

MINUTES
Board of Trustees of Illinois State University
February 1, 2021

Trustee Jones: Good morning, and welcome to the first meeting of the committee to search for the 20th President of Illinois State University. Since the members of the Board of Trustees are part of the Search Committee, we are required to follow the provisions of the Open Meetings Act. I do want to note that we will not be discussing or voting on any resolutions this afternoon. I will now call this 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 determined that as a result of the disaster declaration issued by Governor Pritzker, an 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 the Board's regular meeting location in the Bone Student Center. As included in the notice of the meeting, the University has provided a YouTube link that allows all interested persons to contemporaneously view the meeting and hear all discussion. 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. Trustee Bohn.

Trustee Bohn: Present.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Present.

Trustee Louderback: Trustee Donahue.

Trustee Donahue: Here.

Trustee Louderback: Trustee Jones.

Trustee Jones: Present.

Trustee Louderback: Trustee Louderback. Here. Trustee Navarro.

Trustee Navarro: Present.

Trustee Louderback: Trustee Turner.

Trustee Turner: Present.

Trustee Louderback: Chairperson Jones, we have a quorum.

Trustee Jones: Thank you, Trustee Louderback. I will ask that each trustee confirm that they can hear me, the other trustees, and all discussion. Trustee Bohn.

Trustee Bohn: Yes.

Trustee Jones: Trustee Dobski.

Trustee Dobski: 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 hearing any other trustee or any discussion, please let me know. And members of the Search Committee, that applies to you all as well. If you have any problems hearing, please utilize the chat, try to give me a wave, and I'll try to look at all of my squares here to try to acknowledge you. Also, pursuant to the requirements of the Open Meetings 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 to approve the agenda?

Trustee Louderback: So moved.

Trustee Bohn: Second.

Trustee Jones: I have a motion and a second. Trustee Louderback, can you please call the roll for the vote.

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: It passes.

Trustee Jones: Thank you, Secretary Louderback. Next on the agenda is public comment. In accordance with policy, the Board of Trustees will allow up to 30 minutes in total for public comment and questions during a public meeting. An individual speaker is permitted five minutes for his or her presentation. If more than two persons wish to speak on a single item, it is recommended they choose one person to speak for them. The Board of Trustees will accept copies of speaker presentations, questions, and other relevant materials. If you have any written materials

you want to share with the Board of 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. No one has indicated an interest in making public comment today, so we will move forward with the meeting.

Search Committee members, I thank you for your patience. Obviously, a presidential search is a critically important process, and it's the one appointment that is made by the Board of Trustees. So I wanted each board member to be a part of the process, which requires us to follow the Open Meetings Act. During later meetings, when we will discuss individual candidates, this committee will actually move into Executive Session so our discussions can be confidential, and that is also in accordance with the Open Meetings Act. So we're going to move to today's agenda. We've kind of gotten started on some of that. So the first part is welcome. Welcome to each of you all who are here today, whether you had to shovel out of snow or whether you just had to roll out of bed this morning and put on at least a nice top so that we can see you and you can look official for your meeting. We appreciate you being here with us today. Initially, I was going to introduce all of the members of the committee. We will do that at another time. What I will tell you is that every committee member has been provided materials on Friday from Dave Bentlin on my behalf, and one of the things that you received was a list of all of the names of the Search Committee members. This morning or this afternoon, as I was thinking about my remarks, I was thinking that it's not really as important who is on the committee for me as the why you are on the committee. So I would like everybody to just bear with me for a few minutes and think about why you're on this committee. First of all, maybe someone chose you or nominated you or recommended you to be on the committee. Think about that. Someone thought that your feedback, input, insight and commitment to this university was such that they wanted you to participate in a major role in the selection of our next president at Illinois State University. So, some of you were chosen. Some of you were chosen by more than one person. Some of you volunteered. Think about what that means to you, that you thought that this process was so important and that you had something that you could contribute to this process that you felt, with everything else that we have going on right now in this world and in our personal lives, professional lives, that you stepped up and said I want to volunteer to be a part of this process. Everyone who's on this call today, and everyone's on this Search Committee, you represent not just yourself on this committee, but you represent an important constituency at Illinois State University. Whether you're a student, whether you're an alum, faculty, staff, community member, you represent an important part of the community that makes up Illinois State University, and I would like for all of us to remember that as we serve on this Search Committee that it's not just Julie and Annette Jones, although Julie Annette Jones is pretty important to me. (Laughter) But that's not who I represent on this committee alone. I represent an alum. I represent a member of the Board of Trustees. I represent someone who has over 20 years' commitment to this university, and I think if each of you all took a moment, you could think about all the ways that this university touches you and that you touch the university. I love this word. This is one of my favorite words. We're all ambassadors. Everyone on this Search Committee is an ambassador. It is our role to help people understand what is going on in this Search Committee. People are concerned, and they want to give their feedback. Each of us are a receptacle to receive feedback and to bring that back to the Search Committee. Each of us can direct people who give us feedback to the resources that we will have available so that they can share their information directly with the Committee at large. Each of us are ambassadors that we have information that we can share. We should all be sharing the information that we receive from official correspondence regarding this search. We also have the opportunity to direct people to the resources that are available. So I love that word. Each one of you all, not only are you serving as a Search Committee member but you can tell people you are an ambassador. So I like that. It might not impress you all that much, but I like being an ambassador, and if I can't be an ambassador to a warm climate today, at least I can be an ambassador for Illinois State University. You all are serving an incredibly important role. With that role comes extra responsibility, extra commitment, and extra work. We realize that, and we appreciate that. One thing that all of us have a limited supply of (we can't get any more; we can't buy any more) is time. And so I value and respect each of you all's time. We'll try to do what we can to stay on track. We'll try to do what we can to be on time when we start. We'll try to do what we can to make sure you have adequate notice with regards to meetings, because your time is a valuable resource that none of us can replace. Everyone brings something special here, and everyone brings something unique to the table on this committee. That's why we want to make sure that this committee is diverse and reflective, because everyone brings something different. There's a lot of pressure. Illinois State has had a legacy of fine leaders. Have they been perfect leaders? No. And none of us are perfect, either. But we have had a great legacy, and we want to continue that legacy. And so there's a great deal of pressure on this committee, but I know that we're all up for the task. You have an opportunity to put your thumbprint on the University in even a larger way than you already have. So think about that. You have an opportunity. We're all here today as part of this Search Committee adding yet another responsibility, yet another achievement and role to our legacy here at Illinois State University. Again, everyone has something to contribute

here. Are there other members on campus who could have contributed in a meaningful way? Absolutely, but I'm sure our representatives at our search committee WittKieffer will tell you 32 is quite a few people to have on a search committee. So we've tried to do the best we can to make this committee reflective. Is it exhaustive? Is everyone who has information about a presidential search or feedback about what we could be seeking in our president represented on this committee? Absolutely not. But we're doing the best that we can to make sure that this committee does have a far reach throughout the campus community, and if you know other people who have valuable information, please tell them to feel free to share that with you. Please feel free to tell them to use the resources that we have available so that they can also share what they have. But I'm already looking at three pages, I think, or two pages of Zoom boxes, so I can't imagine putting one more box here. So while we don't have them physically as part of this Search Committee, please, please, as ambassadors and as a member of this Search Committee, please... The people that you know, the people who are in your sphere of influence, the people that contact you – point them to our resources and say, hey, if you have something you want to share with the Search Committee, we want to hear it. This is a different way of doing things. I started off... I wanted to start off my comments by saying, wow, what a difference a year makes. January of last year, we would have never thought that we would be sitting behind the computer so much, looking at so many squares. But this is the reality that we're in today. And so there's going to be many things that are different about this search. Different is not always bad. So, remember, we're going to be conducting this via Zoom conference. We're going to be doing a lot of things in a different manner than we've done in the past at the University. But different is not always bad. We're going to be doing some firsts here. This is, I think, the first search committee meeting that has happened via Zoom. I'm sure it is. And remember that everything we're doing now and everything that we've done before – there always had to be a first time to do it. So think about that. You guys are not only participating in a search committee - some of us, most of us, probably for the first time. But we're also going to be doing some other important firsts. And so I would like for you to keep that in mind.

Now the one thing I'm going to say is nobody gets tired of hearing my voice more than I do. So I'm going to quickly turn us over to someone who has some important information for us. I'm going to let him introduce himself, because he can probably do a much better job than I can introducing himself. He is also going to introduce our team. I have gotten to know him very well over these last couple of weeks, and he has been a wealth of information for me, and I hope that you will find him to be a wealth of information for you, too, as you serve on this Search Committee. One of the things that I've been telling people a lot since I've undertaken this committee is I believe that we hire experts for their expertise. We hire experts because we believe that they have something to contribute. And so I have done a lot of deferring, and they will tell you that, and a lot of inquiring and a lot of asking questions and getting feedback from them, and I have been very, very pleased with the responsiveness, with the details, and with the information I have received. So I'm going to introduce to some of you all, reintroduce to others, let him have the floor for a while. As you know, we're using the search firm WittKieffer, and I'm going to introduce our representative or our main point of contact at WittKieffer, Dr. Zachary Smith.

Zachary Smith: There I go. I started off trying to talk with my mute button on, so (laughter). Well, thank you very much for that introduction. I really appreciate it. And welcome, everybody. It's a pleasure to be here today. I thought I would just maybe introduce the team quickly, and then we'll get into a lot of the process and some details about timeline and other things related to the search. My name is Zach Smith. I'm a managing partner at WittKieffer. I manage our education practice for the firm. Our firm focuses in two primary areas: healthcare and higher education. So about 80% of our work at our firm is focused in those two areas, and we've been doing this work in higher education for many decades, and our firm has been around for over 50 years now. So we're very well established. In fact, our headquarters are in Oakbrook, Illinois, so not too far from you. I'm based in Irvine, California, so I'm out on the west coast, but I do work all over the country. In fact, I've done two recent searches at Illinois State. I was the lead consultant on your Provost search. Maybe some of you were on that search committee. And then, also, I worked with my colleague, Jeff Compher, who's on the line as well, on your Athletic Director search. I know I see some familiar faces from the committee on that search as well. So I feel like we have a pretty good understanding of your campus, having gone through those two searches. The Provost search was done back in times when we could actually meet on campus, so we got to come to your campus and look around, and we've actually been there a few times and did everything in person. And then the opposite of that would be your Athletic Director search where we had to do the entire search virtually, and we have quite a lot of experience having done many, many searches in the last nine months or so in a virtual environment. So I'm happy to talk more about that. Before I continue, a couple more comments. I've done probably... I think I'm over 30 presidential searches now, so I've done quite a large number, many very similar to your institution. I've done a lot of them in the Cal State system,

have done major research, presidential searches, AAU institutions, Masters, public regional institutions and a few liberal arts institutions as well. So I have a full spectrum in that regard. Let me pass it over to my two colleagues, Jeff and Alejandra. They will introduce themselves quickly. Just for context, as I mentioned, Jeff worked on the AD search with me, and Alejandra worked on the Provost search. So your whole team here has experience with Illinois State, which I think is a plus. So why don't we go to you, Jeff.

Jeff Compher: Thanks very much, Zach. Appreciate that. My name is Jeff Compher. I'm a principal with WittKieffer. I'm headquartered out of my Chicago office. And as Zach indicated, I've worked with him on the Director of Intercollegiate Athletics search. I'm very pleased to be with you. I've spent about 30 years in higher education, much of that time in intercollegiate athletics, but have worked in a variety of other areas, and this is my fifth presidential search.

Zachary Smith: Thank, Jeff. And, Alejandra, do you want to say a few words?

Alejandra Gillette-Teran: Sure. Hi there, everyone. My name is Alejandra Gillette-Teran, and I'm a senior associate based out of Los Angeles. As Zach mentioned, I partnered with him and others on the Provost search and had an opportunity to visit your campus and really look forward to hearing more from you. Thank you.

Zachary Smith: Great. Thank you both. So I thought what I would do is spend a little bit of time kind of walking you through the process of how the search will look, more of sort of high level, and explain some of the things that we'll be doing as a firm and then also what you'll be doing as a committee. And then, also, while I'm doing that, if you'll note on the agenda it says process and then timeline. We'll go over those both at the same time and kind of walk you through how this search will unfold. And I'm happy to answer any questions along the way, so if you do have questions, don't hesitate to just maybe raise your hand or signal in some way. I also don't mind if you just interrupt me. So I know it's a difficult environment on Zoom, so do what you need to get a question in if you have any. So we've been spending the last couple of weeks, as Julie said, sort of getting to know some of the board members. We've had some opportunities to meet with different groups and learn more about what you're looking for in your next president, and this is very common. This is what you've heard probably some people refer to as listening sessions. And in the pre-pandemic world we would have been there on campus having various different group meetings with different people and getting the information that way, but we're able to do the same thing virtually. In fact, we found that we often get more attendants in some of these meetings when they're held virtually because it's a lot easier for someone to just click and log on to a Zoom call than it is to walk across campus in 12 inches of new snow that I think might be on the ground where you're at. So that's one of the upsides of this virtual environment is that we're actually seeing a lot of engagement in our searches, even more so across the whole spectrum of a search, even when we get to different stages, and so it's been very nice to see that people are still fully engaged in their work even though we're all dealing with a very challenging environment. So we've been doing a lot of these conversations here in the last couple of weeks in January, kind of mapping out and working with Julie and others on how the timeline of the search will look and some of the different key aspects working with the Search Committee and so on. And I think most of you got a copy of the timeline, so if you do have that, it might be good to reference that as we kind of walk through. And you'll see my eyes shift, because I've got it up on another screen. And so part of the goal of these listening sessions has been to really learn as much as we can about the campus and about the opportunity, and then we've used that information to put into what we call a leadership profile. And that leadership profile is a document that we use to go out into the market and share with candidates. And working with Lisa Mason in HR and your marketing team, they've also been helping to design the profile in a way that's visually appealing to the market. And that's all very important, because candidates appreciate having one document where they can reference everything about the position, the institution, the academic environment, and so, and so we've put together the profile with an eye towards kind of teasing out the important theme of the campus. For example, we asked a question, and we'll talk to you about this, too, when we get to that point, but we want to learn what the priorities are of the campus. So when the next president comes in to take over for President Dietz, what will that person really need to focus on? Are there sort of new priorities going forward? You know, your current president has done a great job doing the things that he's done, but are there new things moving forward that you hope the next president will focus on? So that's kind of one part of the profile. What are those opportunities? We call them opportunities for leadership, and we try to highlight, you know, five or six areas, four, five, or six areas where we think there are opportunities for the next person to come in and make an impact. We also summarize the position in the leadership profile. The first page of the profile usually serves as our advertisement. So we'll advertise the position in places like The Chronicle, Inside Higher Ed, some diversity outlets, so the position will be advertised

broadly. I will say usually we don't get the best candidate from advertisements, but it is a way to get the word out about the position, so we still think there is a lot of value there. We can also target different groups. Diversity is obviously important. I know it's important to your campus. It's very important to our firm in the way that we approach these searches, so we do everything we can to try to encourage a diverse candidate pool throughout the process as well, and certainly there are some advertising outlets where we know the audience is going to be a more diverse audience, and so we post in those outlets in addition to the more standard ones that I mentioned. So once we get these items in place, which we're almost in place with them now... We have a really good draft of the profile. In fact, I think Lisa sent over a draft today. We will use that document then to launch into the market, which we hope to do possibly this week. It might be later in the week. It just depends if we get that profile finalized. If not this week, certainly by next week, we'll be officially out recruiting candidates on behalf of Illinois State. And so that process, the actual timeline when we're in the market recruiting candidates, is usually around eight weeks or so. And I think per your timeline we've allocated... You'll see on the timeline it says early February to late March or early April. So that's about two months of recruiting. That should be about the right time, the amount of time that we would need to develop a competitive pool for your consideration. During that process, that's where sort of the heavy lifting of the firm in addition to some of the upfront prep work takes place, and the committee kind of fades in the background for a little bit. I'll talk more about that here in a second, but that's when we're out talking to candidates. We'll do a national, broad-based outreach. We'll probably contact well over a thousand people about the opportunity. It doesn't mean all thousand will be viable candidates or even qualified, but we do want to reach, you know, all the top senior-level leaders across the country who may have interest themselves or may have people that they want to recommend or nominate for the position, because we do tend to get a lot of nominations for presidential searches. And that's actually one way that a committee can be helpful to us. This is a very large committee, and from that perspective you all have contacts with people all over the country, just having been in higher education. You may know some people who you think may have the skills to be a great potential candidate for Illinois State, or maybe you've been impressed with their work at another institution. We encourage you to send us nominations and recommendations about the opportunity, and we'll put an e-mail address in the chat box for you to take a look at. But it's very simple. It's illinoisstatepresident@wiffkieffer.com. So if you know people you want to recommend or nominate as a committee, we would encourage you to send them to that e-mail address, and it gets forwarded right to the search team. So we will see those names, and we contact everybody that's sent to us. So even if you aren't sure about somebody and maybe you've just been impressed with what you've seen but, you know, you don't know them very well, we will follow up with them. We'll evaluate them. We'll talk to them. We'll see if there's a potential match and see if there's also interest, and we'll do that on your behalf. We never tell people who nominated them, so you can feel confident that your name will not be released as far as who nominated them, because a lot of people would rather keep their recommendations private, and so we just default to keeping them all private, but we do let them know that they've been recommended or nominated for the role, and we try to encourage their interest in that way. So that will take place through those months. As I said, this month in February and March, and then the plan is to get back sometime in early April hopefully, sometime in that general timeframe, early to mid-April, as a committee. And this is a rather large committee. I will say I think it's the largest committee I've had for a president search, which I think demonstrates, you know, sort of the collaborative nature, and I'm impressed with the way the Board has set this up to get all the different voices across the campus involved in this process. I mention that because when we do come back as a committee and review the candidates, it's going to take some coordination and some good facilitation of that meeting, because it's such a large group of committee members. And so there are some different pools and things that we can help so that the committee can be efficient in that process. For example, we'll probably send out some sort of survey for you to fill out on the top candidates in the pool, and it's just a straw poll just to see where people are sort of coalescing around the candidates and use that as a starting point. I won't get into too many of those details now, but there are certain things that we can do to sort of help the committee through that process. You will be given access to the candidate pool probably about ten days or so, ten days to two weeks... It just depends on how we're feeling about everybody submitting their materials in time, and sometimes people submit them late, but we'll give you access about ten days to two weeks before we meet as a committee so you'll have time to go over the candidates. The way that we will present those candidates will be in an A folder, B folder, and a C folder. The A folder will represent the strongest candidates in the pool, based on our evaluation and based on what you've told us as a campus that you're looking for in your next president. And so that A list could be somewhere around... I'm just estimating but maybe 15-20 candidates. And then the B list will be usually people who are qualified, but they just meet a very basic level of qualifications. But when you compare them to the people on the A list, they just don't have the level of experience or background that would be as competitive for the position. But we do want to show you that, you know, these people on this B list are minimally qualified, but they don't stack up to the others in the A list. And most committee members, when they start looking

at some of those B candidates, they usually recognize that, yeah, they don't just stack up. I will say that sometimes you'll see a candidate in the B list where they may look on paper like they're phenomenal. Maybe they have, you know, a great background, they have this wonderful career, and you may wonder, you know, why did they put them in the B list. Well, when we come back together, we'll explain to you, if there's a scenario like that, why we put them there. There could be something in their background that would cause us concern. You know, we may have learned something in our due diligence process that may be just too much for Illinois State to overcome in their candidacy. Sometimes, you know, we'll find, you know, votes of no confidence, or maybe there's something in the press that was unsavory or they made some comment that was inappropriate. You know, things like that happen. Of course, we want to show you everybody who applies, so that's why will still put them up for you to see, but there could be some things that we're aware of that we just... You know, we're not going to put it in writing or we're not going to share with their materials that we can explain when we come back together as a committee. The opposite might also happen. You might have somebody on that A list who may not quite look as strong as some of the others, and you may say, well, I wonder why they put them on the A list. Well, it's possible through our conversations and what we might know about that candidate that while they may not look quite as strong, they may be quite impressive as leaders, or they have a very strong track record of, you know, accomplishing things that are relevant to what you're looking for. So we try to be more inclusive when it comes to putting people on the A list. You know, if we're on the fence about somebody, we generally just put them on the A list, and then we'll kind of talk through it with the group. But, again, you'll have access to everybody. And then anybody who applies but just isn't qualified... You know, we get all sorts of interesting applicants in these searches. We will put them on there for you to see, but they'll be in the C list. And you might pull a few up, and usually committees will recognize that, yeah, I understand why they're in the C list, and you can feel pretty confident that those people in the C list are just not viable. You know, we certainly appreciate their interest in Illinois State, but they really don't compare to the other candidates in the pool, and they're just mostly not qualified. Let me just pause there and see if there are any questions about that part of the process so far.

James Knecht: I have a question. When I look through the materials, I read the Equal Employment Opportunity Affirmative Action segment, and it indicates that there would be no discrimination on the basis of a number of classes or protected areas which are entirely appropriate, but it also said that there wouldn't be any discrimination on the basis of an order of protection or unfavorable military discharge, and yet it seems to me those are exactly the kinds of things that might pop up on your review of a candidate's materials and credentials that would cause you to put them in the B category. Would that be correct?

Zachary Smith: You know, every situation is different.

James Knecht: Well, I understand that, but I'm saying that it would not be in the interest of the University, typically, to hire a person and then find out later that they had incurred domestic violence orders of protection against them which related to a spouse or a significant other, and additionally you would want to know why they were unfavorably discharged.

Zachary Smith: Yeah, anything that's in the public domain we will have access to, and so I think in that case the candidate would still be allowed to be a candidate and be under consideration.

James Knecht: Certainly.

Zachary Smith: And they wouldn't be discriminated against. I don't think they would be discriminated against as long as they're still in the pool and you're still able to have access to them, even if they're on the B list. So I would probably look to my friends in HR to help us navigate something like that in those circumstances.

James Knecht: Well, is anybody on the call that's a friend in HR?

Zachary Smith: Yeah, Lisa is on the call.

Lisa Mason: Yeah, I can....

James Knecht: This is from Illinois State University. This isn't from you. I mean this segment.

Zachary Smith: Right.

Lisa Mason: I can respond to that. Any position that's being security sensitive, which obviously the president is, is going to go through a full criminal background check and has to go through Background Check Committee and then is voted on as to whether that candidate could pass or not. So if the final candidate were to have a criminal history, not saying they were, but if they were they would go through committee and be vetted before any offer would be made. So, yes, that information is checked, verified...

James Knecht: Well, is the committee made aware of that information?

Lisa Mason: The committee is... Well, from Zach's firm, they do a full for... I believe you do it for the people coming for finalists, Zach.

Zachary Smith: Right. We do full media checks. The criminal checks are usually, if I remember, Lisa, done by the campus, and there are sometimes laws that you can't do a criminal check until you've offered somebody employment, and I think that's the case in Illinois. So, sometimes those things we have to work through.

James Knecht: I understand that, but nobody's answered my question whether or not this Search Committee would have that information available to them and would know about it, assuming it may be legally disclosed.

Lisa Mason: Anything coming from the background check that we run on the very end is not disclosed to anybody outside the Background Check Committee. But anything that's public that Zach's firm finds, the Search Committee will have that report for all of the finalists.

Zachary Smith: Yeah, which does include when people are named in lawsuits and so on, so we do court checks. We do like the Nexus searches. We contract with an outside company that does that on our behalf. It's pretty thorough. Social media checks. Those kind of things. Okay, well, let me take you through kind of to the next step and what that will look like then. So once we go through that meeting, and so at that meeting, our hope is that you will come prepared, having had some time to look at the candidates and maybe make some notes about the candidates and who you think are the stronger candidates in the pool. When we come to that meeting, the committee will make a decision then on who they want to advance for first-round interviews. And those first-round interviews will be confidential interviews with... Usually they end up to be about 10-12 candidates. So you might recall I mentioned you might see 15-20 A list candidates. Again, I'm just kind of estimating here. It could be 14, 12, but it could be 22. Somewhere in that range. You'll be tasked into narrow the pool down to somewhere around 8-12. Usually I find that most committees can come up with about 10 candidates they like. Sometimes there are 12. It wouldn't surprise me if you had 10-12. That's a pretty typical number for a search like this. So that will be the task of the committee during that point on the timeline that I've noted as the Candidate Review Meeting. And that's usually about a four-hour meeting, about half a day, with the committee. And, again, with 32, I think 32 voices on the committee, you can imagine if each person talked for even just 30 seconds on each candidate... That would be 16 minutes per candidate. So we may schedule a little more than four hours just because of the size of the meeting. But we will have to, you know, be somewhat judicious and efficient in our process of going through those candidates, certainly giving everybody the time to weigh in as they feel is necessary, but at some point we will have to make some decisions on who to move forward. And usually that's done through a type of voting system of the committee after some comments and so on. And, like I said, we have some strategies. We'll work with Julie and others on that once we get closer to that point. And so at that point let's just say the committee selects ten candidates to interview. It's usually about a couple weeks after that review meeting that we do those first-round interviews, and in this case they will be all virtual because of the environment we're in. We have a lot of good experience, having done these searches both at the presidential level and other levels virtual, and they have gone very well. I will say I've been very impressed with the engagement of committees. And, in fact, we were having a conversation about this in my firm this morning, how a lot of campuses have done these virtual first-round interviews, but they used to all get into one room as a committee and then have the candidate up on a screen. And, you know, the candidates couldn't really see the committee, because they'd be far off down a table, and you couldn't get everybody in view, but now the candidates get to see everybody on the screen. And while typically presidential searches would do first-round videos in person, they have worked very well in the virtual environment. You can see facial expressions of the committee. You can really see if they're engaged, and they've gone very well, frankly. So that will be how the first-round interviews will go. At the end of that... So the first-round interviews are usually two full days, and

we're going to need to save some time for feedback on the candidates and also deliberations about that candidates. So at the end of that second day is when we'll really have to make some decisions as a committee. And, again, we'll kind of help facilitate that process with the Search Committee. Kind in mind the committee makes all the decisions here. We're just here to be a helpful resource with the committee. So to the extent that we can provide information or answer questions about the candidates, provide you some summary information about our conversations – that's kind of how we approach it. But, ultimately, the committee has to make the decision that's best for the institution.

Trustee Jones: Zach, I have a question in the chat box for you if you don't mind me reading it to you.

Zachary Smith: Sure.

Trustee Jones: Will there be an assessment rubric so the committee is all using the same metrics? If we have that in advance, it will help to speed that meeting process.

Zachary Smith: Yeah, that's a great question. So I can tell you that search committees like this handle that very differently. Some committees prefer to use a rubric for that process. Others prefer not to and just sort of take a more holistic approach at the candidates and then apply sort of their own assessments of whether or not they think that candidate is strong or not. So I will defer to the committee and to Illinois State on that. If you would like a rubric, we will certainly create one for you. Usually the rubric is based on the leadership profile, so that's kind of how we approach our search. We listen to what you tell us you're looking for, and we try to find candidates that align with the profile and the qualities and characteristics and some of those big leadership opportunity themes that I talked about is how we approach our discussions with candidates. So I can work with Julie on that and see if that's something you would like for your use. I've also seen committees form a small subcommittee to come up with a rubric on their own. If you do want to do something like that, I would suggest that you try to focus on the leadership profile as your guide. And, you know, also recognizing that sometimes there are things that are hard to measure with a rubric when you're viewing candidates, and so that's where some of our feedback about our discussions might be helpful to the committee, because we may have learned some things that aren't obvious on their CDs or candidates have brought to life some of their experiences that are just sometimes hard to do on paper. So there are a lot of ways we can approach that, and we'll certainly work with the committee on that and, like I said, Julie to figure out a plan to move forward.

Okay, so now we're at the point with the committee where you've concluded that two days. You've concluded those two virtual days of interviews, and once we get those on the calendar, I will say it will be important that you hold those times, and we have a lot of committee members, and so we're likely not going to get a time period that works for all 32 people, so this is very common. Sometimes you'll have to make accommodations or other arrangements if you have conflicts, but you can imagine trying to schedule with so many people is almost an insurmountable task. It just won't align with everybody. Of course, I know the team at Illinois State will do what they can to find days that look mostly clear of maybe major events and different things. It all depends on who's having events, I guess. But by then, who knows how things will look. But those days will be selected, and then we'll go from there. So once we get past that first-round stage, then at the end of that second day as I mentioned, you'll deliberate, and you'll likely select about three candidates who will be advanced to be finalist candidates. Maybe four. It just depends. You know, it's usually around three to four candidates. I have seen some committees advance five. I would say it's not advisable to do two, because if you have somebody back out, you're stuck with one, and that's not a good position to be in. So three is a good number, and I often encourage if you do invite three or four to think about whether or not you might want to have an alternate or two on the list in case somebody backs out at that point, which can happen from time to time. I have been in searches like this where alternates have been invited to interview because somebody backed out, and that alternate candidate actually has gotten the job. So that's where there's sort of these thin margins sometimes between who gets invited and who doesn't, and sometimes people impress you once you see them in ways that maybe you didn't expect maybe in the first interview or what you saw on paper and they over-deliver, which is... And sometimes the opposite happens. Sometimes people come in an interview and they do much worse than you expected them to, based on their material, so there are a lot of variables here that impact how a search results. So once we get to that point, those candidates will then be invited, and I know that Julie has talked to some of you and others, and the Board has made a decision to make those finalist interviews confidential. There are a lot of reasons for doing that. I know that there are pros and cons to both methods. I will say, having been involved in both methods, the benefits of keeping the finalist stage confidential is that you'll have more people who will likely decide to opt into the search because their candidacies will not be exposed. And part of why that's

important is because a lot of these people, especially when you're talking to sitting presidents, for example, will not feel comfortable being a public finalist candidate in a search of this nature because they have a job that they have to maintain a certain level of confidence. They have to maintain the confidence of their constituents, and if their seen to be a public finalist, that could erode the confidence at their home institution, and there have been many, many cases of people losing their jobs when their candidacies have become public. So what that means, then, is that a lot of people will not decide to be a candidate because of that very issue. So by keeping it confidential at the finalist stage, you increase the quality of the candidate pool and, more specifically, the likelihood or opportunity to have actual sitting presidents in the pool and even to some degree provosts and vice presidents who are just too nervous about being a candidate. You can only hire one person to be your president. So all of these other candidates who apply will have to go back to their institutions and carry on with their work and do so, and the more they can do that with the confidence of their constituents, the more success they can have. You also have to keep in mind that these people all have families. They all have personal lives that they care about as well, and so anything we can do to help them go back to their positions without risk of potentially losing their jobs or losing the confidence of their institutions, you know, the better it is for the candidate. So while I know that there are maybe some concern about not having a broader interview with the campus, you have a very large Search Committee, and you all represent the different constituents across your campus. So it's your responsibility to make sure that the searches go along in a fair and positive direction and also to be communicative with your own constituents, to go out and provide feedback from time to time about the process of the search, where we are, how things are progressing, how you're feeling about the progress of the search and so on. So you're all spokespeople for the different constituents across your campus, and I know Julie, I think, said some really good words about that in the beginning. That's a really important job. The communication with the different people across campus will be important. There will be times where there won't be a lot of information to update them on, but sometimes just a note to the people that you're representing saying that helps people feel better about the search or maybe just mentioning, you know, we're a few weeks away from the candidate review meeting. I want to provide you with an update. Check the presidential search website for more information. That's also a place that will have up-to-date information that people can access. And, also, people can be in touch about, again, what they think are the important attributes and qualifications and competencies of the next president. They can e-mail that e-mail address anytime. Anybody can send us feedback to that e-mail address, and so there are a lot of different ways for the campus to be involved in the process. Let me stop there and see if there are any questions at that point. There is a little bit more to that in process that I'll want to talk about, but let me just pause for a moment. Well, why I don't go ahead... Yeah, go ahead.

Trustee Louderback: I have a quick question, Zach. So when do we think we'll have the draft at least of the proposal that, you know...

Zachary Smith: Of the leadership profile?

Trustee Louderback: Yes.

Zachary Smith: I think probably this week we should be able to get that out to the Committee.

Trustee Louderback: Because I know we as a Board kind of want to look at it and do some... Because we really didn't have time to discuss and think about it before the last meeting, so that'll be very helpful. Thank you.

Zachary Smith: Yeah, you bet. You bet. And today we're going to also provide opportunity for you to give feedback as well, and we can incorporate some of that if we don't feel like it's already been captured. So, let me just explain the last part of this process, and then I'll stop, and we can see if there are any questions or comments. So once we get to that finalist stage, there will be a process, and we haven't mapped it all out completely yet, but there will be sort of an opportunity for additional people to interview the finalist candidates. So while the finalist candidates won't be opened up to the entire campus, there will be some additional constituents invited, and I've done it this way at other institutions. Most recently, I did the president search at Oregon State, and they had a similar process, confidential search, and what they did at the end with our help was invited some constituents that weren't on the search committee. So maybe it's a couple of cabinet members. It could be some additional faculty, maybe some faculty senators. It could be a dean or two. They opened it up to a group of about 20 additional people, and for the finalist interviews had two sets of interviews - one with the search committee and one with this expanded group of people of other constituents on campus. And it was a really great process, actually, both for the candidates because they got to see more people in the process and also for people on campus. In the Oregon State search they

ended up with four finalist candidates. Three of them were sitting presidents, and all three of those sitting presidents told me specifically they would not have been in the search if it had been a public process at the end stages, and they ended up hiring the sitting President of LSU, another land grant institution, King Alexander, who absolutely would not have been in the search had it been public because of a lot of the political ramifications he would have faced at his own institution had it been public. So it was a good process, so it did allow more people to get involved and provide feedback, and then that feedback was ultimately funneled to the board, and they were able to take that into consideration along with the committee's feedback as well. And so after those interviews at the finalist stage, the feedback... Again, there will be a feedback mechanism probably through a survey where everybody who is involved in the interviews will be able to provide that feedback, and then there could be some other ways as well to do that that we'll map out once we get to that point. But that's kind of the high level of how that will look. Julie, did I miss anything?

Trustee Jones: Sorry, Zach. Now I'm struggling with the mute button. No, I think you're good. I'm following along and taking some notes as well, so I think you've hit the high points.

Zachary Smith: Okay, great. So let me just stop there and again see if there are any questions, comments from the Committee. Okay. Well, I'm hearing none at the moment, but, again, anytime during this meeting you're more than welcome to bring up any questions, comments, concerns as we talk through the rest of the process. So that's the timeline. If you looked at the timeline at the bottom, when we get toward the end of the search, our goal is to have those finalist interviews by, you know, early May and then hopefully have everything wrapped up in the month of May and a new president announced. Now, the start date... A little bit unknown. You know, we will be telling candidates that you desire to have somebody in place as close to July 1st as possible. Because of the timeline and where we are in the academic year, it may not be feasible for some to start then. So a start date of maybe August 1 might be more feasible for them. We're going to try to encourage them to understand it's important to you to have somebody in place before the next school year starts, and I think the new president would probably agree with that and would like to be on board. But, you know, our hope is that they also want to handle their departure at their own institution in a professional way as well, and I think that will speak to their values. So we hope that they won't rush out the door as soon as they become your president. We want them to be able to tie up loose ends on their end and also take some time to transition the family and sell a house if they have a house and so on. So that's the timeline. Let me shift gears for a minute and go to number three on the agenda, which is the confidentiality piece, which I've kind of talked through a little bit, but there are a few things that I want to mention.

Chris Horvath: Zach, do you mind if I ask a question about what you just said before we move on?

Zachary Smith: Absolutely. Please.

Chris Horvath: Sorry, and I think this is probably more of a question for Julie than it is for you. Do the trustees have a contingency plan in place if, for an interim president, either temporarily for a month or two should the candidate we select not be able to come by July 1st? Or, I mean this is worst-case scenario, if the search fails to identify a candidate this year and we need to do this over again sort of next year. Do you have a plan?

Trustee Jones: Yes, Chris, we do. It's my understanding that this has happened before, and it's not uncommon about the transition period and about the new president not being available right away. So I believe in the past at Illinois State maybe the provost has maybe held that role for a month or so until the new president is seated. So that's an option if that start date doesn't coordinate. And certainly, while we all hope that we are able to find a highly qualified presidential candidate and someone who's a finalist and who accepts the position, the Board will be working through scenarios if what if we don't get the candidate pool that we're seeking and what if we don't find a president that meets the profile that Illinois State is looking for. So we're going into this with the highest of hopes, but we're always going to have a backup plan, because regardless of whether we identify a president or not, Illinois State will need a president, and you all don't want it to be me. So we need to make sure that we have someone so that it's not me. And, also, maybe everyone on this call doesn't know, so I want to point this out, because it was in the press releases that went out. Dr. Dietz is not running away or running out the door. We certainly wish him the best in his retirement, but he has volunteered that if we do not have a president seated in time that he would be willing to stay on if we needed him to have some sort of transition period to make sure that there's a smooth transition to our new president. So we do have a couple of ideas about that, Chris. Thank you, and the Board is

definitely cognizant of that that regardless of the results of this search, we will need a president after Dr. Dietz's retirement date, and we'll prepare to make sure we have one. Thank you. That's an excellent question.

Zachary Smith: Okay, and, yeah, please, anybody else if you need to jump in, don't hesitate to interrupt me or stop me. So just a couple words about the confidentiality piece. These are very sensitive searches. I will say that president searches are high profile, they're often in the media, there is a lot of attention around them and a lot of interest, and so there will be people who know that you're on the Search Committee and people who may come up to you and ask you for some insights and maybe want to try to get information that makes you feel a little bit uncomfortable. So, you know, having a confidential search, as I mentioned, is there for the integrity of the candidate pool, and once we tell candidates that their names will not be released publicly, we need to honor that. And so if people do ask you questions certainly about candidates, we cannot share any information about the candidates that you see when you get access to them. And even that holds for eternity. So beyond the search, someone might ask you, hey, was so and so in the search. Your answer, as you know, it was a confidential search. I can't respond to that. I can't confirm or deny anything. And there are a couple of ways that you can also deflect people. So if you get asked questions that maybe you don't know the answers to or make you feel uncomfortable, you can say, you know, we have a search Chair who is running the search, and we've decided to direct all questions to her of this nature. And then often times the search Chair will then direct them to us, and then we ultimately say it's confidential. We can't share that. It's rare that stuff gets escalated like that, but sometimes people can be a little assertive in their conversations with you. So just know... I mean, certainly talking about high-level process items like timeline... I mean we probably don't want to give specific dates of things, but you can certainly reference, you know, first-round interviews are probably going to be mid- to late April. I think the website will probably have some of this high level listed as well, and so that's also a place you can direct people if they have questions of you as committee members. But certainly talking about process, things like that, without maybe divulging too many details about that is important. You know, when we did these in person, we actually sometimes had media show up to first-round interviews to try to get a sense of who is in the pool. We've had media go into the restrooms in hotels during breaks because people sometimes talk about candidate during their breaks. And so there are ways that those things happen, and so we just want to be thoughtful about how we deal with sensitive confidential information. So another piece to that is that we will not be putting names of candidates in e-mails. There may be times when we tell you later in the search process when we give you access to the candidates... There may be times when candidates are added after that point, and we want you to be aware of it, and so we may put initials of candidates so that you just know, and that would be the only thing we would put in an e-mail, but it's important for committee members to also not be putting candidate names in e-mails. You know, again, it could be sensitive things that could out publicly, and e-mails are public documents, so we just need to be thoughtful about that. And then, finally, there will be a nondisclosure agreement that the committee will be signing, issued by Illinois State, and so you'll have to sign that agreement before we can give you access to the candidate pool. And if there are questions about that, I think I would direct those probably to you, Julie, or the Board attorney. Is that correct?

Trustee Jones: That's correct. And I just want to thank you, Zach. I want to chime in here. We use and provided in the materials that you received to prepare for this meeting a confidentiality agreement. That confidentiality agreement is your path to be part of the committee, and we must receive that signed confidentiality agreement returned from you before you are officially a member of the committee. It can be e-mailed to Dave Bentlin. It can be sent snail mail. It can be dropped off on campus. But you will not receive further information regarding that unless you've sent in those confidentiality agreements. They don't go to Lisa. They'll go to Dave, and then Dave will gather everything together, because he has a clearing house for where all the materials will go. A couple of things I want to chime in about what Zach said. I know we all think about e-mail, and sometimes we are very casual with e-mail, but we're even more casual with text messages. Being the attorney in the room, I'm used to people throwing their shoe at me, so to speak, but text messages are just the same as e-mail. Please don't text confidential information amongst members of the Search Committee. One of the things that we have to really, really get used to as a public university and serving on the Board of Trustees for a public university is we are subject to the Open Meetings Act. That is why these meetings are taped. That is why these meetings have a part for public comment. That's why they're being streamed. That's why they're on YouTube. The things that we do as part of this Search Committee, a large part of those things are public and are subject to Open Meetings Act, could be subject to Freedom of Information requests, so we need to be very cognizant of that. The only time that this Committee will meet, and it will not be public, is when we go to Executive Session. That is similar to the Board of Trustees meeting. It's not similar. It's the same as Board of Trustees meetings, and there are specific exemptions when you are at a public university for things that are exempt from the Open Meetings Act being in public and that can be

taken to Executive Session. If you are speaking regarding a specific candidate, then that allows you to go to Executive Session. So if we're reviewing, you know, curricula vitae and going over profiles, that would be in Executive Session, because that is regarding specific candidate. If we're just talking about presidential leadership profile in general, what we want to see in a president, which is what we're doing today, which is what's been happening in these listening sessions, that is not confidential. That is open and subject to Open Meetings Act. So if you keep that in mind and when in doubt, just don't speak out for lack of anything else catchy to say. (Laughter) We want to make sure, and I want to emphasize again, because, you know, I know everyone deals with confidentiality. We have some doctors here. We have a judge here. We have professors here who have confidentiality things. The confidentiality is not so much for us. We volunteered for this. We've asked to be part of the search that we know the whole campus and pretty much the whole world is going to know if they're concerned, that we are on this Search Committee. So the confidentiality is not for us. The confidentiality is to protect our candidates. We want to be a university that is friendly to people who are thinking about considering having a role here on our campus, and we want to be cognizant as Zach said. They have lives that they're living. They have constituencies right now that they are responsible for, and so we are protecting. We are safeguarding their information. They are entrusting this confidential information to us, and we have to have the highest level of respect for this information and making sure that we protect it as best we can. So we want to be cognizant of that, and if you just look at it like that, the confidentiality is not for us. You know, we are on the committee, we are public, everybody is seeing us on Zoom today. The confidentiality is for our candidates, and we want to have the most robust candidate pool we can possibly have, and we certainly do not want someone who may be a highly qualified candidate from being concerned that their Board of Trustees at their current university, that their Foundation Board at their current university, their Provost, their Vice President, that their President of their current university finds out that they want to go to one of the best universities in the country here at Illinois State, and that's why they're seeking a role here at our university as president, but we can only select one, as Zach said. And we hope to have many, many candidates, and we hope to be able to have those candidates be able to, if they're not selected by us, to continue in their current role without seeking candidacy here impacting that. So text messages, too. Be careful about that. Be careful about those. Restroom conversations. Our judge may speak to this. I know attorneys... Sometimes you hear lots of things in a courthouse in the restroom, and you're like, oh, my God, you want to tell the people you should not be saying that. This is a public place. Someone can hear that. So just be cognizant, and, like I said, think about it if it was your information that you wouldn't want it shared, and please, please, please, as soon as possible, get that confidentiality agreement signed. Get it sent back to Dave Bentlin. If you have any questions about the agreement, please send those over to me. I will talk to Lisa about this. So this is a university document, and so Lisa and I will look it over, and while I am an attorney, I'm not an attorney in my role with Illinois State. I'm not in HR, and so I'll make sure to forward those to the proper people. Oh yeah, if you print materials... Thank you, Lisa. That's why we need the HR people here. If you print materials on a public printer... You're printing this at work, because this is part of your role as a staff member or faculty of the University, please pick that information up. You know, so if you go over and send it to a group-shared printer... Again, I used to find out a lot of stuff when I worked in corporate from things that people left on the printer that I happened to see when I was picking up my documents. So please be cognizant of that. Pick those materials up right away if you're having things faxed to you. If you're meeting... We're all meeting at home, and my husband couldn't care a hill of beans about stuff that goes on at Illinois State. He probably feels he hears Illinois State being spoken too much in our house. But be cognizant. If you're having a meeting and you're on Zoom or if we're in a Search Committee meeting, you should please make sure that there are not other people at your office if you're meeting. There are not other people at your home who could possibly hear this when you're meeting. Mary Ann's dogs usually participate in our Board of Trustees call. I know they're not going to tell anybody what they hear, so we're fine with that. But just, again, please, this is very, very sensitive. I know people are getting tired of hearing this, but we're in the middle of a pandemic, and I certainly wouldn't want to hear about someone losing their position at their current university in a pandemic because someone from Illinois State sent a text with their name in it, and it got screenshotted or left something on the printer and someone who wasn't supposed to see it saw it and it gets traced back to us. That would not make us a campus that was viewed very friendly by those in the public. So, sorry I had to go so long about that, but I tell people every day when they come in my office. Confidentiality is my currency as an attorney, and when people share their information with me, they don't expect it to get out. That's the only way I could survive and be an attorney for 26 years is keeping people's information confidential. Zach, I'll get back to you on that, because I could go on and on about confidentiality.

Zachary Smith: Yeah, well, I'll give you one more anecdotal story just briefly on that topic. When Jeff and I were doing the Athletic Director search for UCLA about a year ago, and I know AD searches have a little different level

of scrutiny, but somebody on the search committee followed one of the candidates on Twitter. And in athletics, you know, it's very common to be on Twitter and social media and so on, and so one of the media following that search actually noted that one of the committees... Don't ask me how they figured it out, but they saw that one of the committee members was following one of these speculated-about candidates in the press and all and put the dots together and started making suggestions that this person was a candidate in the search. And so you'd be surprised what people will do to find out candidates in a pool, especially a higher profile search. So just a note of caution to not do some of those things that you might be inclined to do during the course of the search, just to make sure that we're respecting the confidentiality of the candidate process. Any questions, thoughts, comments on that topic? Okay. Well, why don't we keep moving along? We're doing very well as a committee so far. So the last piece of the agenda is an opportunity... And I'm glad we have a little bit of time in case you haven't had a chance to weigh in yet. I know some of you have been on some of our different meetings already and provided feedback about the position itself, but some of you haven't had that opportunity, and so we wanted to give the committee a chance to weigh in about the position itself, like we've been doing with the other groups that we've been talking with. So I'll just frame the conversation as follows, and, again, please feel free to jump in if you have questions. There are really, you know, three or four big buckets of things that we'd like to hear from you about today. The first is, as I mentioned earlier, what are those priorities that you think will be important for the next president to really focus on when that person comes into the role? So you think about it in terms of what should their presidential agenda be. If you look back, you know, somebody's in the role for five years. What would you consider a success in that position? What will they have actually done for your campus, and what needs to be done for your campus? So those are... That's kind of one bucket of information we'd like to hear from you about. The second is on those qualities and qualifications. So what is the background of the person look like in this position to you? What do you think they need to bring into the role? What kind of experiences? What kind of knowledge? What type of skills, abilities, competencies should they have? So that's the second bucket of information we'd like to hear from you about. And then the third is if you had a chance to talk to the candidates like we'll have a chance to do, what would you tell them are selling points of your campus? And we've heard a lot of wonderful things about your campus, having been involved in a couple of searches already, but, again, we always learn maybe one or two new things when we have these conversations. So are there things that you would highlight about your campus that are appealing? Areas of excellence, you know, things that you're proud of about the campus, the culture, the environment, the community? You know, we'd love to hear from you about those things as well. And then, finally, is there anything else that may not fall neatly into one of those buckets that you'd like to share with us about the search? Anything that you think would be helpful for us to know as we go out into the market and start talking to candidates? So I'll pause there. And, again, would just love for anybody to jump in with feedback if you'd like to share any, and we'll be taking some notes during the conversation.

Trustee Jones: Well, Zach, I'm going to take Chair privilege, and I'm going to break the ice, because someone always has to be first. So I'm going to hit these topics really quickly and give you just one quick thing about each of them, and then I'm going to hope that other people... I know this is not a quiet group. Most of you all I've seen around and heard, so I know that you have opinions, and that's part of the reason you're here. For priority and agenda items, one of the things that I would like to see is I would like the new president to certainly be respectful of the direction and some of the initiatives that the University is already partaking on and making sure that we have continuity and that they're following through on some of those things. So we've made a lot of progress in a lot of areas. I'll just point one out that Dr. Kalter mentioned in our earlier conversation. There is a lot of work that has been going forward regarding our engineering program. So I would hope that all of the ground that we've gained on some of these initiatives on campus that we continue moving forward on those and that the president is respectful that there was a lot of work that went in prior to them arriving and doesn't just try to scrap everything. But that also being said, I would also like for them to be innovative and don't just sit back on their laurels on the things that Illinois State has already had on the table but bring some of their own ideas as well about what projects they would like to see, based on what they know about Illinois State. So that's my priorities and agenda items. For desired qualification and qualities, one of the major ones we had our Board retreat... It seems like forever ago... And one of the things we talked about as a Board are interrupters. And there are certain things... The one thing you can always be sure of is that you're just a little bit away from the next emergency or the next disruptor or the next thing that's going to happen that's going to kind of make you possibly get off your path. And so I would like to see a president that is cognizant of that and that is thinking about what are some of the interrupters that may be on the horizon that are things that I may have to deal with in my presidency. I'm walking. I'm going in a straight line, but there may be a little divot that's coming up, or there's something on the horizon in higher ed that eventually... It may not have impacted Illinois State yet, but it may be coming down the pike. I want a president who has some

foresight into looking for those things so that they are so much... Surprises happen, but some things are not a surprise, and some things you have your pulse on what is happening in your industry. You should know that it's coming. And so I'm very interested in having a president who has that kind of insight who is saying, look, in five years this is something that might be important to us as a university. And then the last thing I'll say is culture and selling points. One of the things that I love about Illinois State and why we have this 32-person committee and what I enjoy about serving on the Board of Trustees for Illinois State is that collaboration is very important to us and that we want to make sure that we can work in a congenial collaborative environment where we not always agree, but we at least agree to disagree without being disagreeable, and we expect feedback and input from everyone, and we know that no person is an island, and we are not experts on everything, and so we welcome feedback from all parties involved in the process. So that's kind of a quick and dirty, the three that I have. I'm going to look in the comments really quickly, because I know some... Oh, okay. Thank you, Alejandra, for getting that, because some people are having to drop off, and they're leaving comments, and I see those comments are being captured. And if I can, I'll read them later to the group. So, I'm opening the floor. Oh, I see a hand. Okay, go right ahead.

Rocio Rivadeneyra: Hello. Thank you. So I think I sent you a quick message about this, Julie, but I think in terms of what I'm looking for and I think the constituents that I'm representing are looking for... Somebody who comes in with a vision for taking ISU kind of to the next level with an equity-minded blend. So I'm not saying that we're going to be there already, that we're going to get to equity, right, in the next five years, but at least a vision for how to start us going or make more... I shouldn't say start us, because we have made a lot of strides, right. But kind of take us to the next level of what ISU can do. You know, not just in terms of diversity in terms of our numbers but really building an inclusive campus kind of to the next level. I'd like to see somebody who has kind of that depth of knowledge and can have conversations and even has a vision for what this is. And I think what you said, Julie, is important about a collaborative leader, somebody who... I mean that is part of who we are as an institution and what I like about this institution is that we are a place where shared governance is valued and leaders who can kind of bring us along, right, rather than tell us what to do, right. That listening is part of that collaboration. But at the same time is bringing in their own ideas and gets us excited with their vision. Oh, and I'm happy to say who I am. Sorry, Mary Ann. So I'm Rocio Rivadeneyra. I'm currently serving as interim Chair for Communication Sciences and Disorders, but here I'm actually representing the President's Diversity and Inclusion Advisory Council. Hence, my lens. And then a good communicator. I think that's important. Often times what we do when we're in positions of leadership is we do a lot of good work, but we don't often communicate that out, and I think that that is so crucial clearly to the position of the president but also beyond and being comfortable being that communicator. Right? So not always relying on people to write the notes for them but are comfortable in understanding a lot of what's happening.

Trustee Jones: Thank you. Anyone else want to chime in. And that was great. And we have people who are putting things in the chat as well, so please do. Alejandra is capturing that information as well. So that's another place. Chris, you can go next. Thank you.

Chris Horvath: So I put this in the chat, but I want to say one of the two of them out loud. My name is Chris Horvath. I'm the Chair of the Department of Philosophy, but on this committee I'm representing the faculty from the College of Arts and Sciences. First I want to double up on Rocio's and Julie's comments about collaboration and shared governance. Of course, a deep commitment and a good understanding of shared governance and how it's supposed to operate are vital. Second, several faculty have come to me already to say that what's really important to them is that we hire a president with an academic background rather than perhaps some other kind of background and an academic background such that they could serve as a tenured faculty member in one of the programs or departments we have here on campus. That's very important to the faculty. Thank you.

Trustee Jones: Thank you, Chris. Oh, I'm sorry. Quanisha.

Quanisha Kumi-Darfour: Good afternoon, everyone. I'm Quanisha Kumi-Darfour. I am the Associate Director of Student Relations and Career Services, but on this committee I am representing as the President of the Association of Black Academic Employees. And what I wanted to put forth here is we can hopefully get a president who is able to aid in further understanding the campus climate. So perhaps bringing forth another campus climate on study but really delving into what the faculty, staff, and students are saying so that we can put forth initiatives to help retain, recruit, and really take care of the people who are here and those who are to come.

Trustee Jones: Thank you. Those were great comments. Thank you. I know that people are jotting this down. Alejandra, I believe, is jotting them down. I'm trying to jot some things down, too. Dr. Spaulding.

Aslihan Spaulding: Good afternoon. I'm Aslihan Spaulding, representing College of Applied Science and Technology. I have some notes here with respect to those questions you raised. I'm looking for someone who's not just on paper are diversity, inclusion, and equity, but they are really living what they are saying on the understanding. Good listener and communicator representing us, not on the local community but State legislation. I know that's a very important role for our president. And also understanding economics and financials. I think that's a really big deal for our campus at this point. And given the COVID-19 reality, also committed towards the online distance learning, perhaps more cutting-edge technology and innovation on educational technology tools and helping our faculty and students succeed and someone who's really passionate about success of students, faculty and staff. That's what ISU is all about, I think. We are definitely focusing on that right now, and I would like to see the next president continue to do so. And someone who's visible presence. You know, I know Dr. Dietz has done that for us, and I would like to see someone who's got high integrity and passion about our university and represent us well. Thank you.

Trustee Jones: Thank you, Dr. Spaulding. Next, Joan Brehm. Am I saying your last name correct?

Joan Brehm: Yes, that's correct.

Trustee Jones: Thank you.

Joan Brehm: I'm Dr. Brehm. I'm the Chair of Sociology and Anthropology, and I'm representing department academic chairs on this committee. I've been at ISU since 2003, and so I want to second a lot of the comments made already by Rocío, Chris, and Dr. Spaulding about diversity and inclusion. You know, we started a lot of efforts in those directions, but I think ISU has a long way to go, and I think what we're really struggling with is on-the-ground concrete action. And I would love to see a candidate who actually has experience in kind of influencing these changes, and they have examples of how they have shifted the culture and shifted their environment on campus to really promote and support diversity and inclusion and equity, a real respect and support for its staff and graduate students. And, in particular, you know, the issues that we're having right now over living wage... Those are really important. Those are critical parts of our campus, and I feel like we don't give the attention that it deserves. So prioritizing those. Obviously, open communication, collaboration, and emphasis on shared governance is really important. I think I'll stop there, but I do support a lot of the things that have already been said, so I don't want to take up time repeating those. Thank you.

Trustee Jones: Thank you. Thank you. Those were very timely comments. I appreciate that. Rhona Israel.

Rhona Israel: Good afternoon, everyone. My name is Rhona Israel, and I am the current President of the Black Colleagues Association. I will be representing the constituents of that Infinity Group at Illinois State, and I'd like to echo the sentiments of the last three ladies that just spoke before me. From the Black Colleagues Association, our priority is going to be had looking for a president that is a president to all. Again, as previously has been highlighted, really has their finger on the pulse of how to make in action that diversity and inclusion apply to everyone. And on behalf of the Black Colleague Association, as we go through the process, I will be providing additional information from that Infinity Group throughout the process. Thank you very much.

Trustee Jones: Thank you, Rhona. Anyone else have... I don't see any hands. Let me see. I'm trying to look for the little... Oh, okay. Dr. Samant.

Ajay Samant: Thank you, Trustee Jones. I'm Ajay Samant and the Dean of the College of Business, and I represent the deans of the ISU campus. Just a couple of observations I wanted to bring to your attention. One is that students come to ISU primarily to learn, and we need a president like President Dietz who believes in the primacy of academics in the life of the University. And a second observation that as budgets get tighter and as State appropriations continue to decline, we need a president who is very comfortable with philanthropic fund raising, who is able to bond with the community and help us raise the resources that we need going forward. Those are the thoughts I wanted to communicate on behalf of the Deans Council. Thank you.

Trustee Jones: Thank you, Dr. Samant. Very timely comments. I knew someone was going to say finances at some point, so thank you. (Laughter) Anyone else? I'm looking for hands right now. Let's see. Again, some of you all have put information in the chat box. That's great. We're capturing that. Some of you have already been part of listening sessions. Hopefully you'll be able to look at the leadership profile. I think a draft of that that we have so that you can give more information and input with regard to that. I'm looking. I'm still looking for hands. If someone has a hand and I haven't seen it, you can unmute yourself and just speak up if you'd like. I do see comments again. I see comments in the search box. So those are a fine place to put those. We'll capture all of those. Anyone have a burning... Oh, I see one. And, again, I can't see you all's titles, so I apologize. I do want to be respectful of everyone's title, but I don't see doctor or any of that, so I'm just going to go by what you have. Cindy Kerber. You're still on mute. There you go.

Cindy Kerber: Thank you for asking. I represent the College of Nursing, and I've been listening to my peers speak about their preferences, and I support what they've already presented but don't have anything additional to add at this point.

Trustee Jones: Oh, thank you. Are you just chiming in to say that you're on board? I like that. Thank you. (Laughter) Anyone else want to speak at this time? I don't want you to think that this is one of those speak now or forever hold your peace situations. It is most certainly not. You all have the e-mail address for WittKieffer that you can send those comments directly to WittKieffer. I want to remind you again. I'm going to keep reminding you. Please send in your confidentiality agreement so that we can feel free to share information with you, and I'm going to go back to Zach and see what he needs from us at this point.

Zachary Smith: Thanks, Julie. Well, I think we've got what we need as far as the feedback, but again I just want to remind you that you can certainly send in more feedback to the e-mail address that's on your agenda, illinoisstatepresident@WittKieffer.com and at any time if you'd like to provide thoughts. If you leave here today and something comes to mind, don't hesitate to send us thoughts to that e-mail address. In fact, we've got many, many people who have sent us their thoughts on a sort of ongoing basis that we've been collecting and trying to incorporate, and keep in mind that the profile will not have every single, you know, thought listed in it, but we do try to consolidate and capture the most important themes that we've heard over and over throughout our conversations, so that's what that document will reflect, and so we really appreciate your feedback today. You know, we'll be in touch. There will be times where you don't hear anything from us about the search, because we'll be doing some work behind the scenes doing our recruitment and so on, but we'll keep updating you. You'll get information about the dates as we get those set, and if you have questions along the way, please don't hesitate to reach out to us. I don't have anything else to add. Let me just quickly ask my colleagues, Jeff and Alejandra, if they have anything that maybe I have overlooked that you want to add.

Alejandra Gillette-Teran: I don't think so. Thank you, everyone.

Zachary Smith: Jeff, are you...

Jeff Compher: Yeah, I think you captured everything. Thank you.

Zachary Smith: Okay. Thanks, Jeff.

Trustee Jones: Okay. Thank you, Zach. Now, so we have all the things that we have from Zach. One of the things... I don't know why I don't see it here on my notes, but one of the things that I am going to make sure that everyone sees and bring your attention to is the charge to the presidential Search Committee of the Board of Trustees. We're finishing a little bit. We allocated more time for this, and this is such an important document that I'm going to actually read this. So please bear with me as I read through the charge to the presidential Search Committee of the Board of Trustees. The presidential Search Committee of the Board of Trustees of Illinois State University serves in advisory capacity to the Board of Trustees with the understanding that the Board... Oh, that scared me for a moment. With all the snow and everything, I thought I was having technical difficulties here, so thank you, Dave, for that. With the understanding that the Board will make the final decision with regard to appointing the next President of Illinois State University. The Board is grateful to the members of the Committee for their willingness to commit their time and talents to serving Illinois State University in this significant task. The Committee itself is broadly representative, but individual members are not charged with representing the

constituency. Each member of the Committee represents Illinois State University as a whole, and the charge is to find a great new leader for the University. It is the aim of the Committee to conduct a national search for the President of Illinois State University following Affirmative Action and Equal Employment Opportunity guidelines and consideration as well as the regulations of the State of Illinois and federal government. The Committee undertakes this charge with the understanding that the identities of those applying for the position must be kept confidential. Accordingly, throughout the process and forever after, the Committee will commit to complete confidentiality as to the names of the candidates and information about them as well as the nature of the Committee's deliberations. There will be one spokesperson for the Committee and for the Board of Trustees regarding the presidential search. Julie Annette Jones, Chair of the Board of Trustees and the Committee. Chair Jones will make periodic reports to the full Board of Trustees, University constituents, and community on the progress of the presidential search. Advertising and recruitment. The Board retains WittKieffer to assist in the recruitment of qualified candidates as well as the subsequent steps of the search process. A Board-approved advertisement will be placed in leading outlets of higher education, and the Board-approved position description will be shared with prospects and sources nationwide and will be used to actively solicit nominations and applications from a diverse group of well-qualified persons. The advertisement is used for marketing the opportunity rather than recruitment of potential candidates, although candidates may result from the ad. Screening.

Following the search schedule, we ask that the Committee meet with WittKieffer to review the top 12-20 candidate files and recommend to the Board of Trustees the names, unranked in alphabetical order, of qualified persons to interview during Round 1 of the interviews to be held at the to-be-announced date. Because of the market for president for Round 1 interviews, the Board expects it to be forwarded to it no fewer than 12 candidates plus 3 back-up candidates in case any of the 12 drop out. The Board of Trustees may convene in Executive Committee of the Search Advisory Committee to the Board of Trustees to conduct Round 1 of interviews. The Executive Committee will include seven members of the Board as well as five additional persons to be appointed by the Board of Trustees and a Search Chair. At the conclusion of Round 1 interviews, the Executive Committee will recommend to the Board of Trustees unranked in alphabetical order the name of candidates to be referenced. Based on the results of the referencing, which will be shared with the full Committee, the Committee will recommend to the Board of Trustees in unranked alphabetical order the name of no fewer than four candidates to the Board of Trustees for Round 2 interviews. The official duties of the full Committee will conclude at that point. Selecting a president is arguably the most important decision of the Board of Trustees, and Illinois State University enters this search in a position of strength because of our hard work and dedication over a short period of time. We thank the members of the Committee for their willingness to serve. One thing that I do want to point out again is that I am glad to see you all here. I'm glad you all sacrificed your time on this snowy Monday morning to take part in this discussion, but I also understand that there may have been information given to you today and that you didn't receive prior to this or that you've thought about it over time since volunteering or since being recommended for this Committee. It may be too much of a time commitment. There may be some responsibilities or roles here that you don't think you can fulfill at this time. We understand. Zach mentioned this about our candidates, and it's certainly true for all of us. We all have a life outside of Illinois State University, and while we love this University and we are committed to service, that does not mean that we are all available at this time. And so if you have thought about this, heard something on this call today, and you want to reconsider your service to this Committee, we understand. There are no hard feelings. I know that everyone is just wonderful and wants to be captivated by my many quips and attempts at humor throughout this, and so you don't want to miss it, so I will not take it personal if you leave (laughter) because you have other things that you need to do. But please, as soon as possible after this call, if you are having some second thoughts, if you have some questions, please reach out to me and let me know, because you serve an important role, and you are representing an important constituency, and if you are not going to serve in that role, we do want to have an opportunity to fill that role. I am looking at something, a comment. Does this mean that the Search Committee will not be part of the final interviews? We are determining that right now. In the past, and I will say this. Some of this is very fluid. In the past when we were flying people and we were doing airport interviews, it would just not be feasible to have 32 people interviewing everyone at the airport. We don't know. It's a great thing that some of our COVID restrictions are being lessened and that those numbers are going down. We really don't know what's going to happen when we get to that round of interviews. If it's going to be 32 people and it's going to be via Zoom, it's very possible that we could all stay as part of this Committee. If it is going to be some sort of on-campus type of thing or airport interview, we may not. So that is something that is open right now. So we don't have a definitive answer on that. And, Chris, I see your hand up.

Zachary Smith: I just want to... Can I make a quick comment to that, Chris, just real quick?

Chris Horvath: Sure. Absolutely.

Zachary Smith: I just also wanted to say that while you might forward 12 candidates to the Board for consideration for first-round interviews, it doesn't mean that the Board will necessarily select all 12. That's how I understand the charge, which is why you heard me saying some different numbers. It could be 10-12 first-round interviews. Same with the finalist stage. If you forward 4, the Board doesn't necessarily need to interview all 4; it's just that's what you're forwarding. So I think that's what I understood, Julie. Does that sound right to you?

Trustee Jones: That's correct.

Jay Groves: And, Julie, this is Jay. Let me also jump in for a second. I think what that means at the end in the charge is that the responsibility of the Committee to do selections of the four finalists ends. So they know it's the Board that makes the final decision on who gets offered the appointment, and the Committee doesn't make... That's what that means in the charge, is that the Board makes the decision on the finalists, you know, to who gets an offer of the appointment and not the Committee. That's what that part of the charge means.

Trustee Jones: Right, Jay, but that wasn't the... Sorry. Thank you for that, but that wasn't the question. The question that I had was specifically about who participates in the interviews.

Zachary Smith: Right. It's different. Yeah. Different.

Trustee Jones: Let's let Chris go ahead, Chris. I'm sorry.

Chris Horvath: No, I'm sorry. So I think I'm a little confused, because when Zach was explaining the timeline, I thought the Candidate Review Meeting where we whittled the A, B, and C groups down to 12 was the whole Committee, all of us, in Executive Session. But in your charge it read to me like it's the Board of Trustees plus five members of this Committee you select. Do I misunderstand?

Trustee Jones: That's a different round. That's the second round. The first round is everyone.

Chris Horvath: Okay. Thank you.

Trustee Jones: And it may not be that way. So what I was speaking to about, it might be a broader group, that's the part that I was talking about, Chris. That's the second round. The first round is everyone here. That is the main purpose of your service is to whittle down all of the profiles that receive.

Chris Horvath: Thank you.

Trustee Jones: And...

Jay Groves: Can I give a little historical background. Before COVID, what would happen (and this is for Chris, also), is that the Committee would look at the folders and decide, you know, make decisions on who goes to the first round. In the past searches, the first-round interviews occurred at O'Hare Airport, and it was difficult to take 32 members of a committee up to O'Hare Airport to do first-round interviews just because of the expenses and all the transportation involved. And so committees were whittled down to the Board plus five, as it was called, to do the first-round interviews, not to select the people that went there but to actually do the interviews. In an era of Zoom, it could be a different decision because the transportation is not there. We're in a stage now where we don't know what the mitigations are going to suggest, so I think the word 'may' you'll see in the charge allows Chair Jones to keep her powder dry on how that proceeds when it gets up to that point.

Trustee Jones: Jay, that's exactly what I thought I said, so thank you, Jay. That is something that was historical based on the way the interviews were conducted, and we're not exactly sure how they're going to be conducted. I just have one thing. I saw one hand, so I'm going to get to that hand, but I have one great comment in the chat box that I want everybody to pay attention to. Everyone is not going to ask questions. We're going to have some questions that are going to be teed up from WittKieffer that are some key questions that get to sort of the heart of

things, based on what we have in our profile. Certainly, we can't have 32 people asking questions. That would be chaotic. And, as Zach said, if we all just took a couple seconds, that would be a lot. So everyone is going to be able to listen, but they're going to be people who rotate up on who asks those questions. So we're getting down into some of the mechanics of the meeting, and we'll have a chance to address some of those before the first committee meeting happens when we get those profiles. We kind of just wanted to set the landscape here today. We'll drill down on some of those, but those are good comments, and we'll make sure that before we get to our meeting, we'll all be prepared and know the mechanics of what happens at the first meeting. Dr. Rivadeneyra?

Rocio Rivadeneyra: Thank you. And so my question, I guess...so are you...the way the charge reads is that we're only part up until what would have the airport interview, and I get the history of why for the airport interviews. You had a smaller group. But when we had campus interview, traditionally that would have been opened. Well, actually, I don't know. I don't remember the last one. But I think traditionally that was open to the whole campus. Given that we're having confidential interviews, which I totally get, does this Committee still participate, I guess, in that final interview, given that it is now confidential. I think that, you know, we have constituencies here that need to be... Or maybe not so much to ask the questions, as Susan suggested, but to at least listen. And I totally get that we are not the hiring agents. That's the Board of Trustees, and that's your final decisions, but will we be able to at least be part of that final interview, even if it's in a listening of the conversation?

Trustee Jones: Yes. And the other thing that I want to point out that Zach mentioned is that may be a little different is even for the four finalists, what used to be on campus and it was sort of the round robin and anybody could attend, there's probably going to be two sessions of that. There's probably going to be one session that is made up of this Search Committee, and then there's going to be another session probably of people who are also signing confidentiality agreements who are not represented on this Search Committee but maybe you all could recommend those people who might possibly... Maybe they've been at a university and had to be part of a president search before, and so they might help us with that. So I expect that when we get down to the final four, so to speak, that there is going to be at least two listening sessions for them. Or not two listening sessions, two interview sessions for them, one that will be comprised of this Board, and one that is going to be comprised of people who are not seated on this Board but who can give us input and will have an opportunity to interview them as well with the confidentiality agreements.

Zachary Smith: And you meant comprised of this Committee. I just wanted to make sure, because people may think you meant the Board. Right?

Trustee Jones: Oh, I'm sorry. I'm sorry. Committee Board, this Committee. This Committee. Thank you, Zach.

Zachary Smith: I just wanted to make sure.

Trustee Jones: Thank you. And I want to be clear because our language matters and especially since we are a public university and we're subject to the Open Meetings Act. Everything that everyone does on this Committee is a recommendation. We're not voting on anybody. We're not electing anybody. We're not doing anything like that. You won't see us call a poll for a vote or anything like that. These are all recommendations that will go to the Board of Trustees, and the only actual vote that will be happening will be at the Board of Trustees meeting and at the open session when we actually vote on the next president. I'm speaking those things that I want to see on our excellent candidate as new president that we will be hiring. That is the only vote that takes place with regard to searching for a new president. Everything else is recommendations. Questions, concerns? I think I have all the hands. I'm looking for squares. I'm looking for hands. I appreciate everyone being so engaged today. We had plenty of questions. We had plenty of things going on in the chat box. We had plenty of people speak up, so I feel very confident that this is the right team and that we have the right team to make the right selection. And the one thing I will say in my final sort of comments... So I met with another... I've been meeting with groups all along. One group that I met with I have to make an admission very early on that I am a cornball, and unlike what people think of attorneys, I am very emotional and very emotionally affected, although I can make decisions. But I am excited about being on this Board. I'm sorry. Being on this Committee, and I hope that you all are excited, too. I hope that you're enthusiastic about your role. I hope that you feel empowered and feel like, oh, they didn't just put me on this Committee just because they needed 32 people, because we certainly didn't need 32 people, but that I was valued in some way, and that is why I was invited to participate in this Committee. This is a big job. And I have lost a lot of sleep over this big job, and hopefully you guys I did a good job getting the bags down this morning, but I think that

anything that you're doing that's important, you should feel invested in. I want you all to feel invested in this process. And invested not just in this process but invested in the success of our next president. That takes a commitment on all of us to have. So whether you agree with who was selected, whether you participated in the interview, whether you did or not, you're still a part of Illinois State University's community, and I should hope that we would all make it our personal goal to make this president be as successful as possible once they're seated. Because as the president succeeds, so does Illinois State succeed. This morning, again when I was thinking about my comments, I was thinking about if you've attended a wedding, sometimes the ministers will have the people say their vows to each, and then they will speak to everyone in attendance and say you're here. Do you make a commitment to help them to make sure that they have the best bond that they can have? And that puts the people there on the spot and says that you have been invited to this special occasion for a reason, because your role doesn't just end when you eat the piece of wedding cake at the reception, but you're supposed to be here to support this union. And that's the way I look at this Chair, this Committee. We are supposed to be here, not just to support selection of a president, but we are supposed to be here to support the success of a president. And regardless of whether it's the person that you picked as number one and was your favorite candidate or not, we all need to make a commitment to make sure that this president is successful and not just successful, but we put that profile together for a reason and to make sure that our next president is held accountable and that that leadership profile that we put together is not just words that we put on a page, but it is something that we expect to see in our next leader and that we will all foster success in that area, but we'll also all make ourselves a committee of one to commit that president to accountability in those areas. So, I don't know if you have anything else to say, Zach. We're still in open meeting, so I still need to do the conclusion that we do for all of our open meetings, but I want to take this opportunity. I'm big on round robin. So I'm doing my round robin. I usually pick everybody and say do you have something to say. There are too many of us now. But if anyone has any final parting comments they would like to say before we conclude this meeting, I'm going to turn it over to Zach, because I think he has two more things on the agenda, maybe. No, I think one of them was the website, which we have, or the e-mail address.

Zachary Smith: Yeah, I covered them both. I think we're good.

Trustee Jones: Anyone have anything else that they would like to add at this time? I'm excited. I hope you guys can feel my enthusiasm through the screen, and I spent an hour yesterday working on this hair so that I could be presentable for you guys, so I hope that you appreciate that as well. (Laughter) And so I'm looking forward to us having a great time picking our new leader, a great time building a legacy of Illinois State to make it even stronger. And at that point, I am going to go back into our meeting so that we can conclude for the day and we can go about our other responsibilities for the day.

Zachary Smith: Chair Jones, I do see a hand up.

Trustee Jones: Oh, okay. Let me look and see. I think I don't see that hand. Let's see.

Zachary Smith: Quanisha.

Trustee Jones: Oh, okay. Quanisha. I don't...

Quanisha Kumi-Darfour: Yes.

Trustee Jones: Okay. I can't see Quanisha now. I don't know why.

Quanisha Kumi-Darfour: Well, thank you once again, Chair Jones, for your leadership. I do feel your enthusiasm, and as you mentioned, this is a very big responsibility, and too remember the piece about the wedding with the whole group being accountable to the success, and I think that's something that is a point of pride that we have here at Illinois State. That's something that I do hope that we will keep moving forward. So thank you. Thank you so much, and I look forward to this experience.

Trustee Jones: Thank you. And now I see you. You're in the top corner. So if I was playing, you know, Hollywood Squares, I would want that corner. (Laughter)

Quanisha Kumi-Darfour: Yes. And your hair is popping. It looks very nice.

Trustee Jones: (Laughter) Not that I was fishing for a compliment or anything. (Laughter) Anybody else have any final comment? All right. Seeing none, that concludes today's agenda. From the Board of Trustees, may I have a motion and a second to adjourn?

Trustee Louderback: So moved.

Trustee Jones: We have a motion from Trustee Louderback. Do we have a second?

Trustee Bohn: Second.

Trustee Jones: Second, Trustee Bohn. We have a motion and a second. Trustee Louderback, can you call the roll for the vote, please?

Trustee Louderback: Sure will. Trustee Bohn.

Trustee Bohn: Yes.

Trustee Louderback: Trustee Dobski.

Trustee Dobski: Yes.

Trustee Louderback: Trustee Donahue.

Trustee Jones: He had to excuse himself for work.

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. Thank you, everyone.

Trustee Jones: We are adjourned. Thank you, everyone, for your attendance and participation in today's meeting. Have a wonderful rest of your week. You all have my e-mail address. You should all have a telephone number where you can contact me. If you have any questions, concerns or thoughts or you just want to pick my brain or you want to call me again and say how cute my hair is. Feel free to do so. (Laughter) This meeting is adjourned.

Several people: All right. Thank you, everyone. Stay positive. Test negative.