

# Southern Illinois University System

## The Mutual and Respective Roles of the Board, President, and Chancellors<sup>\*</sup>

The Southern Illinois University System (SIU) is one of 46 multi-campus systems operating in thirty-four states and one of two operating within Illinois. Of those, SIU is one of the smaller multi-campus systems. Although its physical presence can be found in multiple locations within and outside of Illinois, the operating authority for these various entities has been divided between its two campuses—SIU Carbondale and SIU Edwardsville.

The SIU system, hereafter identified as the University, benefits its member institutions and the taxpayers of Illinois by providing greater financial flexibility as the result of economies of scale, i.e., combined resources, pooled earnings, and pooled borrowing. Through a productive division of labor, the energies of its leadership team (Board, President, and Chancellors) are tailored in such manner as to most effectively support the needs of the University and of the southern Illinois region it principally serves. Through effective stewardship of its financial, physical, and intellectual assets, the University's leadership team is positioned to achieving cost savings due to economies of scale; securing cooperative and planning advantages; shaping, supporting, and achieving complementary missions; ensuring excellence in programs, faculty, and students; minimizing unnecessary duplication through cooperative endeavors; gaining public and legislative support for the University through unified efforts; and shielding campuses from direct political intervention.

Within the framework of the University is a division of labor between the Office of the President (i.e., central administrative staff) and the support services operating on the campuses. In some instances, university-wide administrative functions are delegated to a specific campus (i.e., preparation of University audited financial statements at SIU Carbondale); in other instances, the function is held centrally. As a general rule, centralized services exist only when there is a strong rationale justifying cost efficiencies and unnecessary duplication of functions. These include risk management, auditing, legal services, investments, debt financing, treasury, financial information systems, and external lobbying contracts.

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<sup>\*</sup> Appreciation is given to “The Committee to Improve the University of Missouri,” Charles F. Knight, CEO of Emerson Electric, Chair of the Committee; Harold L. Enarson, President Emeritus of the Ohio State University; Doug Russell, member of the University of Missouri Board of Curators; R. Kenneth Hutchinson, University of Missouri administrator; John Jackson, Chancellor Emeritus of Southern Illinois University Carbondale; and Duane Stucky, Senior Vice President for Financial and Administrative Affairs and Board Treasurer, Southern Illinois University.

## Board of Trustees

The SIU Board of Trustees was created by the General Assembly of the state of Illinois for the purpose of “operating, managing, controlling and maintaining Southern Illinois University.”

As guardians of the public trust, the SIU Board of Trustees considers as the primary responsibilities the consideration and development of overall policies governing the University, thoughtful assessment of the performance of the University and its constituent institutions, and review and oversight of academic, physical development, and financial plans of the University. It also serves a crucial role in representing the University to the Governor and the General Assembly.

Holding the University in its trust, the Board ensures that the University achieves the purposes of its mission and goals; ensures that it is properly led and managed; maintains the quality of the University’s academic programs; achieves the benefits intended for its many constituencies; provides responsible policies and procedures for the University’s proper governance; safeguards the University’s assets; and serves as a buffer between the University and the public, assisting where appropriate in the understanding of each other’s needs.

In achieving the advantages of a multi-campus system, the Board requires the energy and talent of a strong President and Chancellors. The proper distribution of oversight, power, and responsibilities between and among these leadership positions is essential to an effective multi-campus system. Equally critical to the effectiveness of the system is a shared understanding as to the distinctive roles and responsibilities of each and that their combined success requires vision, cooperation, teamwork, and strong communication skills.

In its pursuit of effective University leadership, the Board must ensure that there is no blurring of the lines of authority between the President and the Chancellors. To the extent that the Office of the President intrudes into the daily operations of the campuses, or vice versa, there is created a confusion over lines of authority, a weakening of campus and University leadership, and the sowing of seeds of dysfunction that can emerge at multiple levels of administration.

## The President

The President is the chief executive officer of the University and, as such, exercises such powers as are necessary for the governance and function of the University. The President is empowered to execute all documents and exercise all powers necessary to the discharge of that office.

Operating under the overall direction and policy control of the Board, the President of the University:

- Provides vision and overall leadership for the University and a single focus of accountability to the state and its citizens.
- Shall be the chief executive and administrative authority for the University.
- Serves as the primary link between the Board's responsibilities for policy and the Chancellors' responsibilities for operations.
- Promotes and preserves the overall mission and goals of the University by directing each campus Chancellor to plan, build, and sustain appropriate academic and co-curricular programs and initiatives that minimize duplication and link the University's resources to state, regional, and national needs.
- Working in conjunction with the Chancellors, proposes to the Board short- and long-term planning goals, policies, and actions which serve the best interests of the University.
- Working in conjunction with the Chancellors, promulgates guidelines and regulations for the consistent interpretation and application of Board policies.
- Monitors and evaluates the performance of the Chancellors and the campuses in the pursuit of their established missions and goals.
- Allocates resources to campus Chancellors in accordance with their respective educational, research, and service missions and priorities.
- Serves as the "voice" of the University to the citizens, Governor, General Assembly, and the Illinois Board of Higher Education regarding the capacity of the University in meeting the priorities of the state.
- Communicates the needs of the state to the University community.
- Serves as a "shield" against outside interference in University and campus matters.
- Working in conjunction with the Chancellors develops inter-campus cooperative academic and operational programs and services designed to reduce cost while improving efficiencies and accountability.
- Establishes procedures guiding the annual fund-raising goals and priorities for the University and its campuses.
- Ensures that the Office of the President can meet the University's responsibilities in risk management, auditing, legal services, investments, debt financing, treasury, financial information systems, and external lobbying contracts.
- Serves as the channel of communication between the Board and all subordinate administrative officers and personnel.
- May consult with the campus constituency groups through the Chancellors on matters which the President deems appropriate for constituency involvement.
- Administers the academic, financial, and other functions of the University in a manner which assures the institutional autonomy of the two campuses.
- Directs the activities of the Chancellors in a manner which promotes the general welfare of the University while, at the same time, ensuring institutional autonomy.
- Evaluates the performances of the Chancellors based on annual performance goals jointly established by the President and the Chancellors.
- Balances the sometimes competing interests of the campuses.

## The Chancellors

In addition to a strong Board and President, achieving the advantages and purposes of a multi-campus university require the energies, leadership, and talent of equally strong Chancellors who are dedicated to the mission and goals of their respective campus. Whereas the principal role of the Board and President lie in policy, overall direction, and planning, the leadership demanded of Chancellors is primarily focused on implementation and direct operational control.

The Chancellors are the Chief Executive Officers of their respective campuses. This designation includes the right and responsibility to manage the campus within the overall policies and directives issued by the President and the Board of Trustees. The Chancellors should have the autonomy to manage their campuses on a day to day operational basis. The President and Chancellor will consult on decisions of mutual interest before those decisions are made or announced. Ordinarily the President and the Board of Trustees will only overturn or countermand decisions made by the Chancellor if there are compelling reasons for concern by the University and/or if University policies and procedures are involved.

Reporting to the President and through that officer to the Board, the Chancellors are responsible for carrying out approved policies, guidelines, and regulations governing the management of academic, business, and student affairs, delegating execution to administrative aids and heads of appropriate functional areas. They assume primary responsibility for the internal organization of the campus administration, including academic, administrative, and student affairs, and the development and management of the physical plant and auxiliary services.

The University's Chancellors are responsible for the day-to-day functioning of the campuses. As educational leaders, their challenge is to ensure that the assets of the University are continually directed at maintaining and sustaining the quality of teaching, research, and service that comprise the mission and goals of the campus. As campus leaders and stewards, their tasks include consensus building; facilitation of quality scholarship; careful management of resources; recruitment and retention of outstanding faculty, staff, and students; problem solving; and promoting the intellectual, physical, and fiscal health of the campus.

Among the responsibilities of the Chancellors include the following:

- Working with the President to develop, shape, and sustain the mission of their campus.
- Providing the necessary leadership and management skills for their campus to achieve its mission and goals.
- Having primary responsibility for the day-to-day operational leadership and control of their campus.
- Ensuring excellence in the campus's teaching, research, and service missions; maintaining the strength of the campus's academic and co-curricular programs;

and furthering the recruitment and retention of outstanding teachers, scholars, staff, and students.

- Maintaining a productive relationship with faculty, students, staff, and alumni.
- Ensuring a fair and appropriate distribution of resources to support and sustain the campus's academic, research, and service functions.
- Ensuring an efficient and effective use of the campus's assets.
- Developing and maintaining effective and productive relationships with the campus's adjoining communities, business, and government agencies by building strong town-gown partnerships.
- Articulating to the campus community the Board's and President's goals and the assigned mission of the campus.
- Securing grants, gifts, and contracts from private, state, and federal sources that further the mission and goals of the campus.
- Appointing all academic and non-academic employees within the limitation of powers delegated by the Board and President.
- Assuming primary responsibility for fund-raising and alumni relations.
- Shall be reviewed annually by the President based upon a statement of goals and objectives for the year of evaluation which were previously formulated by the Chancellor and agreed upon by the President.