

MEETING OF THE BOARD OF TRUSTEES

OF THE

UNIVERSITY OF ILLINOIS

January 18, 2012



This meeting of the Board of Trustees of the University of Illinois was held in Chicago Rooms A, B, and C, UIC Student Center West, 828 South Wolcott Avenue, Chicago campus, Chicago, Illinois, on Thursday, January 18, 2012, beginning at 11:12 a.m.

Chair Christopher G. Kennedy called the meeting to order and asked the secretary to call the roll. The following members of the Board were present: Mr. Ricardo Estrada, Ms. Karen Hasara, Ms. Patricia Brown Holmes, Mr. Christopher G. Kennedy, Dr. Timothy N. Koritz, Mr. Edward L. McMillan, Mr. James D. Montgomery, Mr. Lawrence Oliver, Ms. Pamela B. Strobel. Governor Pat Quinn was absent. Mr. Kenneth M. Thomas, voting student trustee from the Chicago campus, was present. The following nonvoting student trustees were present: Ms. Hannah Ehrenberg, Urbana campus; Mr. John W. Tienken, Springfield campus. President Michael J. Hogan was present. Also present were the officers of the Board: Mr. Lester H. McKeever Jr., treasurer; Mr. Walter K. Knorr, comptroller (and vice president/chief financial officer); Mr. Thomas R. Bearrows, University counsel; and Dr. Michèle M. Thompson, secretary. In addition, the following persons were also in attendance: Dr. Susan M. Kies, secretary-designate of the Board of Trustees and of the University; Ms. Marna K. Fuesting and Ms. C. Ellen Foran, both assistant secretaries; and Ms. Eileen B. Cable, special assistant to the secretary.

In addition to those previously noted, the following University officers were present: Dr. Phyllis M. Wise, vice president, University of Illinois, and chancellor of the Urbana campus; Dr. Paula Allen-Meares, vice president, University of Illinois, and chancellor of the Chicago campus; Dr. Susan J. Koch, vice president, University of Illinois, and chancellor of the Springfield campus; Dr. Christophe Pierre, vice president for academic affairs; Dr. Joe G. N. Garcia, vice president for health affairs; Dr. Lawrence B. Schook, vice president for research; Dr. Avijit Ghosh, special assistant to the president; Mr. Thomas P. Hardy, executive director for University relations; and Ms. Katherine R. Laing, executive director of governmental relations.

OPENING REMARKS

Mr. Kennedy welcomed everyone to the retreat and acknowledged the attendance of the deans from various colleges. He asked them to introduce themselves, which was followed by a round of applause. He then introduced the following members of the faculty senates: Dr. Donald Chambers, vice chair of the executive committee of the Chicago Senate and chair of the University Senates Conference; Dr. Philip Patston, secretary of the Chicago Senate and chair of the Chicago Senate executive committee; and Dr. Nicholas Burbules, Edward William and Jane Marr Gutgsell Professor, professor of education policy, organization, and leadership, Urbana. Mr. Kennedy also thanked Mr. John Palmatier, coordinator of facility operations, Chicago, and Mr. Palmatier's staff for their efforts in planning today's events.

Mr. Kennedy provided an overview of the agenda for the retreat. He then asked Dr. Ghosh to provide a presentation on the University Dashboard Report.

A UNIVERSITY DASHBOARD REPORT OF COMPARATIVE DATA

Dr. Ghosh began his presentation (materials on file with the secretary) by thanking those in the University Office for Planning and Budgeting for their assistance and hard work on this project. He reviewed the strategic priorities outlined in the project, stated that he would focus on student access and enrollment and student outcomes for this presentation, and presented the metrics used to measure success in these areas. He provided the 2011 enrollment levels for each campus and the selected peer groups for Urbana, Chicago, and Springfield, and he presented the percentage of first-time freshmen admitted to each campus in comparison to peer institutions. Brief discussion followed, and Dr. Ghosh presented each campus's enrollment yield, which is the percentage of students that enrolled at each campus after being admitted. Vice President/Chancellor Wise commented on the enrollment yield at Urbana and stated that tuition at Urbana has increased at a rate faster than it has at some peer institutions, and Dr. Ghosh said that students applying to multiple universities can result in a lower enrollment yield. President Hogan referred to the importance of financial aid, and the trustees discussed the percentage of tuition that is allocated to financial aid, other funding sources, and the President's Award Program. Mr. Kennedy said that it would be useful for the chancellors to provide written responses regarding areas of concern that are identified in the report, particularly for areas in which a campus

falls below the median in comparison to peer institutions. Ms. Strobel commented on the importance of monitoring these types of metrics, identifying trends over time, and establishing goals. Dr. Koritz provided an example of a high-achieving student who did not attend the University of Illinois at Urbana because he received more aid from another university. Discussion regarding the importance of offering competitive financial aid followed. The trustees also referred to the impact of the campus visit, and Vice President/Chancellor Allen-Meares mentioned that some private universities begin to cultivate relationships with students during their junior year in high school.

Next, Dr. Ghosh discussed the ACT composite scores of entering freshmen at each campus compared to peer institutions. He compared the percent of enrolled undergraduate students from underrepresented groups at each campus to peer universities, and the trustees discussed the importance of attracting students from underrepresented groups to the University, noting that some peer institutions have experienced increased enrollments of students from underrepresented groups. Dr. Ghosh also reviewed student outcome metrics, using freshmen retention rates, four- and six-year graduation rates, and degrees in STEM (science, technology, engineering, and math) disciplines. Board members discussed the data presented in these areas, and some expressed concern regarding low graduation rates at Chicago. Vice President/Chancellor Allen-Meares stated that improving graduation rates is a priority at the campus, and she briefly described some of the initiatives that are underway. Some discussion regarding graduation rates and levels of preparedness of students graduating from the Chicago Public Schools followed. The trustees thanked Dr. Ghosh for the presentation.

At 12:31 p.m., Mr. Kennedy announced that there would be a short break.

At 12:43 p.m., the meeting resumed, with all Board members previously recorded as being present in attendance.

REVIEW OF SELECTED COLLEGES' GOALS, PRIORITIES, AND COMPARATIVE DATA

Dr. Ruth Watkins, Dean, College of Liberal Arts and Sciences, Urbana
Mr. Kennedy asked Dr. Ruth Watkins to provide a presentation on this college (materials on file with the secretary). Dean Watkins provided an overview of the college and presented information regarding faculty and staff. She listed its many departments and units, showed that half the instructional units at Urbana are provided through the college, and provided a graph depicting sponsored research dollars from 2006 through 2011. She referred to the expansion of corporate partnerships, which she said are important when considering the future of the college. She then presented goals and provided examples of ways in which these goals are being met. These included improving financial health to enable scholarly and educational innovation; strategically rebuilding faculty in key areas; recruiting top students and providing quality educational experiences; refining and reviewing academic programs; and enhancing diversity among students and faculty.

At the conclusion of the presentation, Mr. Kennedy inquired about the increase in the number of faculty from underrepresented groups in the College of Liberal Arts and Sciences. Dean Watkins stated that it is necessary to put resources and effort into increasing diversity among faculty and said she referred to a goal stating that 15 percent of the faculty in the college will be from underrepresented groups by 2015.

Dr. Ilesanmi Adesida, Dean, College of Engineering, Urbana

At 1:25 p.m., Mr. Kennedy asked Dr. Ilesanmi Adesida to provide a presentation on this college (materials on file with the secretary). Dean Adesida provided an overview of the college and highlighted past and present reputable members of the faculty. He described a project in collaboration with the U.S. Department of Transportation, discussed the research impact of the college, and referred to a strong commitment to education. He presented the national rankings for the College of Engineering and its programs, provided examples of interdisciplinary research, and provided a chart that showed that the college is research intensive, particularly in comparison to its peers. The dean then described students enrolled in the College of Engineering, and he discussed efforts to promote financial stewardship of the college. Next, he discussed student diversity and financial aid, enrollment services and support for students, and diversity among faculty, and he provided information regarding the college's academic program review process.

Brief discussion regarding the presentation followed, and Mr. Kennedy thanked Dean Adesida for the presentation.

Dr. Astrida Orle Tantillo, Interim Dean,
College of Liberal Arts and Sciences, Chicago

At 2:10 p.m., Mr. Kennedy asked Dr. Astrida Orle Tantillo to provide a presentation on this college (materials on file with the secretary). Dean Tantillo discussed the access to excellence provided by the college through its highly ranked and award-winning departments and faculty and education to diverse urban students, noting that this has been achieved with declining resources. She presented the research expenditures in the college and provided examples of the ways in which research is advancing student success. She then described advances in development and external sources of revenue, provided information regarding new partnerships, and discussed student diversity, stating that the student body at the college is very diverse, with no single ethnic group constituting the majority. Next, the dean discussed recruitment and admission, provided data regarding the freshman class of Fall 2011 enrolled in the college, and discussed strategies for increasing enrollment yield and enrollment of students from underrepresented groups. She provided a chart depicting the six-year graduation rate by race or ethnicity and discussed initiatives to increase student success. Dean Tantillo then described efforts to recruit and retain faculty from underrepresented groups, noting the intense competition in this area. She discussed processes and considerations used to evaluate reinvestment strategies, academic programs, and budget allocations, and she provided examples of models for allocation, stating that academic analytics were used

throughout the campus last year and were helpful to many departments. She concluded her presentation by stating that the College of Liberal Arts and Sciences is in an upward trajectory, gaining strength through targeted investments.

Mr. Kennedy thanked Dean Tantillo for the presentation and, at 2:28 p.m., suggested the Board take a short break.

The meeting resumed at 2:44 p.m., with all Board members previously recorded as present in attendance.

Dr. Bruce Graham, Dean, College of Dentistry, Chicago

Next, Mr. Kennedy asked Dr. Bruce Graham to provide a presentation on this college (materials on file with the secretary). Dean Graham began his presentation with an overview of oral health and dentistry, and he referred to a previous goal to establish the college as a world leader in several areas by 2010, noting that this goal was established prior to the reduction in the State appropriation that began in 2002. He discussed strategic initiatives that were implemented throughout the last decade to grow non-State revenues and reallocate existing resources, and he discussed revenue growth strategies, productivity in research, recruitment of leadership positions, changes in curriculum, fundraising efforts, and resource allocation strategies. He briefly discussed benchmarking and explained that the peer group for the college consists of six dental schools in the Big Ten, and he provided information about the college in areas such as programs and enrollment, annual graduates, number of alumni, and academic qualifications for dental students. Next, the dean discussed diversity among faculty and staff, and said that while the field of dentistry is often lacking in diversity, the college is more diverse than its peers and other dental schools in the U.S. He also discussed research productivity and funding from the National Institutes of Health in comparison to peer institutions. He provided information about college clinic patient care, and he discussed the function of community-based clinics and clinic revenue. Dean Graham then provided information regarding fundraising, peer recognition, and college facilities and equipment, stating that facilities and infrastructure are a challenge.

Discussion followed, and Dean Graham responded to questions regarding uncompensated clinical care and clinical revenue. He also told the trustees that 75 percent of College of Dentistry graduates practice in Illinois, and that it is difficult to assess whether there is a shortage in the field, adding that dentists are needed in rural areas. He also provided information about funding for new equipment, which he said relies heavily on gifts and donations. Mr. Kennedy thanked the dean for the presentation.

Dr. James Ermatinger, Dean, College of Liberal
Arts and Sciences, Springfield

At 3:15 p.m., Mr. Kennedy asked Dr. James Ermatinger to provide a presentation (materials on file with the secretary) on this college. Dean Ermatinger began his presentation with an overview of the mission of the college, and he described its educational objectives and degree programs. He presented highlights of the college, including award-winning faculty, work with the Nature Conservancy Emiquon Preserve, an emphasis on

history and its relationship with the Abraham Lincoln Presidential Library, reputable clinical laboratory science and computer science programs, and online degree programs. He then discussed student diversity and financial aid, and he provided information about the full-time faculty members of the college, including the percentage of tenure and tenure-track faculty from underrepresented groups. Next, the dean discussed the process for program review and resource allocation, which he said is based on the following four metrics: utilization, seat count, tuition revenue, and credit hours. He presented the college's strategic directions, which he said include internationalization, student and faculty research, preprofessional programs, and the visual and performing arts. He concluded his presentation by stating that there is much excitement regarding the college's future and its role that is central to the mission of the Springfield campus.

The trustees discussed the presentation, and Vice President/Chancellor Koch responded to a question regarding housing on campus and stated that while there is not an immediate need for housing, the residence hall is currently relatively full. She said that this will need to be examined annually as the campus grows. She also referred to increased efforts to recruit students from Chicago and said that new strategies are being developed to also recruit greater numbers of transfer students. Mr. Kennedy thanked Dean Ermatinger for the presentation.

MOTION FOR EXECUTIVE SESSION

At 3:35 p.m., Chair Kennedy stated: "A motion is now in order to hold an executive session to discuss self-evaluation, practices and procedures or professional ethics, when meeting with a representative of a statewide association of which the public body is a member; and University employment or appointment-related matters."

On motion of Mr. Montgomery, seconded by Mr. McMillan, this motion was approved. There were no "no" votes.

EXECUTIVE SESSION

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EXECUTIVE SESSION ADJOURNED

At 5:00 p.m., Mr. Kennedy asked that the executive session be adjourned. There was no disagreement with this request, and the executive session was adjourned.

There being no further business, the Board adjourned.

MICHELE M. THOMPSON
Secretary

CHRISTOPHER G. KENNEDY
Chair