



## Chancellor

### Leadership Profile

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## Contents

- 01 The Opportunity and Summary of Position
- 02 Southern Illinois Carbondale: An Overview
- 05 Opportunities and Expectations for Leadership
- 08 Qualities and Qualifications of the Ideal Candidate
- 10 Procedure for Candidacy
- 11 Organization Chart

## The Opportunity and Summary of Position

Southern Illinois University Carbondale (SIU Carbondale) is celebrating 150 years of providing an outstanding education to students from around the world, and of ground-breaking research and creative activities. To build on this enviable record, the University seeks a chancellor to lead it forward to new levels of success.

As the State of Illinois emerges from recent budget and political crises and significantly invests in higher education, SIU Carbondale is repositioning itself to take fullest advantage of higher education's new reality. The flagship of the Southern Illinois University System, SIU Carbondale has in recent years undertaken multiple initiatives to stem enrollment declines while maintaining its status as a comprehensive, doctoral university with high research activity. The University community stands ready to coalesce behind a new leader who demonstrates a successful track record as an agent of change, a builder of trusting relationships and an unrelenting champion of students, scholarship and research in order to assure the institution's long-term success.

Accomplishing this feat will require a leader with a deep and actionable understanding of higher education in its current circumstances. That leader will possess an earned terminal degree and a history of transparency, active communication and inclusive decision-making. Strategic planning skills and experience are required, and superior strategic thinking is of the utmost importance. While the ideal candidate will possess a record of teaching and scholarship consistent with an appointment to the faculty at the rank of professor with tenure, outstanding candidates who demonstrate the necessary skills and experience but do not qualify for an appointment to the faculty will also be considered. Of the greatest import is a leader with a commitment to doing the right thing in the face of competing interests and political pressures, the ability to implement difficult decisions and thus create institutional change, and the persistence necessary to see those initiatives through to fruition.

SIU Carbondale's new chancellor will have the opportunity to make a historic impact on a venerable, nationally-recognized institution with a storied history and compelling, contemporary mission, serving students from throughout the United States and across the world.

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



## Southern Illinois Carbondale: An Overview

Founded in 1869, SIU Carbondale is the flagship campus of the Southern Illinois University System, one of two public university systems in Illinois. SIU Carbondale is a strong, diverse, student-centered, research-intensive and comprehensive public university accredited by the Higher Learning Commission. Located 100 miles southeast of St. Louis, Missouri, SIU Carbondale is a Carnegie-classified high research public university offering nearly 40 doctoral and professional degree programs, 80 programs at the master's level, 90 undergraduate fields of study and three associate degree programs. Nearly 12,000 students are served through the Graduate School, the Schools of Law and Medicine, and the University's other collegiate units currently comprised of Agricultural Sciences, Applied Sciences and Arts, Business, Education and Human Services, Engineering, Liberal Arts, Mass Communication and Media Arts and Science.

The University is in the midst of a visionary reorganization of the academic administrative structure. Among the hallmarks of the plan is to create interdisciplinary synergies by merging departments into schools that will also result in the renaming of the colleges. Once fully implemented, the revitalization of academic programs will offer avenues for enrollment growth, greater research funding and new fundraising opportunities.

The Carnegie Foundation for the Advancement of Teaching awarded SIU Carbondale its prestigious Community Engagement Classification, and the Association of Public and Land Grant Universities included the University in its selective listing of Innovation and Economic Prosperity Universities. SIU Carbondale is one of three public universities in Illinois that holds membership in the Association of Research Libraries.

SIU Carbondale continues to rank among the nation's top colleges and universities in the number of its students from traditionally underrepresented groups. Understanding the emerging and shifting demographics of these groups, the University is committed to providing a welcoming environment and the highest possible quality of education that will prepare all its students to become productive citizens in a multicultural world. Recognized for its wide array of academic programs, its research agenda and for its strong presence in global education, the University is a partner in many international linkages and exchange agreements. The University is also known for its service to veterans and first-generation students, its commitment to students with disabilities and its focus on inclusive excellence, entrepreneurialism and sustainability.

The physical beauty of the region is a major attraction to students, faculty and visitors. Sixty miles to the south of Carbondale is the historic confluence of the Ohio and Mississippi Rivers, the two forming the border of the southern tip of the state. Situated within 10 miles of the campus are two state parks and four large recreational lakes, and much of the area is a part of the 240,000-acre Shawnee National Forest.



## OUR MISSION

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities, and transform lives.

## WE ARE

A national, forward-thinking university dedicated to discovery and innovation that provides every student with an outstanding, comprehensive and relevant education enhanced by hands-on, personalized learning experiences.

Our students graduate with the knowledge, experience, critical-thinking skills and cultural competencies they need to make a difference in our world.

## WE ARE DISTINGUISHED BY

- Our commitment to research and discovery, which:
  - leads to the creation of new knowledge that improves lives
  - allows students to learn alongside faculty who are leaders in their fields
  - gives students opportunities to engage in research and creative activities as early as freshman year
- Comprehensive, robust, cross-disciplinary academic programs taught by outstanding faculty, ensuring that every student graduates with a complete, well-rounded education and the essential skills that contribute to lifelong success
- The personal attention our students gain at a mid-sized research university — our students don't get lost in the crowd
- Hands-on experiences, regardless of major, that give students an edge after graduation
- A vibrant campus life with hundreds of student organizations, concerts, athletics events and much more to choose from
- Our dedication to inclusive excellence, helping students from all backgrounds gain the cultural competencies they need to live and work in our diverse world
- A commitment to innovation and service that contributes to the economic vitality and well-being of our region and state
- The beautiful Southern Illinois region, where students benefit from outdoor learning experiences and recreational opportunities at a national forest, state park and more
- A close-knit community of dedicated Saluki alumni, friends, faculty, staff and students who maintain connections throughout their lives

## Facts and recent points of pride

- SIU launched a year-long celebration of its 150th anniversary in March 2019.
- SIU offers more than 200 majors in agricultural sciences, applied arts and sciences, business, education and human services, engineering, law, liberal arts, mass communication and media arts, medicine and science.
- SIU's newly approved nursing program will attract 300 students over its first four years and fill a critical healthcare gap in the Southern Illinois region.
- SIU grants more than \$10 million in scholarships and grants each year; many of these scholarships are made possible by donors.
- The campus has been recognized as "bicycle friendly," earned a "Tree Campus USA" designation for its commitment to forest management, is ranked in the *Princeton Review Guide to Green Colleges*, and has been ranked as a "Cool School" by the Sierra Club for its sustainability efforts.
- SIU is noted for its support of students with disabilities, military veterans and those who are the first in their families to attend college.
- SIU is annually recognized in multiple disciplines as a top-100 producer of degrees to minority students.
- SIU has been named by *Forbes* magazine as one of the nation's 50 most entrepreneurial research universities.
- Ninety-nine Saluki student athletes have been named Academic All-Americans — the most in the Missouri Valley Conference — and 52 have become Olympians.
- The Carnegie Foundation for the Advancement of Teaching has recognized SIU for its commitment to service, outreach and community service.
- SIU student Madison McMinn won the prestigious National Science Foundation Graduate Research Fellowship.
- SIU is ranked by *The Wall Street Journal* and Times Higher Education in the top 20% of U.S. four-year universities.
- The Illinois Department of Natural Resources awarded a \$200,000 grant to Touch of Nature to build 8 to 10 miles of mountain bike trails.
- SIU joined the Illinois Innovation Network (IIN), a group that now includes 15 hubs spanning the entire state and including all Illinois public four-year universities.



- Alumni and donors have contributed more than \$75 million over two and half years to support student scholarships and academic programs through *Forever SIU: The Campaign for Students*.
- The Flying Salukis have placed in the top three in the National Intercollegiate Flying Association competition for the past nine years.
- Physics assistant professor Dipanjan Mazumdar received a Faculty Early Career Development Program award — also known as a CAREER grant — from the National Science Foundation.
- SIU has been named among the top 100 “Safest Colleges in America” by the National Council for Home Safety and Security.
- SIU is part of the State of Illinois Opportunity Zone program through the Department of Commerce to support economic growth in Southern Illinois.

## Board of Trustees

Southern Illinois University's Board of Trustees was created by the Illinois General Assembly for the purpose of operating, managing, controlling and maintaining SIU. The board consists of seven members appointed by the governor and confirmed by the senate, and student members selected by the student bodies of SIU at Carbondale and SIU at Edwardsville. In addition, per state statute, the superintendent of public instruction, or his or her chief assistant for liaison with higher education when designated to serve in his or her place, serves as an ex-officio member of the board.

Additional information about the Board, its vision and structure may be found here:

<http://siusystem.edu/board-of-trustees/about-trustees.shtml>

## Opportunities and Expectations for Leadership

The following represent some of the immediate opportunities that the new chancellor will address during the first two to three years in office. They are presented here in no particular order.



### **Galvanize the University around a vision for its future and develop a plan to achieve it**

SIU Carbondale's current [strategic plan](#) was completed and published in 2013 with the objective of guiding the university's strategic and operational decisions for the subsequent decade. The University has, however, experienced several unforeseen twists and turns over the six years since that plan was developed, including especially the loss of two chancellors and the system president, the intercession of two acting chancellors and a major statewide budget crisis. As a result, the plan was never implemented, and has now lost its currency, leaving the campus susceptible to *ad hoc* decision-making and uncoordinated strategic initiatives.

The new chancellor is well advised to undertake a process of visioning and planning as soon as is practicable. The campus community will

welcome being sounded out on its hopes, plans, dreams and worries about its collective future, and the exercise will provide the new chancellor with an immersive education on the institution's recent past, its current circumstances and its potential moving forward. While the process of planning will be of the chancellor's choosing, the current state of morale among the University's key internal constituents would seem to favor the most inclusive possible methodology. By the same token, time will be of the essence, and the planning process should be undertaken and the implementation of its results begun with some urgency. The new chancellor must also focus on the staffing and resource changes necessary to achieve the plan's long- as well as short-term goals.

### Focus on enrollment

Whatever the tenets of SIU Carbondale's new plan for the future, the University's primary need and the focus of its immediate decision-making must be shoring up enrollments. Both recruitment and retention of students must be the constant driving force behind the campus community's every decision and action. While the strategic plan will propose an optimal size for the student body in the current and foreseeable marketplace, the SIU Carbondale campus is engineered and its workforce geared to a considerably larger student body than the University enjoys at present. Led by the new chancellor, the university community must undertake as its most important, ongoing task the creation of a curricular and co-curricular environment that is compelling for the students of today...and tomorrow.

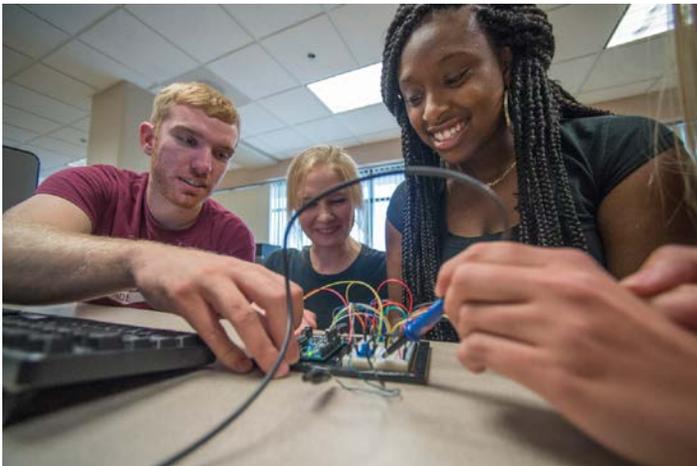
Several initiatives are well underway in this regard, including an academic reorganization intended to reposition the University's academic disciplines, including its research activities, to develop new degree programs of immediate interest to more students. That effort is likely to be in its last stages upon the arrival of the new chancellor. Newly-signed and updated agreements with international institutions, such as China's Shenyang Aerospace University, hold out the promise of both additional students and the perspective they bring. Recent efforts have increased the University's first-to-second year retention from 67% to 75%, and the entering class in Fall 2019 has the highest ACT scores, on average, in the history of the University. Attendance at a recent, on-campus event for interested students showed 50% growth over that same occasion one year earlier. Focused from the start on the student experience both in and outside the classroom, the new chancellor will be tireless both in ensuring an attractive and educationally optimal environment for students and in evangelizing on behalf of that environment to opinion makers and to prospective students and their families. Critical to this effort will be a compelling and widely-held belief in and articulation of the University's value proposition.



### **Make and act on decisions strategically**

Lacking the roadmap provided by a strategic plan and faced with competing priorities and limited resources, SIU Carbondale has too frequently "kicked the can down the road" on difficult and divisive issues. The best example is program prioritization, which has been undertaken multiple times in recent years and is inherent in the current academic reorganization project. While the University has expended considerable energy on this challenging exercise, its fruits largely have not been reaped. Recent budget cuts, for example, have been largely absorbed across the board, ignoring the outcomes of previous prioritization efforts. Moving forward, SIU Carbondale's chancellor must be willing to take on such unhappy circumstances with the best mid- and long-term interests of the University community — and particularly its students — at the forefront of the decision-making.

While these challenging responsibilities fall principally on the chancellor, it is critical that the shared governance infrastructure of the institution — including its collective bargaining units and covenants — be actively and substantively engaged in the decision-making process. The campus community is by-and-large aware of and sensitive to the University's current financial circumstances and the reasons therefore and may be relied upon to respond actively, if not happily, to well-understood needs and well-articulated options.



### **Bring the university to the level of best practices**

While SIU Carbondale's faculty is in on the cutting edge in scholarly inquiry, many of its business systems and methodologies are not. In many cases, for example, processes are still paper-based. Its approaches to marketing, procurement, human resources and information technology have not kept pace with those undertaken by comparable institutions. When such missed opportunities are added to a staff that has been reduced in force by significant budget cuts over recent years, the result can too often be frustration

and bottlenecks, including in some critical student-facing operations. While budgetary constraints will continue to retard progress in this area, the new chancellor will work from the outset and over the entirety of the chancellorial tenure to move the institutional inexorably toward best practices across higher education

### **Fully leverage the potential of the SIU System**

The new chancellor of SIU Carbondale will be the first critical hire of a new president of the Southern Illinois University System. That president will have been charged with utilizing the strengths and the diversity of programs and environments across the system to secure the success of the whole and of its various components. This mode of operations will be a significant change for the System, which historically has operated in more of a *laissez faire* fashion in which each of the System's components have acted not only autonomously but in some cases discordantly. In this new paradigm, the SIU

Carbondale chancellor will work in close concert with the new System president, the chancellor of SIU Edwardsville, leaders across the System's academic units and campuses and a newly-appointed, highly-motivated board of trustees to secure a bright future for the campus and the entirety of Southern Illinois University.

### **Make critical decisions regarding athletics**

Saluki athletics are an important aspect of SIU Carbondale's history and its brand. A founding member of the historic Missouri Valley Conference, SIU Carbondale supports more than 3,500 intercollegiate athletes on 16 teams. Over the past 15 years, the University has invested significantly in its performance venues, including especially Saluki Way, a bold and ambitious effort to renew athletic facilities and to integrate them with the University's academic environment. While the initial plan was to pay for these projects with a combination of private philanthropy, State of Illinois funding and bonds to be redeemed by income from the athletics program, circumstances — including the Great Recession and a budget crisis at the state level — intervened and nearly the entire cost of the project now sits on the University's balance sheet as debt. At the same time, SIU Athletics is struggling to contain and reverse deficits in its annual operating budget. Thus, among the first and most momentous decisions the new chancellor must make will be how to reduce, and eventually eliminate, the financial losses deriving from Saluki Athletics and at the same time optimize the branding and relational advantages of this high-profile institutional undertaking.



## **Qualities and Qualifications of the Ideal Candidate**

The new Chancellor of Southern Illinois University Carbondale will first and foremost be a leader with the inherent and demonstrated capacity to galvanize an institution behind change and the difficult decisions that catalyze change. A leadership style that emphasizes transparency, inclusion and a respect for shared governance is imperative; the new leader must demonstrate a history of moving an institution forward to the level of best practices in the face of competing interests, institutional politics and internal and external pressures. SIU seeks a chancellor who will see initiatives through to their completion and will provide consistent, persistent leadership that ensures the University's success. To this end, superior strategic thinking and planning skills are required.

The chancellor will embrace and promote SIU Carbondale's institutional mission and values, including especially its highly student-centric environment and its commitment to scholarly research. Ideally, the chancellor will possess a record of scholarly research and teaching commensurate with an appointment to the SIU Carbondale faculty as a professor. The search committee, president and board will, however, also consider other candidates whose professional accomplishments and deep understanding of higher education in its contemporary state are combined with outstanding leadership skills and experience. In any case, an earned terminal degree is required, as is at least 10 years of progressively more responsible leadership and managerial experience within one or more institutions of similar or greater complexity.

The ideal candidate will possess exceptional communication skills and a penchant for open and proactive sharing of information. Outstanding relationship-building skills are required, and candidates with a track record for raising philanthropic and governmental support will be at a distinct advantage. Experience identifying and engaging successfully with strategic partners is likewise highly desirable. Critical to success will be finely-honed political skills and diplomatic instincts and the capacity to build coalitions to move initiatives forward in a politically complex environment.

Among the specific skills and experience that a new chancellor might bring to the table, the following will be most highly valued by the search committee and the University community.

- Strong planning, financial and budgeting skills and experience
- Experience with enrollment management and enhancing enrollments
- Previous, successful work within or interfacing with professional schools, including medicine
- Experience with NCAA Division I athletics
- A history as a champion of technology and its applications both academic and administrative
- Experience with unionized workforces and collective bargaining agreements

On a personal level, the ideal candidate is highly empathetic with a history of building trusting relationships and unifying organizations. Combining a penchant for listening carefully and consulting broadly with the courage of convictions necessary to make difficult decisions and to see them through, the new chancellor will be a person of unquestioned integrity who exercises sound judgment, is creative, empowers institutional colleagues and partners to take ownership and be accountable, and demonstrates a sense of perspective and good humor. A personal commitment to human diversity in all its forms and a track record for enhancing diversity is required.

## Procedure for Candidacy

Inquiries, nominations and applications are invited. For formal consideration, applicants must submit a resume/curriculum vitae, the names and contact information for five references and a letter of application in response to the opportunities and expectations described within this leadership profile to [SIUCchancellor@wittkieffer.com](mailto:SIUCchancellor@wittkieffer.com). Candidate confidentiality will be respected, and references will not be contacted without prior knowledge and approval of candidates. Material that must be mailed may be sent to:

Chancellor  
Southern Illinois University Carbondale  
c/o WittKieffer  
Attention: Dennis M. Barden, Melissa Fincher, Breanna Liddell  
2015 Spring Road, Suite 510  
Oak Brook, Illinois 60523

For fullest consideration, application materials should be received by December 31, 2019. Confidential inquiries and questions may be directed to the WittKieffer consultants supporting this search at 630-575-6152.

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

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Southern Illinois University at Carbondale documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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# Organization Chart



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