



## **MINUTES**

**Meeting of the Administration Committee  
of the Board of Trustees of the  
State Universities Retirement System  
Thursday, March 12, 2020, 2:00 p.m.  
State Universities Retirement System  
1901 Fox Drive, Main Conference Room  
Champaign, Illinois**

The meeting of the Administration Committee of the Board of Trustees of the State Universities Retirement System convened on March 12, 2020, at 9:00 a.m. in the System's Champaign office located at 1901 Fox Dr. with a video conference location at the System's Naperville office at 1120 E. Diehl Road, Naperville, IL.

The following trustees were present: Mr. Collin Van Meter, chair, Mr. John Atkinson (via video conference), Mr. Richard Figueroa (via video conference), Ms. Jamie-Clare Flaherty (via video conference), Dr. Fred Giertz, Dr. Steven Rock, Mr. Antonio Vasquez (via conference call) and Mr. Mitch Vogel (via video conference).

Others present: Mr. Martin Noven, Executive Director; Mr. Doug Wesley, Chief Investment Officer (CIO); Ms. Ellen Hung, Deputy CIO; Ms. Bianca Green, General Counsel; Mr. Jefferey Saiger, Chief Technology Officer; Ms. Kristen Houch, Head of Legislative Affairs; Ms. Suzanne Mayer, Chief Benefits Officer; Ms. Brenda Dunn, Chief Human Resource Officer; Ms. Tara Myers, Chief Financial Officer; Ms. Jackie Hohn, Chief Internal Auditor; Ms. Jennifer Bartell, Senior Claims Manager; Ms. Stacy Smith, Senior Education Manager; Ms. Kelly Carson, Ms. Chelsea McCarty, and Ms. Annette Ackerman, Executive Assistants; and Mr. Timothy Spila.

Administration Committee roll call attendance was taken. Trustee Rock, present; Trustee Van Meter, present; and Trustee Vasquez, present.

## **APPROVAL OF MINUTES**

Trustee Van Meter presented the minutes from the Administration Committee meeting of December 6, 2019. Trustee Rock made the following motion:

- That the minutes from the December 6, 2019 Administration Committee Meeting be approved as presented.

Trustee Vasquez seconded and the motion carried with all trustees present voting in favor.

## **CHAIRPERSON'S REPORT**

There was no formal chairperson's report.

## **EMPLOYER BILLING**

Ms. Mayer provided a brief background of the current process for collecting employer information for claims processing as well as an overview of Public Act 99-897. This legislation requires employers to submit requested information to SURS within 90 days or the employer will be charged. Effective July 1, 2020, SURS will begin to implement this policy by issuing bills related to all claims processes except retirement claims. Ms. Mayer stated that due to the complexity of the retirement claim process, billing will roll out as part of a two-phase process.

A copy of the staff memorandum titled “Employer Billing Memo” is incorporated as part of these minutes as [Exhibit 1](#).

## **INFORMATION SYSTEMS UPDATE**

Mr. Saiger discussed recent initiatives within the SURS IT department and specifically mentioned the following items: engaged a pension-focused consulting organization to help attain the best path forward to replace the current pension administration system, identified vendors for the new HR, finance and legal systems to help streamline processes and reduce manual workload, deployed office 365 to all SURS employees to help further inter-team collaboration, and established a project management office to successfully facilitate the execution of SURS’ strategic projects, such as the SMP redesign.

A copy of the staff memorandum and staff presentation titled “IT Update” and “IT Update Slide Deck” are incorporated as part of these minutes as [Exhibit 2](#) and [Exhibit 3](#).

## **PERSONNEL UPDATES**

### **Chief Diversity Officer Update**

Ms. Dunn provided an update stating that Greenwood Asher & Associates are continuing recruitment efforts and will follow up with potential candidates in the near future. Ms. Dunn also provided information regarding the position description and projected timeline. Per the request of the trustees, Ms. Dunn will also send a follow-up email informing trustees of where Greenwood Asher published the job posting.

Copies of the memorandums titled “Chief Diversity Officer Update,” “Chief Diversity Position Description” and “Chief Diversity Officer Search Schedule” are incorporated as part of these minutes as [Exhibit 4](#), [Exhibit 5](#), and [Exhibit 6](#).

### **Executive Director Review Process**

Ms. Dunn stated that she has identified a consultant, McLean & Company, who is able to assist SURS board in the evaluation process for the executive director. Trustee Atkinson and Trustee Van Meter discussed how they see the executive director review process happening. Mr. Noven said that he would like to be able to have a 360-degree feedback review for the executive team so they can be evaluated by their staff. Ms. Dunn will work with Trustee Atkinson and Trustee Van Meter to continue the process of the executive director review and to discuss the scope of the duties from McLean & Company.

### **Consultant / Contractor Review Process**

Ms. Dunn stated she is looking for guidance on how the board would like to set up a review process for investment consultants, fiduciary counsel and actuaries. Mr. Noven believes that once a year the contractors selected by the board should be reviewed so they have feedback on their performance. After further discussion, it was determined that staff will check with other pension systems to see their process and report back at the June meeting.

### **Board Self-Review Process**

This agenda item was deferred.

### **Executive Staff Compensation Study**

Ms. Dunn and Mr. Noven discussed the process of finding a firm to complete a compensation study for executive staff and the investment staff. Mr. Noven stated that Trustee Atkinson provided a list of firms able to complete this study and asked other trustees for their suggestions. Once staff has a complete list of firms, they will develop a scope of duties and proposals for the Administration Committee to review.

### **Executive Director and CIO Compensation Discussion**

Mr. Noven suggested to have the executive director and CIO compensation discussion after the compensation study is complete.

### **CLOSED SESSION**

Trustee Rock moved that the Administration Committee go into closed session under the Open Meetings Act, pursuant to §2(c)(1). Trustee Vasquez seconded and the motion carried in a roll call vote:

Trustee Rock	- aye
Trustee Van Meter	- aye
Trustee Vasquez	- aye

### **RETURN TO OPEN SESSION**

Upon motion by Trustee Rock that was seconded by Trustee Giertz and carried, the Administration Committee resumed its meeting in open session.

Trustee Rock made the following motion:

- That the Administration Committee directs staff to prepare a budget that includes a compensation increase of 2.3 percent and a \$15,000 fund for the star award program.

Trustee Vasquez seconded and the motion carried with all trustees present voting in favor.

**PUBLIC COMMENT**

There was no public comment for the committee. As there was no further business before the board, Trustee Giertz moved that the meeting be adjourned. The motion was seconded by Trustee Rock and carried with all trustees present voting in favor.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Martin Noven", with a long horizontal flourish extending to the right.

Mr. Martin Noven  
Secretary, Board of Trustees

MMN; kc



To: SURS Board of Trustees  
 From: Suzanne Mayer, Chief Benefits Officer  
 Date: February 24, 2020  
 Re: Employer Billing

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### Overview

A major initiative of the Member Service Division is to reduce the time it takes to process benefit claims. Many factors contribute to claims processing times including claim complexity, claim volume, staffing, legislative changes and collection of employer information. To help reduce processing times, multiple new positions have been added to the Member Service Division in the last year and we have placed increased focus on identifying and creating efficiencies in processes and procedures.

Regardless of internal improvements, collecting accurate information from employers is an ongoing challenge that significantly affects SURS' ability to process claims in a timely manner. SURS often must correspond with employers multiple times over the course of several weeks or months before receiving necessary, accurate information to proceed with claim processing.

40 ILCS 5/15-168 grants SURS the authority to bill employers if the employer fails to accurately provide information necessary to administer benefits within 90 days of the information request.

#### **5/15-168. To Require Information.**

§ 15-168. To require information.

(a) To require such information as shall be necessary for the proper operation of the system from any participant or beneficiary or annuitant or from any current or former employer of a participant or annuitant. Such information may include, but is not limited to, employment contracts.

(b) When the System submits a request for information under subsection (a) of this Section, the employer shall respond within 90 calendar days of the System's request. Beginning on the 91st calendar day after the System's request, the System may assess a penalty of \$250 per calendar day until receipt of the information by the System, with a maximum penalty of \$25,000. All payments must be received within one calendar year after receipt of the information by the System or one calendar year of reaching the maximum penalty of \$25,000, whichever occurs earlier. If the employer fails to make complete payment within the applicable timeframe, then the System may, after giving notice to the employer, certify the delinquent amount to the State Comptroller, and the Comptroller shall thereupon deduct the certified delinquent amount from State funds payable to the employer and pay them instead to the System.

The above legislation became effective January 1, 2017 through Public Act 99-897. With the addition of new staff this year, SURS is now able to implement this process.

### Billing Process

The employer billing process will be implemented July 1, 2020. At implementation, SURS will issue bills related to all claims processes except retirement claims. Due to the complexity, billing of retirement claims will commence in a phase 2 rollout in the near future.

On or after July 1, any employer not fulfilling a request for necessary, accurate information within 90 days of the request will be subject to the billing process. After receipt of a 90-day billing notice from SURS, there will be a 30-day grace period allowing employers to submit accurate information and have the bill waived. After 120 days, if accurate information has not been received employers will be billed retroactive to the 91<sup>st</sup> day at a rate of \$250 per day. Billing will accrue at that rate until accurate information is received or until the bill reaches a total of \$25,000. If the employer does not submit payment within one calendar year of receipt of the final bill, SURS may certify the delinquent amount to the State Comptroller.

Pursuant to 80 IL Admin Code 1600.510 Employer-Related Determinations and Rules for Appeal, employers may appeal a bill within 35 days of receipt of the final bill.

### **Employer Services Assistance**

In an effort to prevent employers from receiving a bill, SURS Employer Services department will actively reach out to any employer with an information request that is outstanding for 75 days to assist the employer in submitting the necessary information before billing begins. Additionally, the department provides on-going assistance to all employers through daily support provided to representatives, regular training, visits to employer campuses and an employer representative mentoring program.

SURS Employer Services team is currently in the process of educating employers about the upcoming billing process through newsletters, memos, webinars and seminars.



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www.surs.org

## MEMORANDUM

**To: Administration Committee**

**From: Jefferey S. Saiger, Chief Technology Officer**

**Date: March 12, 2020**

**Re: Information Technology Update**

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Fiscal Year 2020 has been one of tremendous activity for the Information Technology department at SURS. Once the occupation of 1801 Fox was completed, the department switched focus onto realizing the vision of the IT Strategic Plan; to bring SURS' technology and processes from 1995 to 2025 by the year 2025.

All great journeys begin with the initial steps, and SURS IT is now fully underway in the efforts to modernize antiquated technology, optimize business processes, and ensure the viability of the pension administration process for years to come. During the fiscal year, we've undertaken the following initiatives:

- Engaged a pension-focused consulting organization, Linea Solutions, to help us ascertain the best path forward to replace our current Pension Administration System
- Identified vendors for new HR, Financial and Legal systems to help streamline processes and reduce manual workload
- Deployed Office 365 to all SURS employees to help further inter-team collaboration
- Established a Project Management Office to successfully facilitate the execution of SURS' strategic projects, such as the SMP redesign

The accompanying slides go further into these and other initiatives. It is my pleasure to share and discuss this with you.

Thank you.

# MARCH 2020 INFORMATION TECHNOLOGY UPDATE

PRESENTED BY JEFFEREY S. SAIGER, CHIEF TECHNOLOGY OFFICER



# DISCUSSION TOPICS

- Revisit IT modernization focus areas
- Revisit Pension Administration System (PAS) replacement timeline
- Updates on in-flight & completed projects
- Q & A

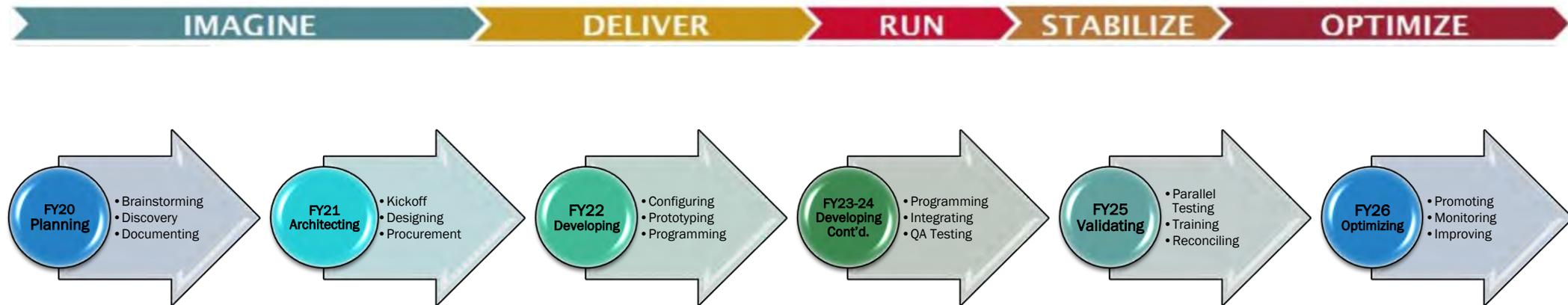
# REVISIT IT MODERNIZATION FOCUS AREAS

IT Strategy	FY 2019				FY 2020				FY 2021			
<i>PROGRAM</i>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Review Organizational Design	Red	Red	Light Green	Light Green	Red	Red	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow
Project Methodology Design	Red	Red	Light Blue	Red	Red	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow
ITIL Process Design and Implementation	Light Green	Light Green	Light Blue	Red	Red	Red	Red	Light Blue	Yellow	Yellow	Yellow	Yellow
End User Cloud Enablement (O365)	Red	Red	Red	Red	Red	Red	Red	Red	Yellow	Yellow	Yellow	Yellow
Business Operations Process Automation (HCM, FIS & Legal)	Light Green	Light Blue	Light Blue	Red	Red	Red	Red	Red	Red	Red	Yellow	Yellow
Retirement Platform Review & Modernization*	Light Green	Light Green	Light Green	Light Green	Red	Red	Red	Red	Red	Red	Red	Red
SURS Member Mobile Engagement	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Red	Red

# REVISIT IT MODERNIZATION FOCUS AREAS

- Review Org Design
  - Have created PMO group to enable more focused project delivery competency
- ITIL Process Design & Implementation
  - Team is focused on establishing formal change management, knowledge management and reporting competencies
- End User Cloud Enablement
  - All mailboxes have been moved to O365, and Teams has been a tremendous success in fostering collaboration
- Business Operations Process Automation
  - Contract phase with HR, Finance and Legal software providers
- Retirement Platform Review & Modernization
  - More on that momentarily
- SURS Member Mobile Engagement
  - Initial mobile experience will be benefit of Voya engagement

# REVISIT PENSION ADMINISTRATION SYSTEM (PAS) REPLACEMENT TIMELINE



## REVISIT PENSION ADMINISTRATION SYSTEM (PAS) REPLACEMENT TIMELINE

- Selected Linea Solutions to be our consulting partner on the engagement.
- Focused on 24 core process groups as well as Cyber Security concerns.
- Will present preliminary findings at June board meeting
- Presumably, next steps would be to work on RFPs for Selection Advisory, Data Examination and new PAS
  - To be determined at June board meeting

# UPDATES ON IN-FLIGHT & COMPLETED PROJECTS

- As mentioned, we have a new Project Management Office (PMO) established within SURS
  - Facilitate execution & coordination of organizational projects
  - Allows application development staff to focus on core competencies
- PMO has trifurcated areas of focus
  - IT/Facilities, Member Services, Administration
  - Each area has a dedicated Project Manager and Business Analyst assigned

# IN-FLIGHT PROJECTS – IT & FACILITIES

		Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Jul '20	Aug '20	Sep '20
<b>KTM Automation Initiatives</b>	P	Ongoing initiatives to automate processing of incoming docs and streamline workflows										
<b>IBM FileNet Upgrade</b>	S	Vendor Scope, Contract, Kickoff			Build, Test, Implement							
<b>New iSeries Installation</b>	R	Hardware setup, config & test		Phased Migration								
<b>Service Management: Client Portal, Change Mgmt.</b>	P	Plan, Design, Build and Pilot					Organizational Rollout					
<b>New Intranet via SharePoint</b>	R		Requirements & vendor selection		Plan & Design		Build, Test, Implement & Train					
<b>Sensitive Data Classification &amp; Data Loss Prevention</b>	R			Issue RFP		Vendor Selection & Contract		Design, Configure/Build, Test, Implement				
<b>1901 Fox Renovations: Call Center</b>	S		Architect RFP		Contract, design, drawings, demolition			Construction, Furniture Procurement & Installation			Move	
<b>A/V Upgrades</b>	P	Plan & Design		1801 Conf Rooms			1901 Training Room					
<b>Letter Server Migration</b>	R	Plan, Design, Test, Troubleshoot					Execution					

Categories: C=Compliance, P = Productivity/Efficiency, R = Required/Governance, S = Strategic

# IN-FLIGHT PROJECTS – ADMINISTRATION & MEMBER SERVICES

		Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Jul '20	Aug '20	Sep '20
Category												
<b>Administration</b>												
<b>FIS &amp; HCM Modernization Phase 1</b>	P	Issue RFP	Vendor Selection & Contracts	Design, Configure/Build, Test, Implement								
<b>Contract Management &amp; Compliance Tracking (combined)</b>	P	Functional Requirements, Vendor Selection & Contracts			Design, Configure, Test, Implement							
<b>MWDBE CRM</b>	R	Functional Requirements, Engage vendors			Vendor Selection, Contracts		Design, Configure/Build, Test, Implement					
<b>Member Services</b>												
<b>Pension System Assessment</b>	P	Vendor Selection & Contract	Business & Technology Assessment		Current & Future State		Recommendations					
<b>SMP Redesign</b>	P	Plan & Design	Phased Migration - 1) New SMP Plan					Phased Migration - 2) New			3) Supp.	
<b>Learning Management System</b>	P	Vendor Selection & Contract	Plan, Design, Build and Pilot				Phased Migration					

Categories: C=Compliance, P = Productivity/Efficiency, R = Required/Governance, S = Strategic

# PENDING & RECENTLY COMPLETED

<b>Pending RFP's</b>	
<b>Technology Training Resources</b>	<b>P</b>
<b>Network Penetration and Vulnerability Testing</b>	<b>R</b>
<b>Recently Completed Projects</b>	
<b>Building Safety Systems</b>	<b>C</b>
<b>Office 365 Organizational Rollout</b>	<b>P</b>
<b>New Service Mgmt Solution (ITSM/Service Desk)</b>	<b>S</b>
<b>Managed Security Services</b>	<b>R</b>

# Q & A





To: Administration Committee  
From: Brenda Dunn, Chief Human Resources Officer  
Date: February 28, 2020  
Re: Chief Diversity Officer Update

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Greenwood/Asher & Associates, Inc. was hired to provide professional recruitment services for the Chief Diversity Officer position. The contract was fully executed on December 11, 2019.

Ms. Marion Frenche and Ms. Julie Holley are our lead contacts for the search.

Recruitment outreach efforts are ongoing. Ms. Frenche and Ms. Holley are following up with potential candidates, nominees and sources to provide them with the position description and encouraging them to move forward with their application. They are focusing their outreach on prospects and sources whose backgrounds and experiences are in alignment with the expectations outlined in the position description. Some of the organizations whose leadership have been targeted as sources include: Association of African American Financial Advisors, National Association of Investment Managers, CFA Institute, and ABFE, a membership-based philanthropic organization that advocates for responsive and transformative investments in Black communities. They are also reaching out to other university and state retirement systems including the University of Texas, the Ohio Public Employees Retirement System, New York State and Local Retirement System, the Retirement Systems of Alabama, Teachers Retirement System of Georgia, etc.

Attached for your review are:

- Chief Diversity Officer Position Description – Final
- CDO Search Schedule as of February 17, 2020



# **Chief Diversity Officer Position Description**



**Greenwood/Asher & Associates, Inc.**  
**Executive Search, Consulting and Training**

## The Position

The State Universities Retirement System (SURS) invites nominations, expressions of intent and applications for an exceptional leader to serve as the founding Chief Diversity Officer (CDO).

Under the direction of the Executive Director the CDO will support the organization through the development, implementation and coordination of efforts to foster an inclusive environment. The CDO will help develop and support a strategy that will lead to a comprehensive and actionable company-wide diversity strategy that builds upon the organization's ability to attract, respect, support and celebrate diversity in all forms. Specifically, but not limited to, the CDO will be tasked with developing a diversity subcontracting policy to ensure the engagement of minority owned money managers as well as other contractors by SURS. This policy will include a system for tracking the results to ensure success and adherence to the policy.

## Education & Qualifications

The ideal candidate will possess a bachelor's degree with preference given to those candidates who possess an advanced degree, diversity training/certification and demonstrate progressive administrative responsibilities. The candidate will possess a track record of success coordinating and/or leading a broad range of diversity initiatives to include experience developing support programs and coordinating and facilitating workshops; experience with contracting and subcontracting with historically underrepresented groups, financial services, and engagement with underrepresented money managers and vendors; the ability to think strategically; and an understanding of how to engage and build productive relationships.

Additionally, the successful candidate will have the following personal qualifications and characteristics: the highest professional and personal integrity; a genuine appreciation for fostering diversity, equity and inclusion; the ability to work independently and cooperatively with various levels of administrators and staff; superior verbal and written communication skills; excellent judgment and organization skills; demonstrated experience as a collaborator who inspires confidence and trust; and, experience working with historically underrepresented group contracting, subcontracting, financial services and underrepresented money managers.

## Essential Duties and Responsibilities

Reporting directly to the Executive Director, the Chief Diversity Officer (CDO) serves as the subject matter expert for diversity and inclusion initiatives. Key responsibilities include the following:

- Serves as the chief liaison for SURS on all matters related to diversity and inclusion.
- Works closely with the SURS administrative leaders, and staff to promote an inclusive environment that is welcoming and fosters a sense of belonging among employees.
- In support of the Head of Legislative Affairs, represents SURS with elected officials and provides testimony on legislation.
- Assists the investment team as a resource to identify diverse managers.

- Conducts ongoing analysis of quantitative and qualitative data to identify trends, patterns and short and long-term impacts of diversity and inclusion recommendations and implementation strategies, including outreach and engagement with minority-owned and women-owned businesses.
- Provides overall direction and guidance, planning, policy input, strategic communication and technical and internal support for SURS around diversity, equity and inclusion initiatives.
- Develops and implements communications, programming and training strategies to support the diversity, equity and inclusion message.
- Develops and sustains diversity, equity and inclusion programming within the SURS organization.
- Assists with refining and monitoring diversity and inclusion goals.
- Identifying strategies to attract underserved candidates, including the planning and orchestrating of opportunities to highlight diversity and inclusion through events such as heritage/cultural months, marketing and communications, participation in job fairs and other opportunities.
- Works with Human Resources to ensure that diversity training is embedded in all training programs for employees.
- Travels, primarily across the State of Illinois, to promote and support the message of inclusivity in the outreach efforts of SURS and/or to participate in national, regional and state professional opportunities.
- Works collaboratively with leadership to align recruitment and retention of diverse professional staff and educate employees to improve the membership experience according to core values of diversity, inclusion and community engagement.
- Serves as a consultant for division and unit leadership in developing specific goals for diversity and inclusion.
- Works with investment managers and procurement to develop a pipeline for the recruitment of underrepresented managers and vendors.
- Performs other related duties as assigned.

## **About The State Universities Retirement System (SURS)**

SURS is the administrator of a cost-sharing, multiple employer, public employee retirement system that provides retirement, survivor, disability and death benefits to employees of Illinois state universities, community colleges, and certain other affiliated organizations and agencies. SURS was created in 1941, by an act of the Illinois General Assembly, and is governed by the Illinois Pension Code (40 ILCS 5/15-101 et seq.). In 1963, the System adopted its current name, State Universities Retirement System (SURS) and in the following years, the System grew to include other universities, colleges and affiliated agencies throughout the state.

SURS currently provides benefit services to over 230,000 members throughout the world who work for 61 employers. SURS is responsible for investing assets of more than \$19 billion in a diversified portfolio of U.S. and foreign stocks, bonds, real estate and alternative investments. SURS also administers a defined contribution plan, the Self-Managed Plan, which currently has assets of approximately \$2.2 billion. Northern Trust serves as SURS' master trustee custodian.

An elected and appointed, eleven-person, board of trustees, governs SURS. The chairperson of the board of trustees is, by statute, appointed by the governor from the eleven trustees. Five members of the board are appointed by the governor of the state of Illinois. The remaining six members of the board are elected by participating members (four individuals) and annuitants (two individuals). Trustees serve six-year terms. <https://www.surs.org/board-and-committees>

SURS currently employs approximately 170 staff, located in offices in Champaign and Naperville, Illinois.

A copy of SURS' most recent comprehensive annual financial report (CAFR) is available for review, or to download, at [www.surs.org](http://www.surs.org).

## Nomination and Application Process

### Salary

The salary is competitive and commensurate with qualifications and experience.

### How to Apply

Greenwood/Asher & Associates, Inc., an executive search firm, is assisting the SURS in the search. Review of confidential applications and nominations will begin immediately and continue until the position is filled. Screening of candidates will begin immediately. A complete application includes a letter of interest describing experience relevant to the position requirements; current resume/curriculum vitae; and contact information for five professional references. Nominations should include the nominee's name, position, address, telephone number and email. Application materials should be submitted electronically as PDF attachments.

Confidential inquiries, nominations and application materials should be directed to:

Marion Frenche, Practice Leader, Diversity, Equity and Inclusion  
Search Manager and Senior Executive Search Consultant  
Julie Holley, Senior Executive Search Consultant  
Greenwood/Asher & Associates, Inc.  
42 Business Center Drive,  
Suite 206 Miramar Beach, Florida 32550  
Phone: 850-650-2277 / Fax: 850-650-2272  
Email: [marionfrenche@greenwoodsearch.com](mailto:marionfrenche@greenwoodsearch.com)  
Email: [julieholley@greenwoodsearch.com](mailto:julieholley@greenwoodsearch.com)

**Greenwood/Asher & Associates, Inc.**  
**Executive Search, Consulting and Training**

For more information about SURS, please visit <http://www.surs.com/>

*SURS does not discriminate because of race, color, religion, creed, sex, sexual orientation, age, marital status, military status, certain unfavorable discharges from military service, political affiliation, citizenship, ancestry, national origin, physical or mental handicap or disability or any other characteristic protected by law. It is the System's intent to comply with all state, federal, and local equal employment and opportunity laws and public policies.*



**Chief Diversity Officer  
Tentative Schedule as of February 17, 2020**

<b>Date: November 26, 2019</b> <i>Time: 8:30 – 10:00 a.m.</i>	<b>Orientation and Start-up Meeting</b> <ul style="list-style-type: none"> <li>• G/A&amp;A meets with decision maker and HR</li> <li>• Search process outlined and candidate profile and expectations reviewed</li> </ul>
	<b>Profile Finalized</b> <b>Advertisements Placed</b> <b>Nominations Sought</b> <b>Recruiting Conversations Held</b>
<b>Date: March 30, 2020</b> <i>Time:</i>	<b>Prospect Review Meeting</b> <ul style="list-style-type: none"> <li>• G/A&amp;A to review leading prospects for consideration</li> <li>• Decisionmaker selects candidates for preliminary review via video and discusses interview questions (NOTE: Approximately one/two weeks prior to this meeting review candidate files)</li> </ul>
<b>Date: April 9-10, 2020</b> <i>All day</i>	<b>Round-One of Video Interviews</b> <ul style="list-style-type: none"> <li>• G/A&amp;A will facilitate interviews of leading candidates and decisionmaker selects candidates for referencing</li> <li>• Discuss referencing strategies</li> </ul>
<b>Date: April 22, 2020</b> <i>Time:</i>	<b>Reference Feedback Meeting</b> <ul style="list-style-type: none"> <li>• Referencing will begin immediately and may need to continue through the round-two interviews</li> <li>• Preliminary report on this day and recommendations made for Round 2 of interviews</li> </ul> <p style="color: red; text-align: center;"><b>G/A&amp;A MAY ATTEND IN PERSON OR BY PHONE</b></p>
<b>Date: May 4 – 5, 2020</b> <i>All Day</i>	<b>Round Two Interviews in Champaign</b> <ul style="list-style-type: none"> <li>• Staff members from executive leadership team and G/A&amp;A will conduct interviews of top candidates</li> <li>• Trustees may attend</li> <li>• Feedback provided to Executive Director</li> <li>• Preferred candidate selected</li> </ul> <p style="color: red; text-align: center;"><b>G/A&amp;A MAY ATTEND IN PERSON OR BY PHONE</b></p>
<b>Date: June 4 – 5, 2020</b> (We may need to flex here)	<b>Final Candidate Selected</b> <ul style="list-style-type: none"> <li>• Candidate introduced to Trustees at meeting</li> </ul>
<b>Date: _____, 2020</b>	<b>Start Date</b>

*Greenwood/Asher & Associates, Inc.  
42 Business Center Drive, Suite 206  
Miramar Beach, FL 32550*