



Southern
Illinois University

October 23, 2008

To: Dr. John Haller
Members of the Chancellor Pre-Search Committee

From: Thomas C. Britton, Chair
University Graduate Council

Re: Survey Results on Qualifications For and Challenges Faced by the Next Chancellor of SIUC

A survey of members of the SIUC Graduate Council was taken to determine their views regarding the qualifications for and challenges faced by the next SIUC Chancellor. More than one-half of the membership responded. A summary of these results is attached.

In terms of qualifications, the most frequently mentioned qualifications in order of frequency are:

- Vision/Leadership
- Administrative Experience
- Belief in Collegial Governance
- Academic Credentials

In terms of challenges that the next Chancellor will face, the most frequently mentioned are in order of frequency:

- Fiscal Challenges
- Enrollment Challenges
- Administrative Challenges

I have shared this information with Peggy Stockdale who will incorporate the results into her presentation at our next meeting.

Dear Graduate Council Member

I serve as a member of a group which is doing some groundwork for the next Chancellor search. One of our tasks is to develop an position description and a statement regarding current challenges the new chancellor will face. In this regard, I ask the following two questions:

What do you believe are the essential qualifications you believe our next Chancellor should possess?

1. _____

2. _____

3. _____

4. _____

5. _____

What are the most important challenges that our next Chancellor should be ready and able to meet at SIUC?

1. _____

2. _____

3. _____

4. _____

5. _____

Please answer these questions in priority order, the first being the most important.

Many thanks for participating,

Tom Britton

SIUC Graduate Council
Fall Semester, 2008

SURVEY RESULTS: CHANCELLOR CHARACTERISTICS AND CHALLENGES

What do you believe are the essential qualifications our next Chancellor should possess?

Vision/leadership (8 responses):

1. Leadership! (note that this was not listed as a criterion in the last search) (1)
2. Bold vision for the future (1)
3. An ability to establish a domain of authority with a meaningful degree of independence from the President. (1)
4. A visionary leadership style, for example, maintaining a focus on Southern at 150. (1)
5. Vision and leadership. (2)
6. Demonstrated leadership in terms of program development and planning. (2)
7. Visionary with a detailed plan to achieve goals. (4)
8. A vision for the future of higher education (4)

Administrative experience (6 responses):

1. A national perspective on higher education issues (2)
2. Experience at the Vice-Chancellor or Vice-President level. (1)
3. An ability to replace other senior administrative staff in order to bring together an effective administrative team. (3)
4. Administrative experience. (3)
5. Diverse administrative experience at multiple institutions. (4)
6. I thought that Fernando Trevino's resume was thin on administrative experience but that his personal qualities would, in time, compensate. I recommended him and I was wrong. I owe GP an apology. The next Chancellor must look ready to be Chancellor. (5)

Belief in shared governance (5 responses):

1. Clear plans and strategies for shared governance. (2)
2. A collaborative leadership style, which includes transparency in governance. (2)
3. The belief that constituency consultation and shared governance are to be pursued in earnest. Beggs, Jackson, and Jim Walker held luncheons to solicit opinions and I was often included. My status as a respected contributor was dismantled by the Wendler administration, which substituted abuses of power by an exclusionary politburo for genuine dialog and consideration.(3)

4. Demonstrated effectiveness at providing leadership thorough shared governance. (3)
5. Willingness to work closely and collaboratively with Grad. Council and Faculty Senate. (3)

Academic credentials (5 responses)

1. Academic credentials that are untarnished. (1)
2. Solid academic credentials in an appropriate discipline. We do not need any contentiousness about whether the next Chancellor is a "real academic." (1)
3. An academic/administrative background that will win the respect of senior faculty, and a personal temperament that manifests respect for others and a willingness to give serious consideration to different perspectives on key issues. (2)
4. Solid research credentials (3)
5. An appreciation for the unique roles of a research university (3)

Fiscal management skills (4 responses)

1. Budget acumen (1)
2. Fund raising capabilities (1)
3. Fiscally prudent. (3)
4. Budget management (4)

Action-oriented (3 responses):

1. Action-oriented – don't just talk about the issues. (1)
2. Direct approach to controversial issues; ability to speak to the community promptly and succinctly in times of turmoil (ex. recent plagiarism and harassment issues) (2)
3. Tenacity (5)

Education and research orientation (4 responses):

1. An appreciation for the unique roles of a research university (3)
2. Recognition of importance of Graduate Education and Research. (1)
3. A strong research background and commitment to the research and scholarship mission of our campus. (4)
4. Education and research orientation – no political agenda toward social engineering. (5)

Communication style (3 responses):

1. Excellent communicator (not just written and oral, but a listener). (2)
2. Excellent time management and communication skills. (4)
3. An ability to communicate clearly and effectively to all parts of the University community. (4)

Ability to recognize diversity needs (3 responses):

1. Experience in diversity management. (1)
2. Background that allows them to appreciate diverse needs of faculty and students. (4)
3. Open-mindedness to receive inputs from various constituencies and to work on them. (5)

Integrity (2 responses):

1. Integrity. (1)
2. Integrity including trust in the integrity of administrators reporting to the chancellor and in the integrity of faculty taking positions that the chancellor does not like. (2)

Political acumen (2 responses):

1. Politically astute, both with dealing with our own employees and State. (2)
2. Comfort with town and gown. Wendler pissed off the Park Board and the City Council. Right now, I see Brad Cole and Mario Moccia socializing and I know that each is loyal to Pres. Poshard. The next Chancellor has to fit into that comfortably. (4)

Other:

1. An ability to delegate responsibly, which includes the ability to let a responsible person do the job without being second-guessed or seemingly overruled in statements to the media. (3)
2. Principled decision making that is DATA-based. (3)
3. The humility and friendliness to mix in with the students. Don Beggs and John Jackson were very accessible to the students and the students were quite loyal to them. We need that again. (2)
4. Longevity in previous academic tenure/appointments/jobs; willingness to stay 10 years! (1)
5. A good understanding of the structure and procedures of a complex academic institution such as SIUC. (2)
6. Capability to work under pressure. (3)
7. A commitment to student service and student learning – connecting learning to real life. (3)
8. A commitment to building relationships that will enhance fund raising, recruitment and retention, and marketing. (4)
9. Ability to work with – but not be dictated by – personnel in the President's office. (5)

What do you believe are the most important challenges that our next Chancellor should be ready and able to meet at SIUC?

Fiscal challenges (12 responses):

1. Budget Finance and State Support(8)
2. Fund raising (3)
3. Increasing funding from non-state appropriation sources. (2)
4. Increasing support for Southern at 150. (2)

Enrollment (8 responses):

5. Enrollment. (5)
6. A vision for new programs in areas that are likely to see significant growth/demand in the future, and/or a vision to modify current programs to make them more relevant and attractive to future students. (1)
7. The challenge of community colleges – convincing students to come to SIUC first. (4)

Administrative challenges (5 responses):

8. Providing for stable administrative leadership. (1)
9. Capability to work under constant scrutiny and pressure keeping in mind the past. (1)
10. Responding to frivolous faculty association grievances with dispatch. (2)
11. Being proactive instead of reactive. (3)
12. Overcoming bureaucratic barriers to swift administrative action at all levels. (5)

Facilities funding/maintenance (4 responses):

13. Securing funding for new buildings to house academic programs and for major renovations to buildings that have suffered structural damage. (1)
14. Securing funding for deferred maintenance and normal maintenance of buildings. (2)
15. Facilities enhancement and maintenance. (2)
16. Improving infrastructure (4)

Research/teaching (3 responses):

17. Promote graduate education and research. (1)
18. What type of institution are we? Research/Teaching balance. (2)

19. Develop programs that help students manage various transitions successfully: from high school to university, from junior college to university, from undergraduate to graduate, and especially from university to career. (4)

Other:

20. I believe that SIUC should distinguish itself as having the most ambitious and effective program of outreach to K-12 in the state system. As GP has said, we've got to help our schools equip their graduates with the knowledge and skills they'll need to do well at college math and science when they get here. It does no good for the faculty to continue to complain about the low quality of our entrants. We've got to do something positive about it. (1)
21. Reputation. (2)
22. Refinement and implementation of the new Sexual Harassment and harassment Policies. (2)
23. Refinement and implementation of a Plagiarism Policy. (3)
24. Capability to look beyond the problems now and plan for future. (3)
25. Loss of faculty due to insufficient incentives to stay. (3)
26. Nurture programs that strengthen loyalty to SIUC in new and recent graduates. (3)
27. Demanding quality in performance at all levels of employment. (3)
28. Advocating politically for the SIUC campus. (4)
29. Development and marketing of Signature Programs. (4)
30. Creating a culture of shared success. (5)
31. Working with President Poshard (5)
32. Representing SIU effectively in media and in academic community. (5)

Note: These results were discussed at the Graduate Council Executive Committee meeting of October 23, 2008. Chancellor Goldman who attended the meeting indicated that "stamina" should be listed as an essential qualification. He commented on the special demands placed upon the Chancellor to attend 'social' events, meetings, and other events.