

MEETING OF THE BOARD OF TRUSTEES
OF THE
UNIVERSITY OF ILLINOIS

July 20, 2016



This meeting of the Board of Trustees of the University of Illinois was held in the Illini Rooms B and C, 1401 West Green Street, Urbana, Illinois, on Wednesday, July 20, 2016, beginning at 11:04 a.m. Chair Edward L. McMillan called the meeting to order and asked the secretary to call the roll. The following members of the Board were present: Mr. Ramón Cepeda, Mr. Ricardo Estrada, Mr. Patrick J. Fitzgerald, Ms. Karen Hasara, Ms. Patricia Brown Holmes, Dr. Timothy N. Koritz, Mr. Edward L. McMillan, Mr. James D. Montgomery, Ms. Jill B. Smart. Governor Bruce Rauner was absent. Mr. Collin T. Schumock, voting student trustee, Urbana, was present. The following nonvoting student trustees were present: Mr. Jauwan Hall, Chicago, and Mr. Nathan C. Hoffman, Springfield. President Timothy L. Killeen 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 Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University.

The following University officers were also present: Dr. Barbara J. Wilson, interim chancellor, University of Illinois at Urbana-Champaign, and interim 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. Christophe Pierre, vice

president for academic affairs; and Dr. Lawrence B. Schook, vice president for research. Mr. Thomas P. Hardy, executive director for University relations, was also present.

PERFORMANCE OF THE STATE SONG

Mr. McMillan invited Mr. Adrian Sanchez to sing the State song, *Illinois*. Mr. McMillan said that Mr. Sanchez is a graduate student at Urbana who holds degrees in both performance and music education. Mr. Sanchez's performance was followed by a round of applause.

OPENING REMARKS

Mr. McMillan welcomed everyone to the Board's retreat and introduced Dr. Megan Styles, assistant professor in environmental studies at Springfield and moderator for today's meeting. President Killeen referred to Dr. Styles's comments at the town hall meeting at Springfield and her subsequent participation on the steering committee that helped guide the strategic planning process that led to the creation of the Strategic Framework. Dr. Styles thanked Mr. McMillan and President Killeen and said it was an honor to be invited and involved in the Board's retreat, and she gave an overview of the day's activities.

President Killeen then gave a presentation on the University's Strategic Framework (materials on file with the secretary), which was the focus of the retreat, and said discussions were expected to be thoughtful, aspirational, and transformative. He thanked the Board for their involvement, feedback, guidance, wisdom, and encouragement, and he referred to the University's bright future. The president gave an overview of the development of the Strategic Framework, emphasizing its extensively consultative process, and listed the members of the steering committee. He then discussed each of the four pillars of the Strategic Framework and said that the University of Illinois is a system of universities and the public's University. President Killeen stated that the Strategic Framework is the authentic voice of the University of Illinois system, and he gave an overview of next steps in the process. He said that the goal for the day's discussions was to identify transformative big steps in the implementation of the Strategic Framework. President Killeen then asked Dr. Styles to introduce members of the steering committee to discuss the four pillars of the strategic planning process.

Dr. Amiridis gave a presentation on strategic pillar one, "An Institution of and for Our Students" (materials on file with the secretary), and discussed each component of this pillar. He commented on the reimagining of student-focused teaching and learning, and discussed the importance of relevant content and pedagogy, preparation of competent professionals and leaders, reimagining of facilities, and supporting faculty. Dr. Amiridis then discussed the enhancement of diversity and inclusivity, stating that the University should reflect the people of Illinois in its student body and faculty. He said that efforts to enhance diversity and inclusivity should penetrate all endeavors of the University. Next, Dr. Amiridis commented on the integration of global perspectives and gave examples of programs that embody this initiative. He discussed the need to grow and diversify experiential learning and career guidance and to strengthen opportunities

for students to excel beyond the academic sphere, emphasizing the importance of activities outside the classroom. Dr. Amiridis also remarked on the essential role of career guidance for students who are the first in their families to attend college. Lastly, he commented on engagement with alumni and referred to the University's large alumni base, noting that engaged students become engaged alumni.

At 11:45 a.m., Dr. Princess Imoukhuede, assistant professor of bioengineering, Urbana, provided a presentation on the second pillar, "Research and Scholarship with Global Impact" (materials on file with the secretary). She referred to a study conducted by a researcher on the role of relationship empowerment in addressing health disparities and described the application of researched practices to common practice. Dr. Imoukhuede discussed ways that research applies to components of this pillar of the Strategic Framework. She described collaborations throughout the University that are essential to her work in angiogenesis, emphasizing the resources available at the University. Dr. Imoukhuede discussed her research in angiogenesis and treatment of sickle cell disease and emphasized the application of research to real-world problems and the creation of public-private partnerships. She gave examples of work in the humanities and the arts and its impact on enduring problems, again emphasizing the role of collaboration.

At 11:55 a.m., Dr. Sara L. Rusch, regional dean of the University of Illinois College of Medicine at Chicago, Peoria, discussed the third pillar, "A Healthy Future for Illinois and the Midwest." She began her presentation (materials on file with the secretary) by defining health from a broad perspective as a state of complete well-being, and she emphasized the impact of socioeconomic status on health. Dr. Rusch showed changes in life expectancy by income and described components of a healthy future, and she reviewed the transformative goals of this pillar in the Strategic Framework.

Next, at 12:20 p.m., Dr. Styles gave a presentation on the fourth pillar, "Tomorrow's University Today" (materials on file with the secretary). She discussed components of modernism and said that this pillar responds to a time of great change. Dr. Styles referred to many crises and reminded the Board that change is constant, encouraging the enhancement of resilience and optimization of resources. She made comments on system theory and said that sustainability is the capacity to recover and thrive amid constant change, and she discussed accessibility and affordability, potential uses of technology, alternative energy sources, and doing more with less. Dr. Styles referred to the slow time line of the research process and concluded her presentation with a quote from writer and futurist Mr. Alvin Toffler, stating, "It is always easier to talk about change than to make it."

Dr. Styles then asked faculty, staff, and students to read personal declaration statements that identify and define their personal role in the Strategic Framework. After each personal statement, each participant said the phrase, "I am in this framework. I am U of I." (These statements and a list of participants are on file with the secretary and were posted on the University's Strategic Framework website.)

Mr. McMillan thanked the participants for sharing their personal declaration statements and said that retreat participants would now break into groups for discussion. At 12:28 p.m., the meeting recessed.

At 2:26 p.m., the meeting resumed, with all Board members previously recorded as being present in attendance. One member from each group reported on the discussions held during the breakout sessions, and these summaries were also added to slides that were projected throughout the presentations. (These materials are on file with the secretary and were posted on the University's Strategic Framework website.) After the groups presented their summaries, Mr. McMillan asked if there were any comments. Trustees made brief comments regarding the ideas emerging from the discussions, and Ms. Smart emphasized the need to prioritize.

President Killeen remarked on the rich presentations that were made throughout the retreat. He highlighted some topics that emerged from the discussions, including: sharing the story of the University of Illinois with the world, breaking down barriers, engaging with communities, and taking a greater role in college readiness. President Killeen listed issues that the University could potentially address now, and these included rapid urbanization, sustainability, civically prepared students, and healthy aging. He thanked the Board and all retreat attendees for their participation. Mr. McMillan remarked on the development of the Strategic Framework and the extensive involvement from the University community, stating that the result is impressive. He said that some aspects of the discussions that took place at the retreat should be shared with the State and the Illinois Board of Higher Education. He also remarked on the number of comments made regarding the role of the University of Illinois Extension.

MOTION TO ADJOURN

At 4:00 p.m., Chair McMillan requested a motion to adjourn the meeting. On motion of Ms. Smart, seconded by Ms. Holmes, the meeting adjourned. There were no "nay" votes.

DEDRA M. WILLIAMS
Secretary

EDWARD L. McMILLAN
Chair