

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

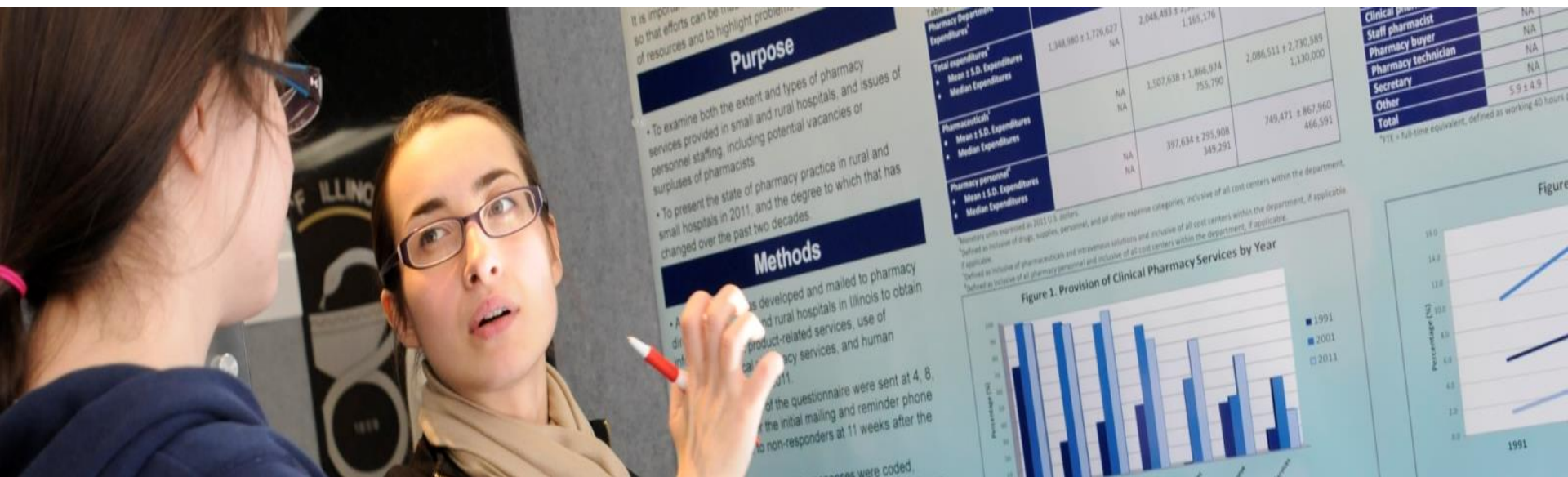
$$I = (E \times S)^{\text{Magic}}$$

Magic = collaboration,
leadership,
fearlessness, academic
freedom,
community, support



20,000+
Graduates

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Illinois' largest higher education system

700,000
alumni

380,000
alumni in
Illinois

270,000
alumni in
Chicago

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:

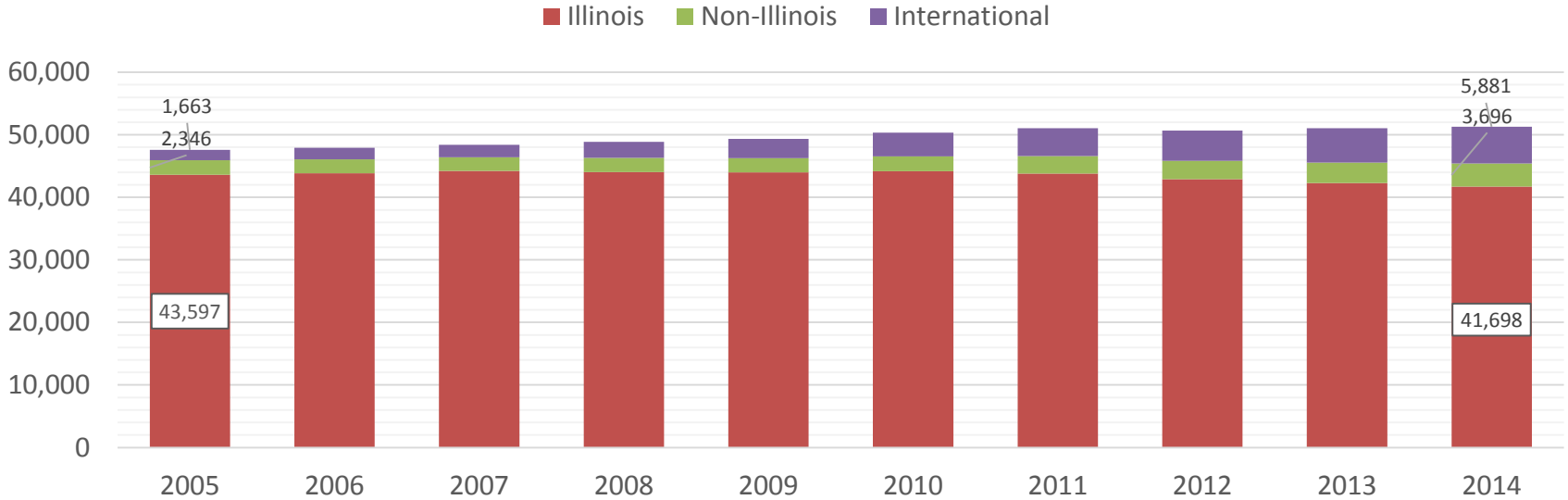
- Teaching, scholarship and service
- Engagement and public service
- [Economic development](#)
- Arts and culture
- Global reach
- Athletics

Guiding Values

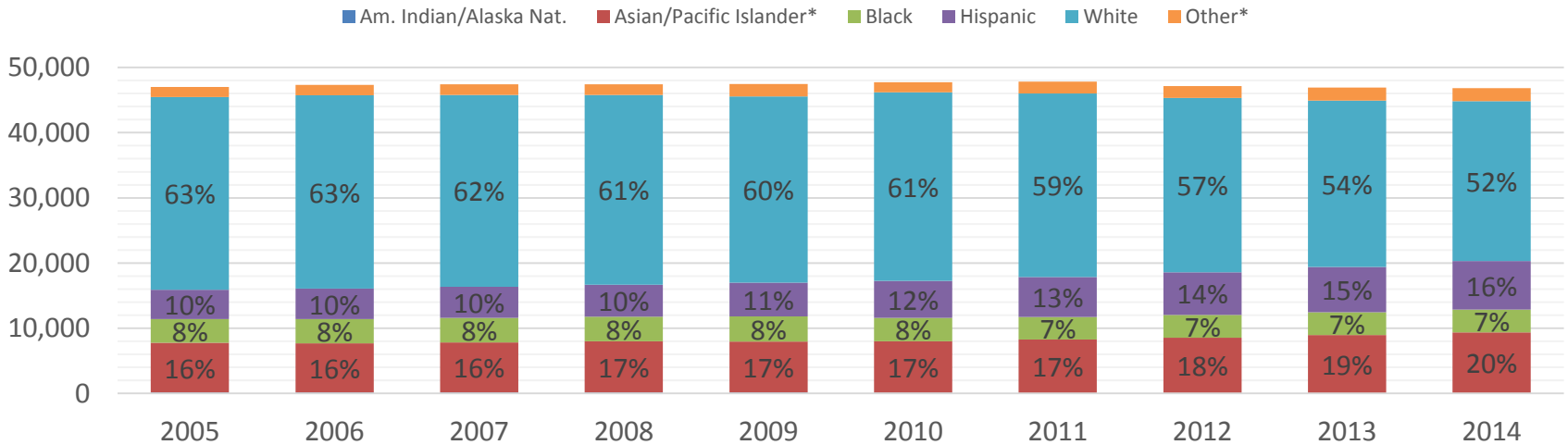
In all that the University does, we will:

- 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

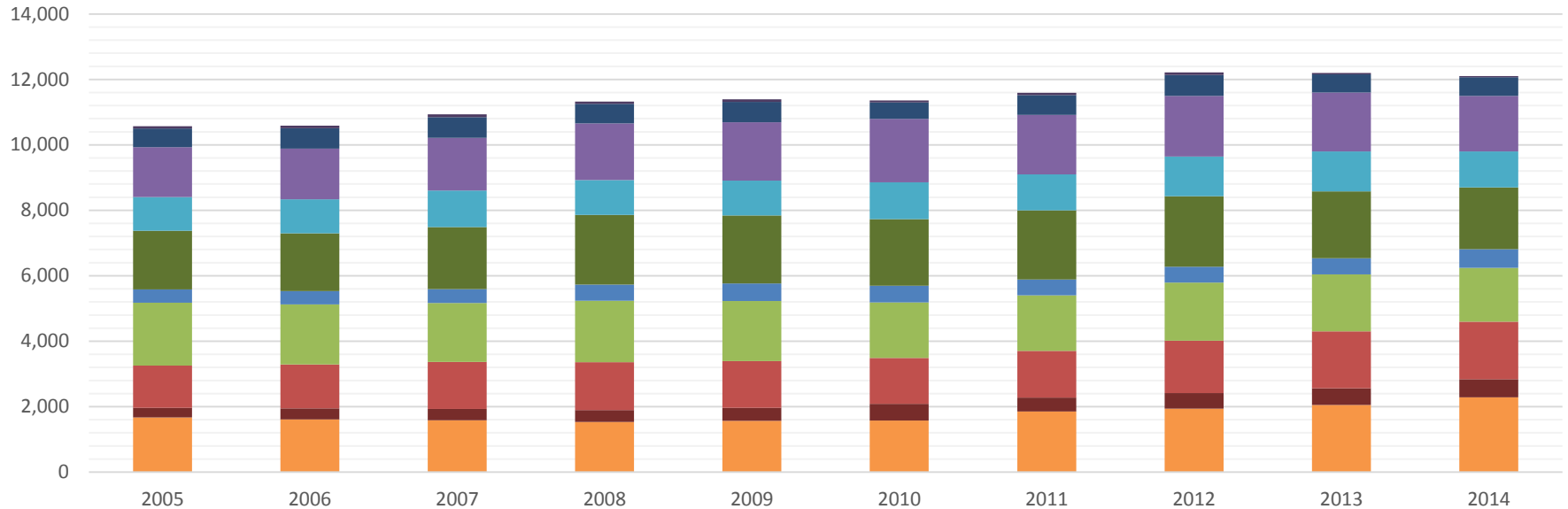
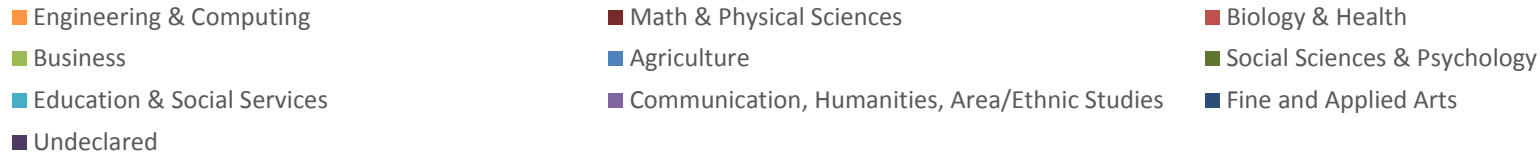
University Undergraduate Enrollment by Residency



University Domestic Undergraduate Enrollment by Race/Ethnicity

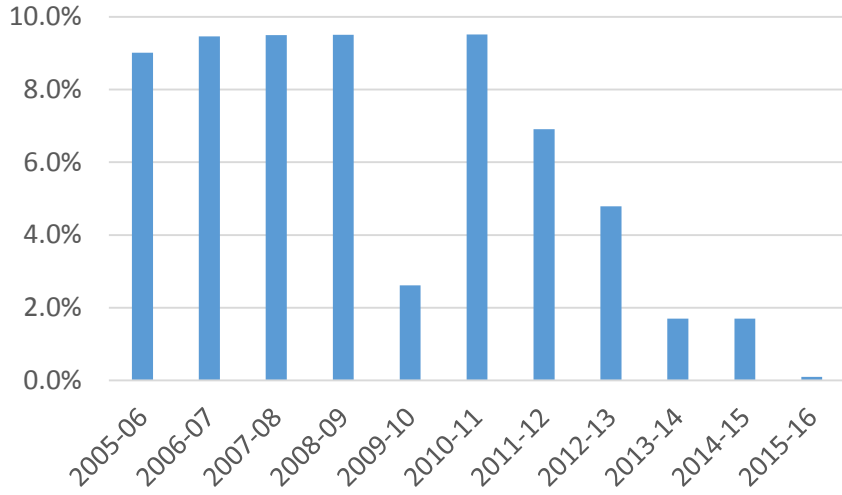


University of Illinois Baccalaureate Degrees Conferred by Study Area

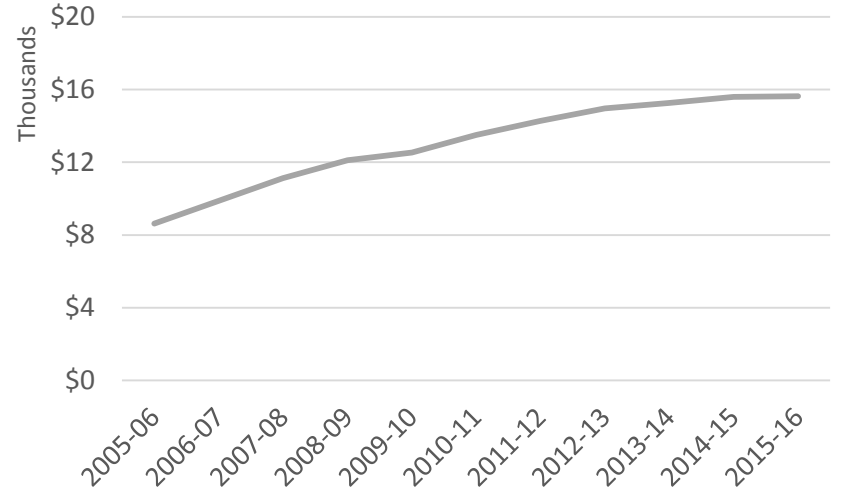


Study Area	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	% change
Engineering & Computing	1,674	1,608	1,587	1,535	1,568	1,573	1,855	1,942	2,048	2,288	37%
Math & Physical Sciences	289	337	344	362	394	511	418	475	512	551	91%
Biology & Health	1,288	1,348	1,434	1,463	1,432	1,407	1,430	1,599	1,740	1,754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

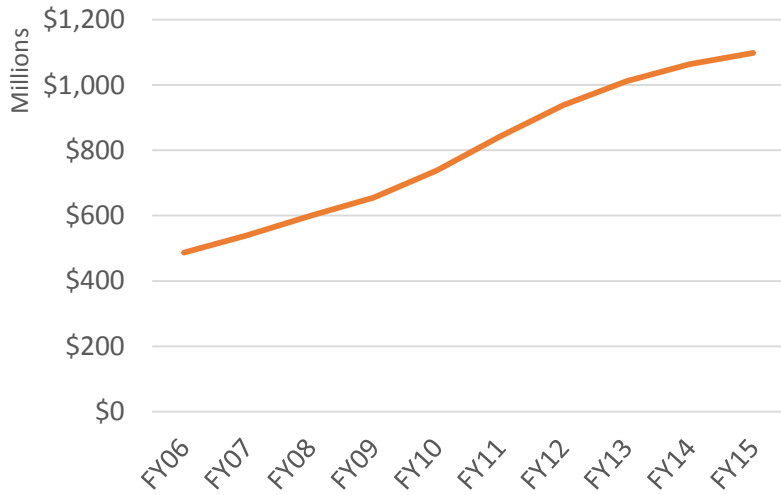
Increase in Base Undergraduate Tuition



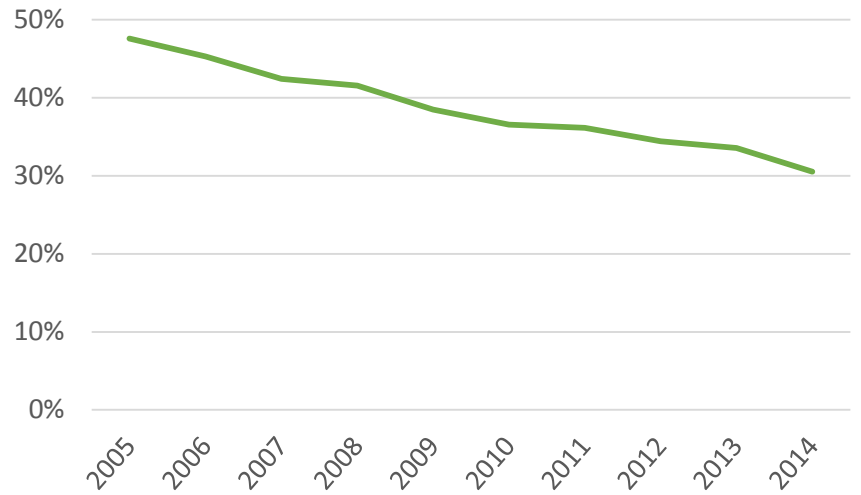
Annual Base Tuition and Fees (Urbana)



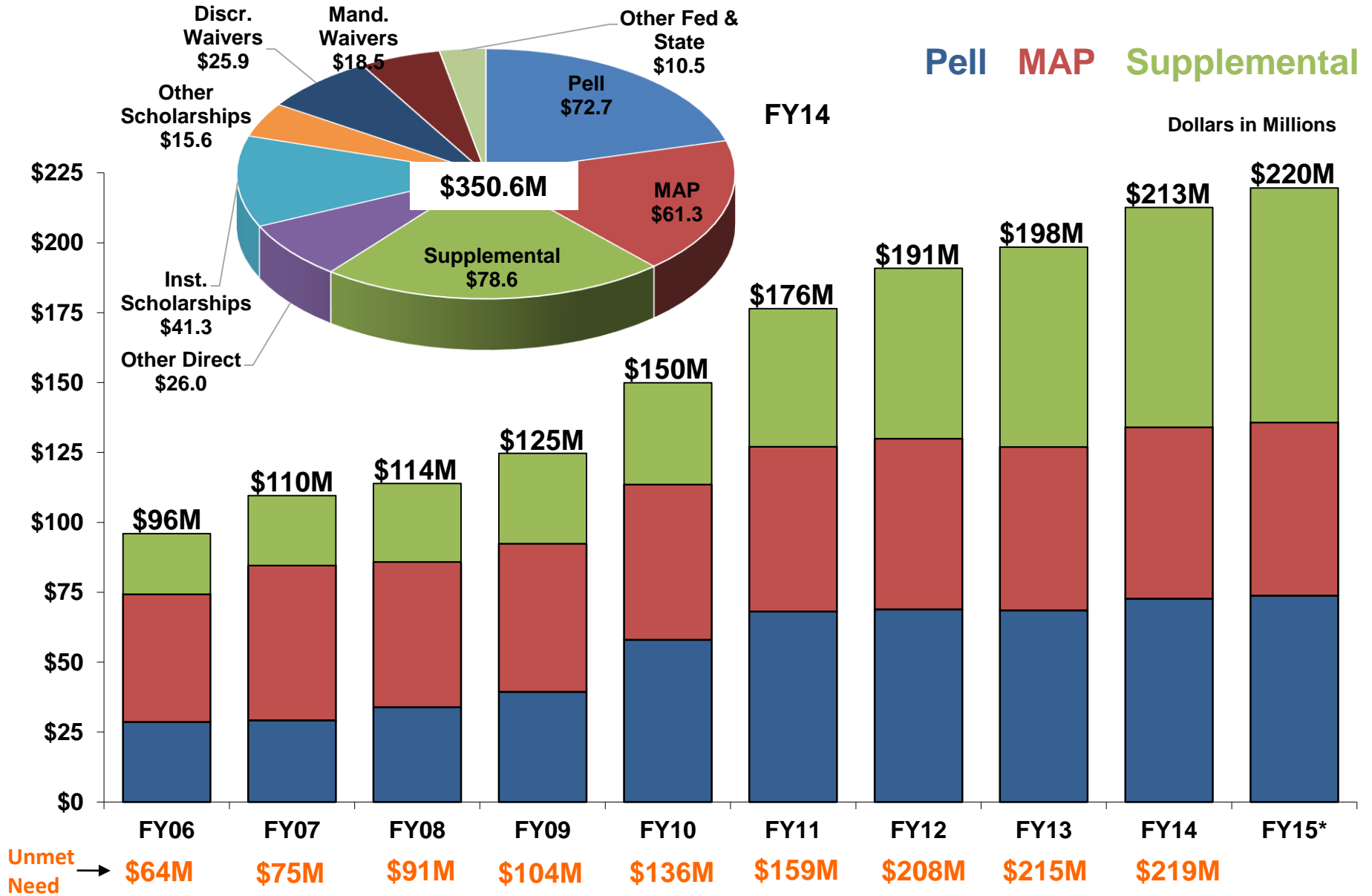
University of Illinois Income Fund



Fall Enrollments as Percent of Admissions



Undergraduate Aid FY 2006 — 2015



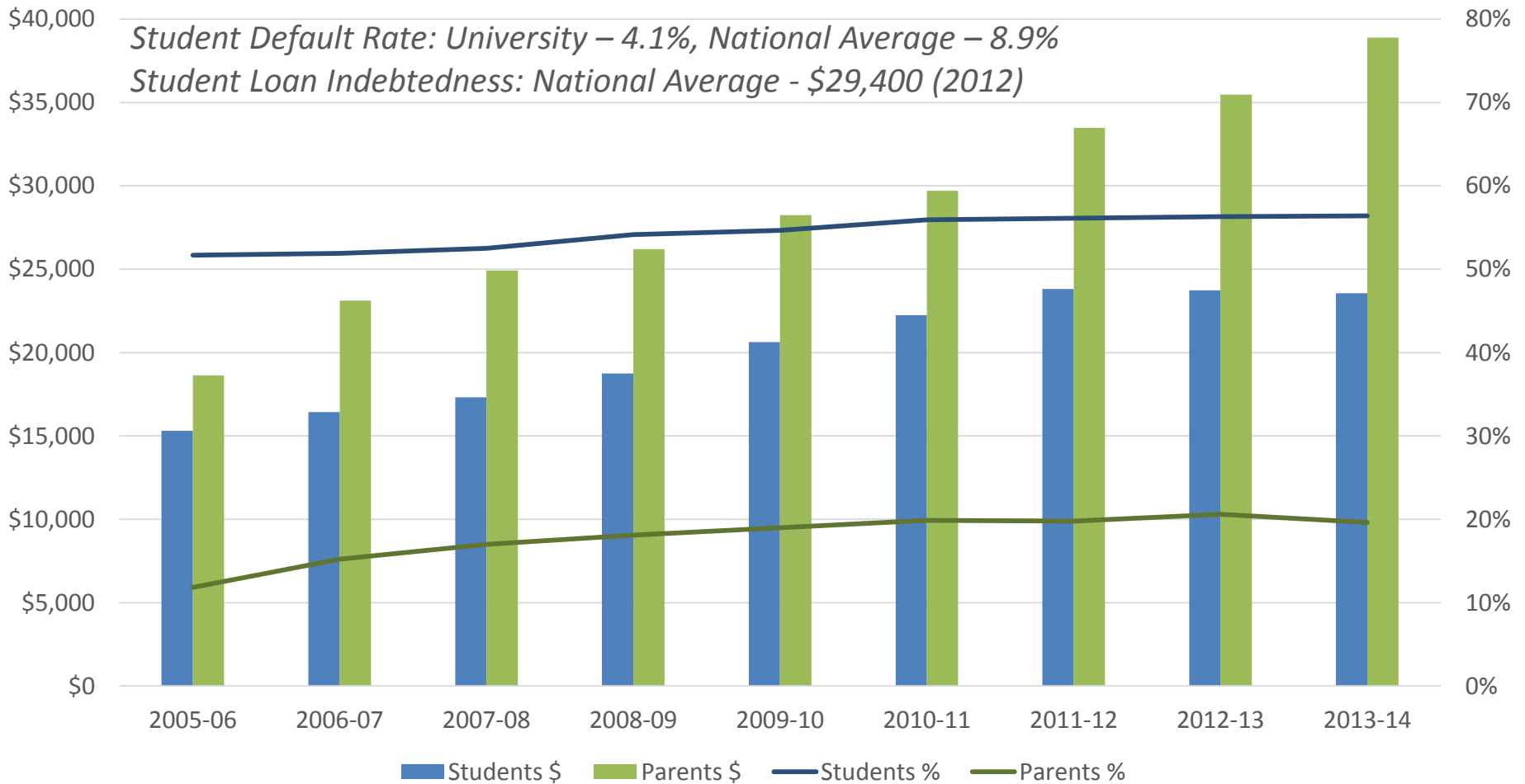
Supplemental Aid for FY 2006-2014 all sources including fees. FY 2007 includes MAP Plus.

*FY 2015 is estimate. Unmet need = Cost of attendance minus Expected Family Contribution minus offered aid.

Loan Indebtedness of Graduates & Their Parents

Average Debt

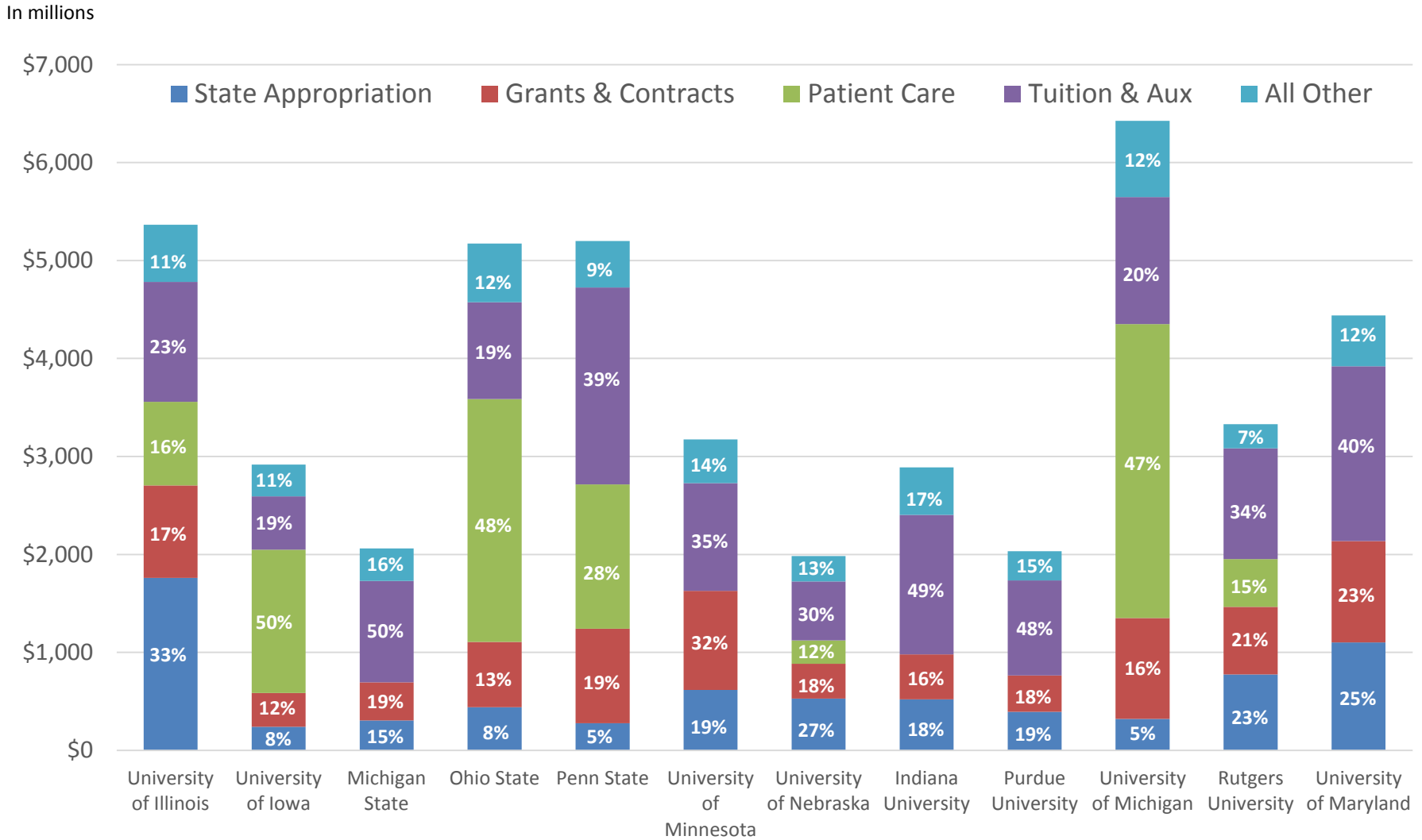
Percent Who Borrowed



Source: Financial Aid Office, Office for Planning and Budgeting.

Total Revenues by Contribution

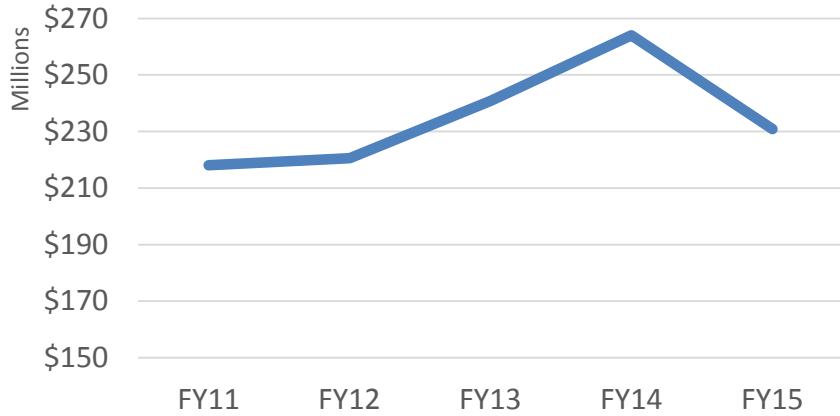
Big Ten Comparison



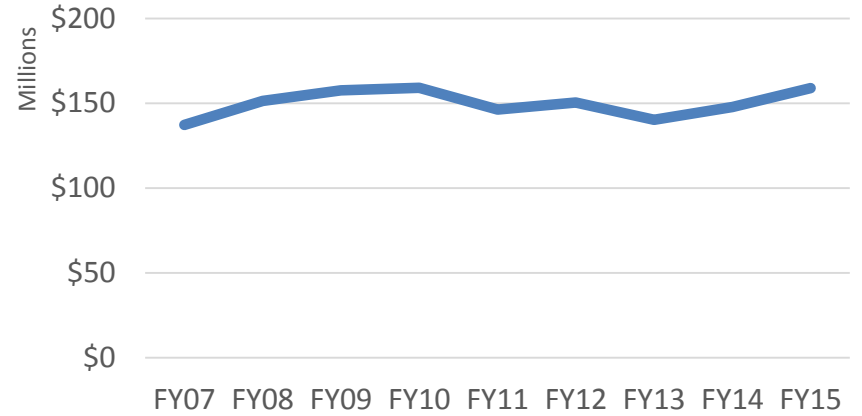
*Source: FY14 - Moody's Investor Service as of 4/27/2015.

Fundraising

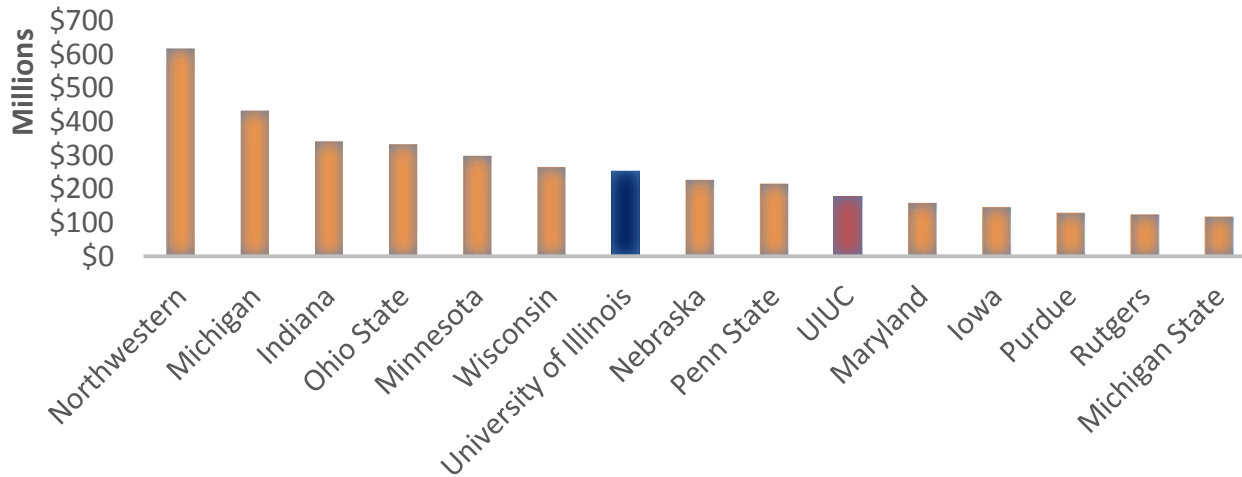
Cash Received



Gift and Endowment Income



FY14 FUNDRAISING TOTALS



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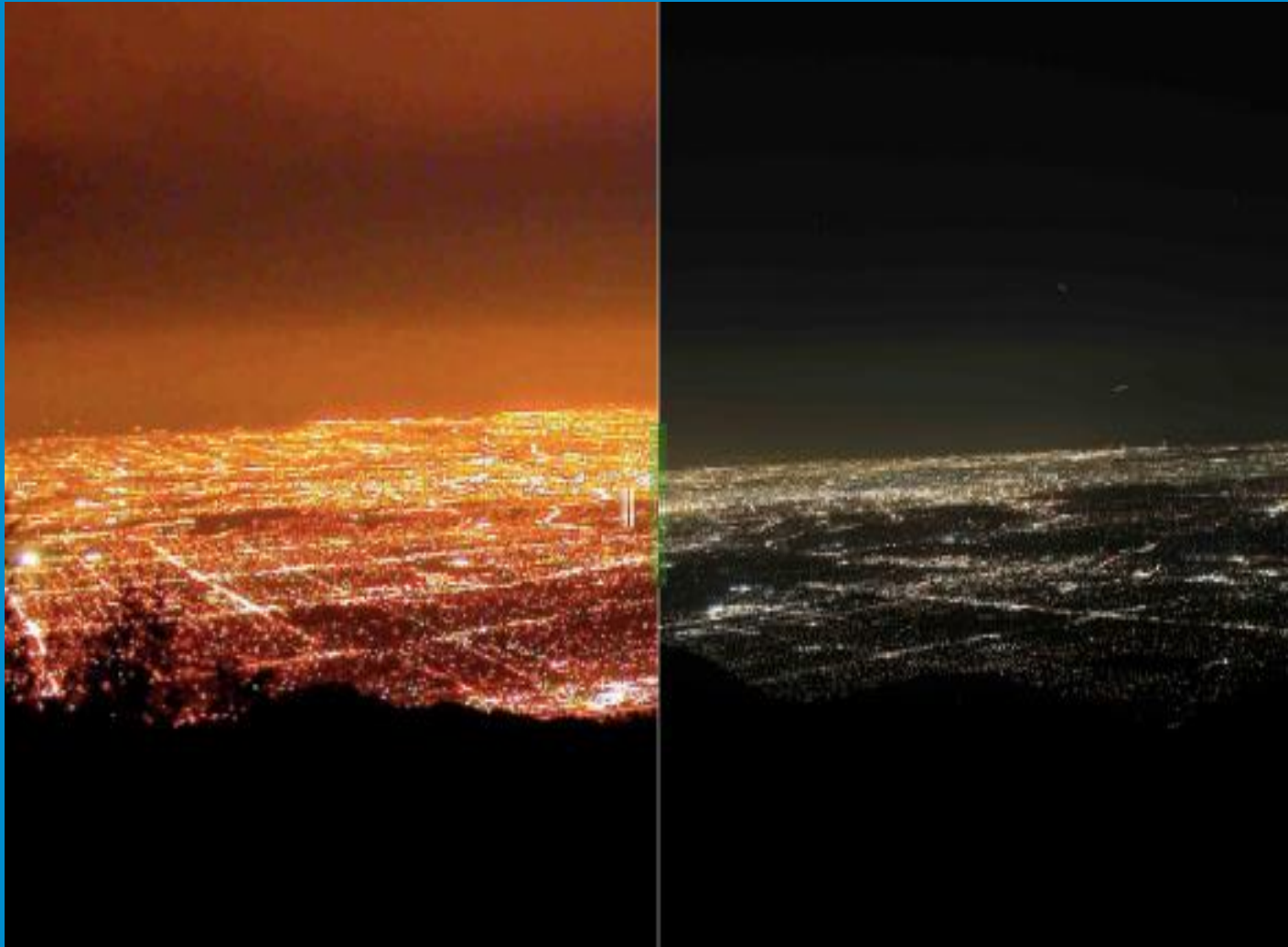
Impact

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



2014 ECONOMIC
IMPACT
\$6.4 BILLION



produced an economic impact of

\$4,000,000,000

in Illinois and
the Chicago area



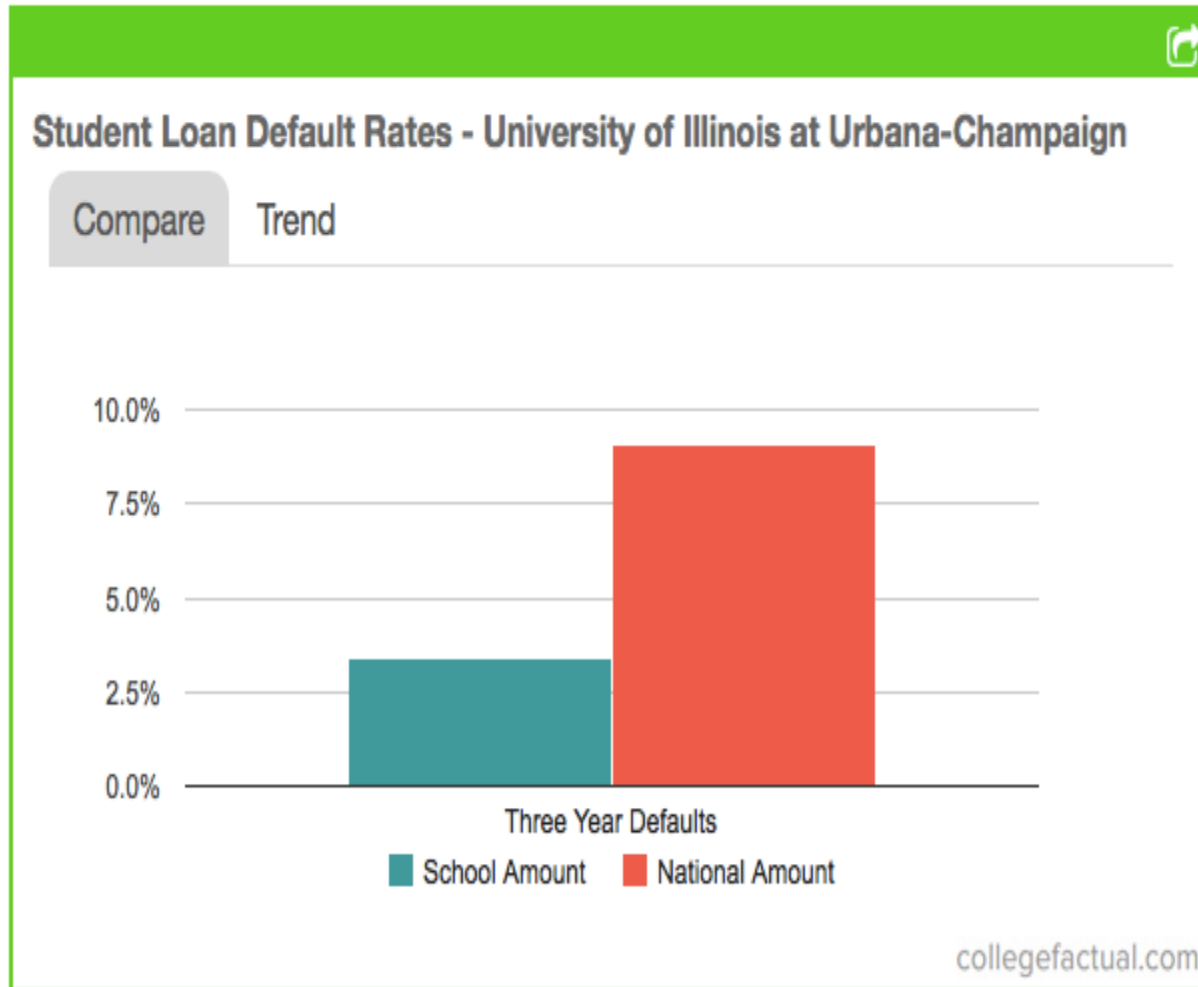
\$176.8 million

Total effect

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Something to be proud of





Something to be proud of

40+ percent of UIC students are

FIRST GENERATION COLLEGE STUDENTS

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A New Compact

- Increase access and affordability for Illinois residents
- Improve University efficiency
- Issue an annual report card to the state on our progress



1868

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”

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James Duderstadt
President Emeritus
University of Michigan

University of Illinois Board of Trustees Retreat



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UI-Chicago, Student Center West

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

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Explanation and Set Up for Afternoon Breakout Discussions

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