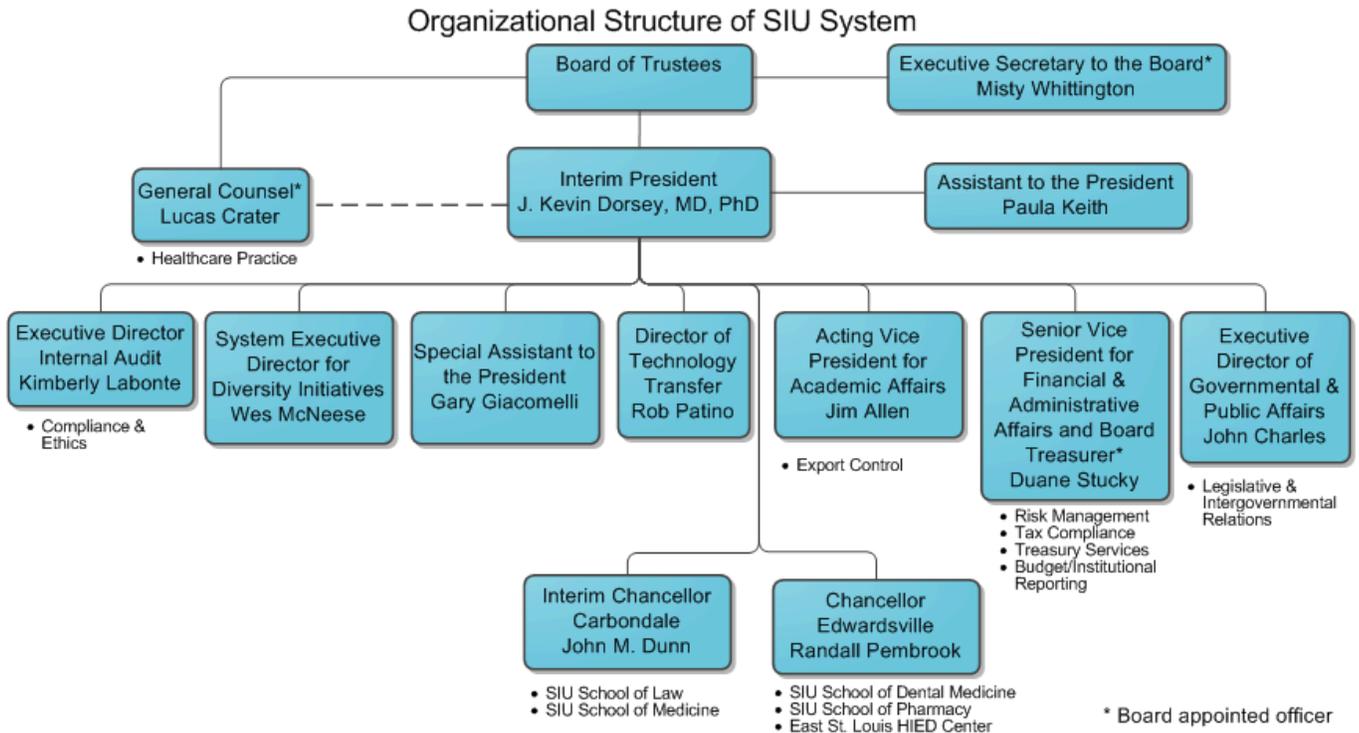
University System administration is responsible for the operation of the University System as a whole consonant with the policies and actions of the Board of Trustees. Functioning under delegation by the Board of Trustees, the president has the following responsibilities:

- provides overall leadership for the University System;
- proposes to the Board, and enunciates on its behalf, the mission and scope of the University System and of Southern Illinois University Carbondale and Southern Illinois University Edwardsville;
- proposes to the Board goals, policies, and actions which serve the best interests of the University and SIUC and SIUE, and promulgates guidelines and regulations for the consistent interpretation and application of Board policies;
- administers the academic, financial, and other functions of the University System in a manner which assures institutional autonomy of SIUC and SIUE;
- recommends to the Board, after appropriate consultation with and involvement of the Universities' constituencies, the appointment, and terms and conditions of employment of the chancellors;
- directs the activities of the University System chancellors in a manner which promotes the general welfare of the System and the University and insures institutional autonomy;
- serves as the chief spokesperson for the University System in external relations (e.g., university presidents and chancellors throughout Illinois, Illinois Board of Higher Education [IBHE], Southern Illinois Collegiate Common Market [SICCM]);
- recommends to the Board all major alterations of internal administrative organization, academic programs, capital facilities and personnel, and other policies;
- develops and recommends to the Board an annual budget request and an annual operating budget;
- evaluates the performance of the chancellors based on annual performance goals jointly established by the president and the chancellors;
- establishes procedures guiding the annual preparation of fundraising goals and priorities for the System; and
- interacts with the campus foundations regarding their ongoing activities.

The president is directly assisted in carrying out these responsibilities by university officers, including the senior vice president for financial and administrative affairs, vice president for academic affairs, general counsel, executive director for internal audit, system executive director for diversity initiatives, executive director of regional outreach and partnerships, director of technology transfer, executive director of governmental and public affairs, and the chancellors, all of whom report to the president.

Additional detailed information about the SIU System and its campuses may be found online at <https://siusystem.edu/>, including the following financial and enrollment reports:

[SIU FY19 Operating Budgets](#) and [SIU System Dashboard](#)



The Role of the President

The Board of Trustees of the Southern Illinois University System seeks a new president of impeccable integrity who possesses the intellectual, management, and personal skills to provide strong leadership for the University System. The Board is specifically interested in candidates who will:

- promote and support the unique role that the System serves in the southern Illinois region;
- provide direction and support to the Carbondale and Edwardsville chancellors as they continue the pursuit of excellence on their campuses, and partner with the chancellors in improving and strengthening the SIU System;
- identify, attract, and support talented, diverse people and ensure serving the campuses remains the focus and first priority in the SIU System office; and
- build an effective and strong relationship with the Board of Trustees, working in collaboration with them to set strategies and policies that advance the System.

The University System must evolve with societal needs. The president must provide coherence and institutional integration to a large, complex, and decentralized organization and inspire confidence among policymakers and Illinois citizens. The president will lead by:

- fostering actions that enable each University campus in the System to thrive while contributing to the strength and vitality of the University System;
- recognizing the unique roles of the two System institutions and encouraging academic aspirations while ensuring the development and vitality of the University System; and
- developing a resource base to support the highest priority needs and aspirations of the University System campuses.

The core leadership challenge facing the president is to forge confidence in the Executive and Legislative branches of Illinois, members of the U.S. House and Senate, and the many publics of the Southern Illinois University System. The president's ability to work closely with the chancellors and other System leaders to address the following goals will be crucial:

- access and identify System strengths/weaknesses;
- market and publicize positives and confront weaknesses with measurable outcomes;
- determine and build upon targeted programs/services which are already successful;
- determine the "System Footprint," including buildings, programs and staffing — necessary to support student needs on each campus;
- develop meaningful, effective, and measurable strategies for increasing and maintaining student enrollment;
- determine ways to increase visibility and improve public image;
- identify and implement new/emerging opportunities for the next three years and beyond (new degrees, economic growth areas);
- explore and develop global partnerships (including foreign economic investment in the SIU System and study abroad);
- secure alternative sources of revenue (new grants, foundations, donors);
- develop and implement "Growth Simulators" for current and new businesses;
- implement System strategies to support regional development (e.g., health care, social justice, environment, tourism, aviation, entertainment, entrepreneurship);
- implement strategies to assess if the System is meeting the needs of its stakeholders;
- communicate effectively and regularly with the System leadership team; and articulate alignment of campus goals with System Vision at regular Board of Trustee meetings, including measures in place to assure accountability.

Opportunities and Expectations for Leadership

The Southern Illinois University System is committed to fundamental change in the role of the System and its president. The new president will catalyze and be held accountable for the System moving from serving in a coordinating and advocacy role to true leadership of the entirety of the organization from a strategic perspective. Working in close concert with the Board of Trustees, leadership at the System, and campus levels and stakeholders across the region, the president will ensure that the capacities and resources of the Southern Illinois University System are brought to bear most efficiently and effectively in pursuit of the success of the whole.

To quote one trustee, the job of the new president is "to create an integrated, optimized System."

To provide a starting point for this metamorphosis, the Board retained the Association of Governing Boards to conduct a review of its current charge and to recommend ways in which the System might better comport with best practices and thus assume a leadership role in the establishment of strategies and standards across all of its component parts. That report (the entirety of which will be shared with finalist candidates) proposed three immediate priorities for the new president that have been embraced by the Board.

- Develop a strategic plan for the System to guide its activities and the allocation of its resources for the next several years
- Begin immediately to assess where operational efficiencies and synergies may be gained through the development of shared services
- Clarify the role of the System vis a vis that of its individual campuses and programs and articulate that role clearly to all stakeholders current and future, *i.e.* make clear and evangelize on behalf of the System's "brand"

The Board has also begun to brainstorm about the sorts of System-wide initiatives that might best capitalize on the strengths of its academic and co-curricular programs and the needs of its constituencies. While these are simply preliminary thoughts and need significantly more deliberation and development, they illustrate the many ways in which the System and its institutions may find synergies in service to its students and the regional population.

In no particular order of priority, the Board's ideas include:

- becoming the acknowledged leaders in the area of rural and regional health with the goal of making southern Illinois the healthiest region in the nation;
- being a recognized engine for student success, including especially a major focus on retention and persistence to degree;
- seeking partnerships across the region to improve the student experience, inform program development, enhance student outcomes, and enable more robust, synergistic community engagement, and collaboration;

- expand research collaborations across the System;
- become leaders in the development of new and emerging pedagogies that best serve SIU's students, including further development of online and other remote delivery systems; and, of course
- secure the financial stability of the System and all of its components, including especially by making budgeting more transparent, optimizing revenue streams, positioning the institution optimally for private philanthropy, and efficiently allocating resources across the System's institutions.

The State of Illinois has recently announced a 5 percent increase in the System's budget allocation for FY20, some portion of which might be dedicated to System-wide strategic priorities.

Qualities and Qualifications of the Ideal Candidate

The president must have an academic background or experiences that will engender respect from SIU System faculty, staff, and students; its stakeholders; and its many constituencies. The president must value excellence in teaching, research, public service, student services, and administrative performance. She/he must be able to communicate effectively, inspire others to pursue strategies for improvement, and be a persuasive and effective agent for change. The president must be able to instill energy and enthusiasm, and to build trust and confidence. The president must be able to lead an administration that is committed to consultation to create a unified vision for advancing the SIU System. Successful experience as an agent of institutional change is required.

The president must have a commitment to promote and support actions that ensure the faculty, students, staff, and administrators of the University System are representative of the diversity of the greater society.

To advance the high goals articulated herein, the new president should have, at minimum, the following characteristics:

- an earned doctorate or its equivalent;
- a history and reputation of integrity;
- demonstrated success as an advocate for university values and ambitions;
- demonstrated ability to develop positive relationships with internal and external constituencies;
- successful experience in attracting funds from public and private groups and individuals;
- ability to manage and deploy financial resources effectively; and
- a strong commitment to equal employment diversity and affirmative action.

Specific competencies include:

- academic and professional leadership;
- innovative/strategic planning — forward thinking with a vision in a changing educational environment;
- consolidator — someone who can unite and strengthen the System parts and promote cooperation and collaboration of all parts of the System;

- understanding of the collective bargaining environment;
- commitment to equal employment diversity and affirmative action;
- experience in fundraising and resource development;
- experience in dealing with legislative bodies, state and federal;
- administrative experience;
- community relations — willing to be involved in the communities;
- human relations — comfortable in personal interactions with students, staff, and campus constituent groups;
- marketing experience — someone who knows how to recruit, to sell, and to inspire;
- knowledge and understanding of the importance of research in higher education; and
- familiarity of university medical schools.

Procedure for Candidacy

Inquiries, nominations, and applications are invited and should be submitted via email to SIUPresident@wittkieffer.com. For fullest consideration application materials (including a letter of application, a curriculum vitae/resume, and the names and contact information for five references) should be received by August 30, 2019. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates.

Material that must be mailed may be sent to:

President
Southern Illinois University System
 c/o Witt/Kieffer
 Attention: Dennis M. Barden and Elizabeth K. Bohan
 2015 Spring Road, Suite 510
 Oak Brook, IL 60523

Confidential inquiries and questions may be directed to the Witt/Kieffer consultants supporting this search: Dennis M. Barden and Elizabeth K. Bohan, at 630-575-6152.

Southern Illinois University is an Affirmative Action/Equal Opportunity Employer of individuals with disabilities and protected veterans that strives to enhance its ability to develop a diverse faculty and staff and to increase its potential to serve a diverse student population. All applications are welcomed and encouraged and will receive consideration.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Southern Illinois University System documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern. All images and logos used in this leadership profile were attained from Southern Illinois University System and/or are owned by Witt/Kieffer via Getty Images.

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life.

Discover Thought Leadership at www.wittkieffer.com

© 2019, Witt/Kieffer. All rights reserved.