University of Illinois
Board of Trustees Retreat

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN•CHICAGO•SPRINGFIELD

July 22, 2015
The University of Illinois

Board of Trustees Retreat

July 22, 2015

Where have we come from and where do we need to go?
Unde Venis and Quo Vadis?

Tim Killeen
President
At a Crossroads
Impact = Excellence x Scale

\[ I = (E \times S)^{\text{Magic}} \]

Magic = collaboration, leadership, fearlessness, academic freedom, community, support
20,000+ Graduates
Illinois’ largest higher education system

<table>
<thead>
<tr>
<th>Alumni Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total alumni</td>
<td>700,000</td>
</tr>
<tr>
<td>Alumni in Illinois</td>
<td>380,000</td>
</tr>
<tr>
<td>Alumni in Chicago</td>
<td>270,000</td>
</tr>
</tbody>
</table>
Two retreat goals

1. Kick-off the strategic planning process
2. Frame out concepts and themes

OK, OK, there is a third:
3. Enjoy the event and our collective visioning
Mission & Vision

The University of Illinois is among the preeminent public universities of the nation and strives constantly to sustain and enhance its quality in teaching, research, public service and economic development.

Mission

The University of Illinois will transform lives and serve society by educating, creating knowledge and putting knowledge to work on a large scale and with excellence.

Vision

To create a brilliant future for the University of Illinois in which the students, faculty and staff thrive and the citizens of Illinois, the nation and the world benefit, a future in which the University of Illinois is the recognized leader among public research universities in:

- Teaching, scholarship and service
- Engagement and public service
- Economic development
- Arts and culture
- Global reach
- Athletics

Guiding Values

In all that the University does, we will:

- Aim high
- Strive to control our destiny
- Be accountable for our actions and exercise responsible stewardship
- Be inclusive, treat each other with dignity and respect and promote citizenship
- Value excellence, quality and service
- Foster innovation and creativity
University Undergraduate Enrollment by Residency

<table>
<thead>
<tr>
<th>Year</th>
<th>Illinois</th>
<th>Non-Illinois</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1,663</td>
<td>2,346</td>
<td>43,597</td>
</tr>
<tr>
<td>2006</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2007</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2008</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2009</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2010</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2011</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2012</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2013</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
<tr>
<td>2014</td>
<td>1,663</td>
<td>2,346</td>
<td>41,698</td>
</tr>
</tbody>
</table>

University Domestic Undergraduate Enrollment by Race/Ethnicity

<table>
<thead>
<tr>
<th>Year</th>
<th>Am. Indian/Alaska Nat.</th>
<th>Asian/Pacific Islander*</th>
<th>Black</th>
<th>Hispanic</th>
<th>White</th>
<th>Other*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>63%</td>
<td>8%</td>
<td>10%</td>
<td>10%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>2006</td>
<td>63%</td>
<td>8%</td>
<td>10%</td>
<td>10%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>2007</td>
<td>62%</td>
<td>8%</td>
<td>10%</td>
<td>10%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>2008</td>
<td>61%</td>
<td>8%</td>
<td>11%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>2009</td>
<td>61%</td>
<td>8%</td>
<td>12%</td>
<td>13%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>2010</td>
<td>61%</td>
<td>8%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>2011</td>
<td>59%</td>
<td>7%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>2012</td>
<td>57%</td>
<td>7%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>2013</td>
<td>54%</td>
<td>7%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>2014</td>
<td>52%</td>
<td>7%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>19%</td>
</tr>
</tbody>
</table>
### University of Illinois Baccalaureate Degrees Conferred by Study Area

#### Study Area
- **Engineering & Computing**
- **Math & Physical Sciences**
- **Biology & Health**
- **Business**
- **Agriculture**
- **Social Sciences & Psychology**
- **Education & Social Services**
- **Communication, Humanities, Area/Ethnic Studies**
- **Fine and Applied Arts**
- **Undeclared**

#### Study Area Data

<table>
<thead>
<tr>
<th>Study Area</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering &amp; Computing</td>
<td>1,674</td>
<td>1,608</td>
<td>1,587</td>
<td>1,535</td>
<td>1,568</td>
<td>1,573</td>
<td>1,855</td>
<td>1,942</td>
<td>2,048</td>
<td>2,288</td>
<td>37%</td>
</tr>
<tr>
<td>Math &amp; Physical Sciences</td>
<td>289</td>
<td>337</td>
<td>344</td>
<td>362</td>
<td>394</td>
<td>511</td>
<td>418</td>
<td>475</td>
<td>512</td>
<td>551</td>
<td>91%</td>
</tr>
<tr>
<td>Biology &amp; Health</td>
<td>1,288</td>
<td>1,348</td>
<td>1,434</td>
<td>1,463</td>
<td>1,432</td>
<td>1,407</td>
<td>1,430</td>
<td>1,599</td>
<td>1,740</td>
<td>1,754</td>
<td>36%</td>
</tr>
<tr>
<td>Business</td>
<td>1,926</td>
<td>1,831</td>
<td>1,799</td>
<td>1,873</td>
<td>1,838</td>
<td>1,697</td>
<td>1,702</td>
<td>1,775</td>
<td>1,741</td>
<td>1,648</td>
<td>-14%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>404</td>
<td>411</td>
<td>425</td>
<td>495</td>
<td>536</td>
<td>510</td>
<td>480</td>
<td>484</td>
<td>494</td>
<td>574</td>
<td>42%</td>
</tr>
<tr>
<td>Social Sciences &amp; Psychology</td>
<td>1,791</td>
<td>1,759</td>
<td>1,895</td>
<td>2,130</td>
<td>2,075</td>
<td>2,035</td>
<td>2,112</td>
<td>2,154</td>
<td>2,044</td>
<td>1,884</td>
<td>5%</td>
</tr>
<tr>
<td>Education &amp; Social Services</td>
<td>1,037</td>
<td>1,041</td>
<td>1,118</td>
<td>1,064</td>
<td>1,068</td>
<td>1,124</td>
<td>1,105</td>
<td>1,218</td>
<td>1,224</td>
<td>1,101</td>
<td>6%</td>
</tr>
<tr>
<td>Communication, Humanities, Area/Ethnic Studies</td>
<td>1,522</td>
<td>1,555</td>
<td>1,610</td>
<td>1,737</td>
<td>1,783</td>
<td>1,937</td>
<td>1,813</td>
<td>1,851</td>
<td>1,794</td>
<td>1,695</td>
<td>11%</td>
</tr>
<tr>
<td>Fine and Applied Arts</td>
<td>566</td>
<td>623</td>
<td>631</td>
<td>591</td>
<td>622</td>
<td>499</td>
<td>610</td>
<td>639</td>
<td>553</td>
<td>570</td>
<td>1%</td>
</tr>
<tr>
<td>Undeclared</td>
<td>76</td>
<td>77</td>
<td>90</td>
<td>71</td>
<td>80</td>
<td>66</td>
<td>62</td>
<td>76</td>
<td>45</td>
<td>41</td>
<td>-46%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>10,573</td>
<td>10,590</td>
<td>10,933</td>
<td>11,321</td>
<td>11,396</td>
<td>11,359</td>
<td>11,587</td>
<td>12,213</td>
<td>12,195</td>
<td>12,106</td>
<td>14%</td>
</tr>
</tbody>
</table>
Undergraduate Aid FY 2006 — 2015

Supplemental Aid for FY 2006-2014 all sources including fees. FY 2007 includes MAP Plus.*FY 2015 is estimate. Unmet need = Cost of attendance minus Expected Family Contribution minus offered aid.
Loan Indebtedness of Graduates & Their Parents

Average Debt

Student Default Rate: University – 4.1%, National Average – 8.9%
Student Loan Indebtedness: National Average - $29,400 (2012)

Source: Financial Aid Office, Office for Planning and Budgeting.
Total Revenues by Contribution
Big Ten Comparison

Fundraising

FY14 FUNDRAISING TOTALS

Cash Received

Millions

FY11 FY12 FY13 FY14 FY15

Gift and Endowment Income

Millions

FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15

FY14 FUNDRAISING TOTALS

Millions

Northwestern Michigan Indiana Ohio State Minnesota Wisconsin University of Illinois Nebraska Penn State UIUC Maryland Iowa Purdue Rutgers Michigan State
Workers with a bachelor’s degree earn 65% more than workers with a high school diploma.
Impact of LEDs on Los Angeles

Nick Holonyak
$10.6+ Billion Annually

UIC produced an economic impact of $4,000,000,000 in Illinois and the Chicago area.

2014 Economic Impact: $6.4 Billion

UIS: $176.8 million Total effect
Something to be proud of

Student Loan Default Rates - University of Illinois at Urbana-Champaign

Compare  Trend

Three Year Defaults

School Amount  National Amount

collegefactual.com
Something to be proud of

40+ percent of UIC students are
FIRST GENERATION COLLEGE STUDENTS
A New Compact

• Increase access and affordability for Illinois residents
• Improve University efficiency
• Issue an annual report card to the state on our progress
Strategic Plan – an Illinois Model

- Students, students, students,
- Brilliant research and scholarship
- Shared governance
- Strategic Enrollment plan
- Tuition, Payments on Behalf
- Economic revitalization
- Access, affordability, completion, and success
- Efficiency, effectiveness and excellence
- Civic Engagement (Chicago, Illinois, national)
- Faculty development, recruitment and retention
- Diversity and minority recruitment
- The hospital and population health challenge
- Technology-enhanced learning

- Research and Development (bold new approaches)
- Leadership in arts and humanities
- Philanthropy and a successful campaign
- Branding and marketing – 150 years!
- Alumni loyalty and athletics
- Reward systems for merit
- Adopt-a-State?
- Global engagement
- Strong teams
- The existential question – what is the UofI?
- Voice for public education
- Campus synergies
- Building and celebrating culture, ethos and spirit – we can do “magic”
James Duderstadt
President Emeritus
University of Michigan
Board of Trustees Retreat

July 22, 2015
UI-Chicago, Student Center West
Strategic Planning Process

3 Phases

**Undertake Initial Issue Analysis**
June – August 2015

**Develop Early Planning Hypotheses**
September – December 2015

**Prepare the Strategic Plan**
January – May 2016
Phase 1: Undertake Initial Issue Analysis
June – August 2015

Key Activities & Results

- June and July planning retreats
- Strategic Planning Steering Committee
- Stakeholder interviews and focus groups
- Review campus strategic plans and other documents and data
- Summary of key issues & implications for University
Phase 2: Develop Preliminary Hypotheses

September – December 2015

Key Activities & Results

• Environmental scan

• Ongoing interviews, focus groups & other conversations

• Campus town hall meetings

• “Working hypotheses” – initial priorities and direction

• Distill preliminary strategies & goals
Phase 3: Prepare the Strategic Plan
January – May 2016

Key Activities & Results

• Preliminary “framework” for Strategic Plan

• Iterative development of Strategic Plan

• Consensus on penultimate draft

• Widespread discussion of draft among UI stakeholders

• Final draft of Strategic Plan to President and Board
University of Illinois
Board of Trustees Retreat

University of Illinois
Urbana-Champaign•Chicago•Springfield

July 22, 2015
Explanation and Set Up for Afternoon Breakout Discussions
University of Illinois
Board of Trustees Retreat

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