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MEETING OF THE BOARD OF TRUSTEES  
OF THE  
UNIVERSITY OF ILLINOIS

July 24, 2019

This meeting of the Board of Trustees of the University of Illinois was held in the Michèle M. Thompson Rooms B and C, UIC Student Center West, 828 South Wolcott Avenue, Chicago, Illinois, on Wednesday, July 24, 2019, beginning at 1:00 p.m.

Chair Donald J. Edwards called the meeting to order asked the secretary to call the roll. The following members of the Board were present: Mr. Ramón Cepeda, Mr. Kareem Dale, Mr. Donald J. Edwards, Ms. Patricia Brown Holmes, Ms. Naomi D. Jakobsson, Dr. Stuart C. King, Mr. Edward L. McMillan, Ms. Jill B. Smart. Mr. Ricardo Estrada and Governor J. B. Pritzker were absent. Mr. Trayshawn M. W. Mitchell, voting student trustee, Urbana, was present. The following nonvoting student trustees were in attendance: Ms. Rosie Dawoud, student trustee, Springfield; Ms. Susan E. Panek, student trustee, Chicago. President Timothy L. Killeen was present.

Also present were the officers of the Board: Mr. Lester H. McKeever Jr., treasurer; Dr. Avijit Ghosh, comptroller (and vice president/chief financial officer); Mr. Thomas R. Bearrows, University counsel; and Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University. Ms. C. Ellen Foran, associate secretary, and Ms. Marna K. Fuesting, assistant secretary, were also in attendance.

The following University officers were also present: Dr. Barbara J. Wilson, executive vice president and vice president for academic affairs; Dr. Robert J. Jones, chancellor, University of Illinois at Urbana-Champaign, and vice president, University of Illinois; Dr. Michael D. Amiridis, chancellor, University of Illinois at Chicago, and vice president, University of Illinois; Dr. Susan J. Koch, chancellor, University of Illinois at Springfield, and vice president, University of Illinois; Dr. Avijit Ghosh, comptroller (and vice president/chief financial officer); Dr. Edward Seidel, vice president for economic development and innovation; and Mr. Thomas P. Hardy, executive director for University relations.

#### OPENING REMARKS

Mr. Edwards welcomed everyone to the Board's retreat and recognized the new student trustees. He gave an overview of the plan for the retreat, which he said would focus on three important issues that impact higher education: a culture of integrity and excellence, fostering healthy relationships across our campuses, and ensuring environmental and financial sustainability. Mr. Edwards said discussions on these topics would be used to form an outline for written statements of the University's values. He then asked President Killeen to comment.

President Killeen welcomed his colleagues and said he is proud to participate in this collaborative process of identifying critical issues in higher education and the University's response to these matters. He referred to the Board's retreat in July 2017 and said that the day's discussions on free speech, globalization and immigration,

and civic engagement led to the drafting of principles that guide the University in dealing with those issues. President Killeen said the resulting “Guiding Principles” document can be found on the University’s website and is a living document that can be adjusted as needed. He said that today’s retreat would follow a similar process on three different issues in higher education, and he introduced the three speakers invited to join the Board to share their expertise and facilitate discussions: Dr. Stanley O. Ikenberry, professor emeritus, education policy, organization and leadership, College of Education, Urbana, and president emeritus, University of Illinois; Dr. Shirley Malcom, head of the Directorate for Education and Human Resources programs for the American Association for the Advancement of Science; and Mr. David Coleman, president and chief executive officer at The College Board. President Killeen provided additional information about the three speakers and thanked them for participating in the retreat. He then asked each of the three individuals to share some opening thoughts on their respective topics.

Dr. Ikenberry said it was a pleasure and delight to be back at the University and with such esteemed colleagues. He remarked on a culture of excellence and integrity in higher education and said these are core values throughout the culture of the University and integral to the academic community. Dr. Ikenberry said these fundamental values are important in their own right, and he commented on consequences for losing excellence and integrity. He discussed the actionable nature of these qualities and described the need to accept risk in order to take advantage of opportunity and promote excellence. Dr. Ikenberry then discussed barriers to excellence and emphasized the negative impact of complacency. He remarked on the difficulty of achieving excellence with integrity and

referred to some institutions that have been damaged by a loss of integrity. Dr. Ikenberry concluded his remarks by commenting on the definitions of integrity and excellence and describing qualities of each.

Dr. Malcom then commented on fostering healthy relationships across our campuses. She said she was born and raised in Birmingham, Alabama, and described her experience attending segregated schools and later attending the University of Washington, which she said had a very small African American student population. Dr. Malcom said this gave her an opportunity to see other ethnic groups and cultures, and she pursued her studies in science while expanding as a person. She said that college is often the first opportunity to be in a diverse learning community, and she discussed bias and the preparation of students for life in a diverse environment. Dr. Malcom remarked on harassment and the benefits of being pro-civility rather than anti-harassment, and she listed the conditions in which harassment is likely to occur. She said that any perception of tolerance of harassment must be addressed by leadership. Dr. Malcom concluded her remarks by stating that bias and harassment are barriers to success.

Next, Mr. Coleman spoke and remarked on the University's success and potential. He described issues with the SAT exam that is administered by The College Board and said that the exam was not succeeding in broadening the college applicant pool. Mr. Coleman gave examples of changes that were made to better assess the potential success of students and to make the exam itself more accessible. He said that while the creation of expensive test preparation is not the fault of The College Board, it is their responsibility to find a solution, and he said low-cost or free options are being

developed in response. Mr. Coleman listed guiding principles for the University, beginning with the overarching idea that every advancement at the University should advance the environmental or financial sustainability of families in Illinois. He said the University should build an infrastructure of visible support, regardless of the size of the community, and be a visible source of value throughout the State, including rural areas. Mr. Coleman stated it should advance its own stability while advancing the financial stability of families, and he suggested the creation of a three-year degree program as a radical challenge to address the financial strain of a university education. He suggested the University prepare students for an evolving workplace by reconsidering college readiness and preparing students with a set of skills related to data and technology that can be utilized in multiple ways. Lastly, Mr. Coleman proposed that the University deliver significant breakthroughs, particularly related to the environment and sustainable health care.

The speakers' comments were followed by applause.

President Killeen then introduced the facilitators for the three discussion groups. The facilitators for Group 1, which discussed "a culture of integrity and excellence," were Dr. Terri Weaver, dean of the College of Nursing at Chicago, and Dr. Wojciech Chodzko-Zajko, dean of the Graduate College at Urbana. Group 2 discussed "fostering healthy relationships across our campuses" and was facilitated by Dr. Amalia Pallares, associate chancellor and vice provost for diversity at Chicago, and Dr. Robin Kar, professor in the College of Law at Urbana. The facilitators for Group 3, which discussed "ensuring environmental and financial sustainability," were Dr. Wilson and Dr.

Adriana Crocker, professor of political science at Springfield and a current presidential fellow.

Mr. Edwards announced that retreat participants would now break into groups for discussion and that the Board meeting would reconvene in the afternoon. At 1:47 p.m., the meeting recessed.

At 3:26 p.m., the meeting resumed, with all Board members previously recorded as being present in attendance. Representatives from each of the three groups reported on the discussions held during the breakout sessions, and these summaries were added to slides that were projected throughout the presentations (materials on file with the secretary.)

After each group presented their summaries, Mr. Edwards asked if there were any comments. In response to the summary presented by Group 1 on a culture of integrity and excellence, President Killen asked if there was any discussion of the intertwining of integrity and excellence. Dr. Weaver indicated this was discussed by the group. Ms. Smart commented that they can be intertwined but can also be at odds, and Mr. McMillan stated that excellence and integrity is the overarching principle of all goals.

When Group 3 finished presenting their summary on ensuring environmental and financial sustainability, Mr. Edwards asked if there was any discussion of the business model of the four-year college. Dr. Kenneth A. Kriz, University Distinguished Professor in the Department of Public Administration, Springfield, said the group discussed a need to fully understand the opportunities and

limitations of the current model. Mr. Edwards then asked if there was any mention of the mission of a public institution versus a private college. President Killeen commented on access and affordability and adaptability and flexibility. Dr. Cynthia Klein-Banai, associate chancellor of sustainability, Chicago, referred to the Group 3 readings that described innovations at other institutions, and Dr. Kriz remarked on adaptability in higher education and many of the subject areas taught at the University.

Mr. Edwards thanked the presenters and asked the invited speakers for closing remarks. Mr. Colman referred to The College Board's willingness to help and expressed a need to diversify in STEM fields, particularly in the field of computer science. He described alternative approaches to increase interest in computer science and other STEM fields, especially among underrepresented minority groups, and he proposed potential opportunities for collaboration with the University.

Dr. Malcom remarked that higher education does not often draw on the experience of its K-12 colleagues and described opportunities to situate the curriculum in a way that teaches quantitative reasoning through social justice. She referred to changing demographics of those being educated. Dr. Malcom encouraged the consideration of opportunities to increase innovation and entrepreneurship and urged those at the University to think longer term and to consider sustainability. She said this is a transformative moment in higher education.

Dr. Ikenberry highlighted accessibility and proposed a more efficient use of facilities and suggested the summer term may present an opportunity for students to take additional classes and shorten the time it takes to obtain a degree. He remarked on the

urgency of the issue of financial sustainability in higher education. Dr. Ikenberry said the University provides an opportunity for the highest quality of education anywhere in the world and has the power to change lives, transform professions, and spur the economy. He stated that this needs to be communicated to internal and external audiences.

The speakers' comments were followed by a round of applause.

Mr. Edwards then spoke and referred to discussions he has had with President Killeen on the impact of the University on the State. He said every state can run a university, but the University of Illinois is doing so at a manageable cost and high quality for the citizens of Illinois. President Killeen thanked all the participants, especially the invited speakers, for their involvement with the retreat. Applause followed.

President Killeen made some final comments and summarized some of the sentiments he heard throughout the retreat, noting that these principles would later be drafted into statements. He thanked everyone who attended the retreat and remarked on its success.

Mr. Edwards asked the trustees if they had any comments. Dr. King thanked the faculty who attended the retreat, and Mr. Cepeda expressed appreciation for the opportunity to be a part of the discussions of faculty and University leaders on topics of such importance. Ms. Smart suggested that at the next retreat, it would be beneficial to begin the meeting by sharing the outcome of the work done today. Ms. Jakobsson expressed appreciation for the planning of the retreat and for the excellent speakers.

Mr. Edwards then made some closing comments. He said there are very few universities that offer a private-level education at a public university cost, and he remarked on the University's capacity to deliver excellence on a large scale for the citizens of Illinois, adding that no other institution in Illinois has as great of an impact on the state as the University. Mr. Edwards warned against complacency and said it will not be tolerated, and he urged the University to be innovative and take advantage of its position. He mentioned fundraising and alumni engagement and said that financial stability is an area of focus, noting that the University needs to be innovative on how its money is spent.

#### MOTION TO ADJOURN

At 4:24 p.m., Chair Edwards requested a motion to adjourn the meeting. On motion of Mr. Cepeda, seconded by Ms. Smart, the meeting adjourned. There were no "nay" votes.

DEDRA M. WILLIAMS  
*Secretary*

DONALD J. EDWARDS  
*Chair*