

The Public's University: Optimizing Impact for the Public Good

**FY 2020
Accomplishments
Tim Killeen**

Part A. Brief Summary and Highlights

It has been my great privilege to serve through my fifth year as the University of Illinois System's 20th president. Roberta and I, now more than ever, both feel extremely fortunate and honored to be part of the community of students, faculty, staff, alumni and other supporters that make up this magnificent university system. I appreciate the positive nature of the Board's comprehensive five-year review of my presidency and I am grateful for the confidence in my leadership signaled by the four-year extension of my contract, beginning in July 2020.

I thought I understood the grit and resilience of this university system as we found our way through the state's budget impasse a few years ago, but as it turns out that was merely a dress rehearsal. We are now in the midst of navigating multiple, historic challenges – the COVID-19 pandemic, the ensuing financial stresses, and racial tensions that have unmasked deep inequities across American society. These together represent a once-in-a-lifetime crucible that demands the best that the U of I System can offer.

To my enormous pride, our people have responded magnificently to these interlinked crises – with intellect and imagination, and with compassion and courage. No necessary task has been too great or too small to be tackled with grace, no threat to health too intimidating to be met intelligently and fearlessly, and no unexpected demand for change too challenging to be solved. I am humbled by the brilliance and tenacity of our faculty, staff and students, and particularly by the bravery and commitment of our frontline healthcare providers and first responders. I feel deeply privileged to serve as president of such an exceptional organization.

I note here, the several successful senior recruitments in which I have been directly involved this year. These include a new UIS Chancellor (Karen Whitney), a new Executive Director for DPI (Bill Jackson), a new Vice President for Economic Development and Innovation (Jay Walsh), and a new Board Secretary (Gregory Knott).

In my previous annual reports, at the request of the Board, I have highlighted aspects of our work (e.g., budget, innovation educational initiatives). This time, I would like to begin by highlighting our healthcare operation and how much it has done to tackle the unprecedented challenges of the pandemic.

Health Care Highlights

It was our state-of-the-art epidemiological modeling – by faculty of the UIUC Physics Department – that led to my message the morning of March 19 to the governor and to the mayor of Chicago, on behalf of the U of I System, strongly recommending an immediate statewide lockdown. The governor's office responded affirmatively that same afternoon and, on March 21, Illinois became the second state in the nation – and the first on a pre-emptive basis – to enact a stay-at-home order. On a conservative basis, this early action has already saved more than 10,000 lives in our state, given the speed and ferocity with which the pandemic took hold. Without the U of I System's cutting-edge scientific work, the fate of Illinois might have more closely resembled what transpired in New York, where there have already been

more than 30,000 deaths. We are now using the same high-end epidemiological modeling to guide the state through reopening and recovery.

Weeks before the stay-at-home order, in late February, I established and charged a COVID-19 Emergency Task Force to steer us through the looming crisis, under the leadership of Dr. Robert Barish, vice chancellor of health affairs and professor of emergency medicine at UIC. Throughout the ongoing pandemic, our front-line health professionals at UIC's UI Health have responded with great professionalism, efficiency and compassion.

UI Health has been at the forefront of the statewide response and relief efforts by adjusting clinical programming to establish "a COVID hospital," by deploying testing facilities around Chicago and the state and, perhaps most importantly, by conducting essential, leading-edge clinical trials, including upcoming trials for a human vaccine. Under direct contract with the state through an Intergovernmental Act (IGA) instrument, UI Health has been tasked to provide expert guidance to policy and advocacy professionals, including participating in the approval cycles for state reopening plans and current public health investments. Our COVID Task Force developed an informative situation report, now in its 13th edition, designed to keep Board members apprised of our progress and of any emerging problems areas. We have used many mass mailings to keep our entire community informed, as well, both at the system and university levels.

The COVID-19 pandemic has only amplified the health disparities in our communities – especially in neighborhoods and communities on Chicago's South and West Sides. UI Health is uniquely positioned to address these issues with both expertise from across seven health-sciences colleges and our hallmark strategic commitment to serving under-represented communities in the pursuit of health equity.

It would be impossible to enumerate all of the efforts that UI Health has made, but I am particularly proud of these examples:

- Reconfiguring facilities to dramatically expand ICU capacity and secure personal protective equipment (PPE) and ventilators in anticipation of possible patient surges; treating and discharging more than 1,100 recovering patients.
- Testing and treating tens of thousands of people in Chicago, and being particularly committed to and involved in the identification, care and treatment of the disease in the Black, Latinx and homeless populations of the city.
- Establishing multiple testing locations, many in the hardest-hit sections of Chicago:
 - University of Illinois Hospital – Emergency Department military-style triage tent;
 - UI Health Mile Square Health Center – main location;
 - UI Health Pilsen Family Health Center Lower West – COVID-19 evaluation clinic;
 - UI Health Mile Square Health Center South Shore – COVID-19 evaluation-and-testing clinic (in one of the hardest-hit ZIP codes in the nation);
 - And the Rockford drive-through testing facility.
- Undertaking multiple clinical trials to explore treatments:
 - Remdesivir (principal investigator Richard Novak, MD);
 - Sarilumab (principal investigator Jerry Krishnan, MD, PhD);
 - Remdesivir-Baricitnib Combination (principal investigator Richard Novak, MD);
- Serving as the only Chicago trial site, starting in July 2020, for the promising new Moderna vaccine and, shortly thereafter, for the AstraZenica vaccine.

The efforts of UI Health went beyond direct health care and vaccine testing, however. UI Health’s Mile Square Health Center network (UIC’s Federally Qualified Health Center, or FQHC) and the UI Health Office of Community Engagement and Neighborhood Health Partnerships (OCEAN-HP) implemented plans and activities that directly engage and benefit community members, including:

- *UIC Mile Square Food Pantry*: Providing food boxes to COVID-19-positive Medicaid patients and their families. The program originally targeted the South Shore area and has since expanded to support other areas on Chicago’s West Side where COVID-19 hotspots arise. The program distributed 1,300 boxes in its first three weeks.
- *Mile Square Patient community kit delivery*: In partnership with the University of Illinois Cancer Center and the Residential Association of Greater Englewood, Mile Square has started distribution of 7,500 community kits that include masks, hand sanitizer and educational material.
- *COVID-19 Community Think Tanks*: Citizen scientists in local communities are coming together to inform strategies to address localized disparities (especially in the Austin, Auburn-Gresham, South Shore and Cicero communities). So far UI Health has hosted four Think Tank events focused on the African-American community that featured five FQHCs and 2 State Reps. We are currently planning additional Thank Tank events for Latinx communities.
- *OCEAN-HP Social Determinants of Health Task Force*: The Office of Community Engagement and Neighborhood Health Partnerships (OCEAN-HP) is developing a process for enhanced community service to help triage and respond to COVID-19 questions and needs. This will be facilitated by volunteers and students in concert with 180-plus community organizations and service agencies.
- *21st Century Good Neighbor volunteer program*: The UIC Colleges of Pharmacy, Medicine and Nursing and the School of Public Health have partnered with [Lifescape Community Services](#) to create this program, which works to reduce senior-citizen isolation during the pandemic.
- *School of Public Health Incident Command Team*: The SPH Incident Command Team established [this platform for requests](#) from local and, state health departments and other community partners for support and technical assistance from our public health experts. Requests have included strategies for reopening school districts, information on disinfectant techniques and support for community-led initiatives. This process has produced rapid policy analysis, practice-based research, systems assessments and [resource compilation](#) while responding to over 180 requests.
- *Masks for Moms*: The UIC Center for Excellence in Maternal and Child Health, in partnership with [Black Girls Break Bread](#) and other community organizations, is [leading an effort to provide expectant mothers with masks](#) in preparation for their trips to hospitals for delivery. Homemade masks have been donated from around the country, and SPH faculty and students are coordinating distribution to areas of need throughout the city.
- *COVID Rapid Response Team Chicago (CRRTC)*: University of Illinois College of Medicine students partnered with other medical-student volunteers from across Chicago to provide needed support during the COVID-19 pandemic. CRRTC has organized more than 900 medical-student volunteers to collect PPE, make cloth masks and provide child care for healthcare staff across the city.
- *IDPH/UHS Helpline Assistance*: Health-sciences students have provided critical volunteer phone screening, data management and contact tracing through efforts with the Illinois Department of

Public Health and UIC University Health Services since the onset of the pandemic in Illinois. Here is a [profile story](#) on one of the UIC School of Public Health volunteers for IDPH.

- *The School of Public Health's Community Outreach Intervention Projects (COIP)*” [Recently funded through a partnership with AbbVie](#) to hire staff to promote awareness and educate high-risk neighborhoods in Chicago about risk-mitigation strategies to address COVID-19. This funding from AbbVie will be used to increase outreach activities in Austin, Uptown, West Englewood and surrounding areas.

In addition to leading the UI Health operation, Dr. Barish took on the assignment of leading the University of Illinois System-wide COVID-19 Planning and Response Team. In this role, assisted by John Coronado, Dr. Barish led the team in maintaining emergency coordination and responsiveness at all three universities, as well as our health operation, including a weekly assessment of status, needs and challenges on every front from operational continuity to supply-chain management. Through this team's ongoing efforts, the system was able to identify needs and challenges as they arose and muster resources and personnel as needed. This group played a key role, for example, in making sure PPE needs (masks, hand sanitizer, etc.) were monitored and supplies manufactured or purchased in a timely way to ensure that our frontline providers were never without resources.

Our system also provided expert guidance to state leaders and policy makers in numerous ways. That included providing the epidemiological modeling by a pair of Urbana-based physicists that the governor relied upon in deciding to implement Illinois's stay-at-home directive, and entering into an intergovernmental agreement with the Illinois Department of Public Health (IDPH) under which multiple experts in public health, epidemiology and other specialties were brought together to help formulate the state's response to the pandemic. The system also partnered with IDPH through the Discovery Partners Institute (DPI) to build out and expand the state's testing capabilities, in part by leveraging the Illinois Innovation Network (IIN).

Another group of U of I System faculty experts—more than 40! —were convened at my request by the Institute of Governmental and Public Affairs (IGPA) under the leadership of its recently appointed director, Urbana-Champaign Professor Robin Fretwell Wilson. These experts rapidly evaluated the impact of the pandemic on everything from the state's economy to the welfare of the state's healthcare providers and family resiliency in the crisis. In a matter of few short weeks, these experts published a number of reports and policy review documents to help state leaders, policy advisors, institutions and the general public assess, plan and take actions to address the myriad impacts of the pandemic.

We dove in on the innovation front as well. Urbana's Grainger College of Engineering spearheading an interdisciplinary effort to develop and license (for free) -- in less than a month from conception —an emergency ventilator, the RapidVent. It is already in production by at least one manufacturer and has secured over 60 licenses worldwide. That includes, importantly, India, where a major outbreak is currently occurring. This innovation may prove to be a real boon in treating COVID-19 patients, particularly in countries, such as India, that have far fewer ICU beds and ventilators than the United States, as it can be used with a simple oxygen tank. Elsewhere, UI Health's Craniofacial Center began developing a reusable N95 face mask in the face of national shortages of this type of protective gear needed by healthcare workers involved in direct care of COVID-19 patients. And both UIC and Urbana-

Champaign found ways to manufacture other items critically needed by our care providers and others — face shields were produced by both universities, as was viral transfer medium (VTM, which is important in the testing process); and Urbana-Champaign quickly ramped up production of hand sanitizer to industrial quantities at its Integrated Bioprocessing Research Laboratory.

Urbana-Champaign faculty from multiple colleges also have worked to develop Illinois Shield, a state-of-the-art, expert-based system to protect students, faculty, staff and community members through extensive testing and automated contact-notification procedures in the fall.

Illinois SHIELD will be based on a game-changing, accurate COVID-19 saliva test developed in Urbana over the past six weeks and already in beta test mode with athletes who have returned to campus. The saliva-test procedure will provide speedy and less-costly testing on the massive scale needed going forward. I am working to ensure international patent protection for this simply amazing and transformative intellectual property. The new test approach will be paired with a pioneering Uof I-developed application called Rokwire, which uses cell phone-to-cell phone Bluetooth proximity to enable timely and privacy-conserving exposure notifications. With this world-class, home-grown technology, we are planning to conduct more than 10,000 tests daily on the Urbana campus together with both automated and human-managed contact tracing to optimize safety and infection control as we return to face-to-face instruction this fall. Illinois SHIELD will be used across our entire system in the fall and represents University of Illinois know-how at its very best.

Academic Transition Highlights

Simultaneous with this healthcare treatment and innovation activity, our universities were undertaking a massive and unexpected academic transformation. It required our people to rapidly adapt rapidly the part of us that is our core identity — we asked our faculty, staff and students, in the middle of a semester and with essentially no time to prepare, to transition virtually all the teaching and learning done at our universities to remote delivery. This description fails to really capture the magnitude of what had to be done. With nearly 90,000 students across our three universities pursuing degrees in everything from English literature and aerospace engineering to modern dance and veterinary medicine, the task was Herculean. And yet we committed to it and our people did it.

The students figured out how to access courses remotely, often with laptops and WIFI hotspots we mailed to their homes to make that possible. Professors, some of whom had never taught an online course or recorded a lecture in advance, embraced technologies and teaching techniques that were new and often strange to them. Support staff helped troubleshoot issues and provided hours of tech support, whenever, wherever and to whomever needed it.

And just as the instructional faculty and staff had to keep their part of our enterprise running, our support staff also took on the challenge of continuing to deliver whatever was needed from wherever they were. Living rooms and dining rooms became offices. Online meetings and group calls became our new norm as we embraced the necessity of working from home to do as much as we could to slow the progress of the virus and buy time for the healthcare workers and institutions to build up the capacity they needed to

keep the mortality and morbidity of the disease as low as possible while our experts worked on ways to test, track, trace and treat the new enemy.

Now, as I write this report, our three universities are still planning, evolving and adapting as we look toward the fall semester. DPI is core to our institutional response and has performed extremely well during this crisis. Both the state and city of Chicago have tasked DPI to help them plan and, in fact, to serve as programmatic lead for much of the recovery phase. Ongoing, twice-daily calls have been under way for many weeks with the Illinois Department of Public Health and DPI leadership. We expect to continue to provide the critically needed epidemiological predictive modeling, testing and tracing capacity, with all the associated logistics, siting, sources and deployment aspects. I have been directly involved in these interactions, directly interfacing with city and state officials and working to ensure adequate resources and staffing to meet these challenges. I am extremely proud of these efforts and truly believe that we have, in essence, led the state in its ongoing response from the “engine room.” *This is the flagship land-grant system, not in theory - but in action.*

We are intensively planning for on-campus programming at each university and will be prepared to adjust and pivot as needed depending upon how things unfold over the next year. There is still much that remains uncertain, but this much is not—the University of Illinois System has proven, time and again, its relevance and resilience. Our students, our faculty, our staff, our alumni, our supporters and our friends expect the best of us, and their confidence is not misplaced. We may be witnessing a fundamentally transformative chapter in the story of higher education and of the University of Illinois System. And we are up to challenge.

The next sections of my report on this year’s accomplishments follow the outline of the Board-approved Strategic Framework, which remains our guiding document for the system.

Part B. Summary of Accomplishments Associated with U of I System Strategic Framework

I. An Institution of and for Our Students

1.1 Reimagined teaching and learning

UIC John Marshall Law School

On August 16, 2019, we welcomed the UIC John Marshall Law School to the University of Illinois family. This addition is the culmination of a multi-year effort on my watch involving detailed analytics and planning processes and profound Board engagement. Founded on Aug. 3, 1899, the law school had just celebrated its 120th anniversary. UIC John Marshall added 1,049 students — including 366 new students — in its J.D., M.J., and LL.M. programs to the U of I System. We conferred degrees on 262 UIC John Marshall students this academic year and I attended the commencement ceremony with pride.

UIC John Marshall is the most diverse law school in the Midwest. It was named a 2020 Best Law School by National Jurist magazine for African-American, Asian and Hispanic students. In the 2021 edition of U.S. News & World Report's Best Law Schools rankings, UIC John Marshall was No. 7 in legal writing and No. 29 for part-time programs.

The law school runs seven legal clinics that annually contribute millions of dollars in pro-bono legal services to Illinois citizens. These clinics are supported in part by grants from agencies and organizations such as the U.S. Department of Housing & Urban Development, the Illinois Department of Veterans' Affairs, the Illinois Bar Foundation and the City of Chicago.

Other highlights from the year include Alexandra Pruitt being named Law Student of the Year by National Jurist, Dean Darby Dickerson serving as president of the Association of American Law Schools, and Professor Kim D. Ricardo being selected for a Fulbright Scholarship.

The law school also brought approximately 20,000 new alumni to the U of I System. UIC John Marshall has more alumni serving as judges in Illinois than any other law school. Its alumni serve in the Illinois General Assembly and the U.S. House of Representatives and also include top trial lawyers, Hollywood executives and business leaders.

Carle Illinois College of Medicine

Carle Illinois College of Medicine (CI MED) reached a number of major milestones during the academic year just ended. The entire Phase 1 curriculum was delivered for the first time and first-year courses were delivered for the second time with marked improvement in student evaluations. The college devised and delivered a unique Phase 1 Synthesis and Summary course to prepare its students for the National Board of Medical Education (NBME) Step-1 Examination. To improve on the engineering components of the curriculum, multiple new Medical Engineering, Design and Innovation (MEDI) laboratory sessions were devised and major improvements on the existing sessions were also made. A clerkship in family medicine was launched, with a unique student clinic held at Carle where students follow their own panel of patients. Phase 2 clerkships were launched on March 9, 2020 but pandemic-related interruption occurred soon afterward. On May 18, Phase 2 clerkships resumed without any problems. Phase 1 training was switched to the virtual environment with anticipation that some in-person education will resume in mid-July.

Student recruitment efforts yielded over 2,800 verified primary applications received from AMCAS (over 500 more than the previous recruitment cycle), surpassing the most optimistic projections for this stage of college's development. The new class of students will matriculate in early July and in-person education is expected to begin in mid-August. To meet the unique needs of each student, the college implemented a longitudinal Careers in Medicine program over the past year. This program included both group and individual engagements. Activities included exposure to different specialties through mentorship of clinicians from Carle, as well as the College of Medicine's faculty and staff.

The college's inaugural Health-Make-A-Thon competition was selected as the winner of the 2020 Champaign County Social Venture Award. In the past year, the college worked closely with University of Illinois Extension to make the Health-Make-A-Thon a statewide event. Entries came from 19 different counties. A final list of 20 groups was selected but, due to the pandemic, presentations originally planned for May at the Krannert Center for the Performing Arts were instead made during a virtual event in August. The competition will be hosted as a statewide event again next year, and it is hoped that we will see continued broad-based increases in participants, making it a driver of economic growth for the whole state.

COVID-19 has demonstrated the urgent need for health professionals trained in engineering and medicine to produce innovative, life-saving solutions. Over the past few months, CI MED had the opportunity to test its unique educational concept and put its mission into action in the fight against this global pandemic. A team of engineers, physicians, researchers, designers and students from the University of Illinois at Urbana-Champaign, CI MED and Carle Health has introduced an array of PPE products and services to support the needs of healthcare providers. Collaborating remotely, the team has designed, fabricated and produced face shield kits; N95 respirator masks; disposable face shields for powered, air-purifying respirators; disposable and reusable gowns; reusable surgical face masks; and sterilization processes. The PPE designs have been made public, and the team is working with manufacturers to scale-up production.

Carle Illinois students have contributed their own innovative solutions to protect front-line healthcare workers. One group made the finals of the Johns Hopkins COVID-19 Virtual Design Challenge with their "COVI-Pod" patient isolation room. Another group designed a concept to help low- and middle-income community health departments increase hospital preparedness ahead of possible outbreaks. A third group is researching the effectiveness of alternative face mask materials. The PPE initiative is co-led by Carle Illinois' Health Maker Lab, a network of labs and design spaces across the Urbana-Champaign campus. Professionals, students and citizen scientists collaborate to create solutions to global health challenges by prototyping anything at any scale — from molecules to buildings.

Finally, the Data Collection Instrument (DCI) was submitted to the LCME and a provisional accreditation site visit was rescheduled for August 2020 and will be done virtually. We hope to obtain provisional accreditation by February 2021, a four-months delay due to COVID 19.

Healthcare Education at UIC

Our healthcare education at UIC spans seven health colleges and remains the second-largest medical school by enrollment in the United States. A sampling of achievements over the last year includes:

- *UI Health Celebrates Healthcare Simulation Week*: National Healthcare Simulation Week was celebrated in a big way, with as several health sciences colleges at UIC launching new simulation environments to enhance the education and clinical skills for learners across the academic health enterprise. The [College of Medicine's Simulation and Integrative Learning Institute](#) held a grand opening on Sept. 19th; the [College of Nursing's Schwartz Experiential Learning and Simulation Laboratory](#) has been in use since the start of the academic year; and the [College of Pharmacy's Retzky Simulation Center](#) will open in October. The events were also showcased on [WBBM](#) and

in [Becker's Hospital Review](#).

- *College of Dentistry Celebrates Milestone in Capital Project:* The College of Dentistry completed an important phase of a capital improvement project that focused on creating a comfortable environment for students and patients. At a ribbon-cutting ceremony, the college celebrated the \$20 million capital project that updated heating, ventilation and air conditioning and renovated ceilings, fixtures and the sprinkler system. The College of Dentistry will continue enhancements to update the patient-registration and common areas for students. Read more on-line [here](#).
- *COM-Peoria Student Tapped For NIH Medical Research Scholars Program:* Second-year College of Medicine at Peoria student Jeremy Huckleby has been named to the 2019-20 class of Medical Research Scholars at the National Institutes of Health. The year-long research training program allows students to pause their university studies to conduct research, work and live at the NIH campus in Maryland. Originally from Chicago, Huckleby is interested in social determinants of health and their effect on medical care and patient outcomes.
- *Cancer Fellowships Promote Inclusion and Survivorship:* Two new fellowships developed in partnership with the University of Illinois Cancer Center enhance the research and clinical leadership of future healthcare leaders. Working with the College of Medicine, one fellowship is a post-graduate program for primary care providers that focuses on the growing disparities in survivorship care. Another fellowship, developed with the College of Applied Health Sciences and called Can Research, is the first cancer-focused program in the country developed for undergraduate students with disabilities. Learn more [here](#).
- *College of Pharmacy Recognized with 2019 INSIGHT Into Diversity Health Professions HEED Award:* During its annual release of Higher Education Excellence in Diversity (HEED) Awards, INSIGHT into Diversity listed UIC's College of Pharmacy among national health-professions educational institutions that demonstrate outstanding commitment to diversity and inclusion. This award validates the college's efforts to broaden diversity across various dimensions, including student programs, outreach and recruitment-to-hiring practices for faculty and staff. Read more about the HEED Award [here](#).
- *Record Number of MHA Students Receive Fellowships Across the Nation:* Eight Master of Healthcare Administration (MHA) Students have accepted fellowships upon their graduations later this year. The MHA Program offers a Fellowship Support Program, which provides assistance over the summer with applications to administrative fellowships. The students were accepted to placements at institutions such as Advocate Aurora Health, Allina Health, Indiana University Health and Michigan Medicine. Read more [here](#).
- The College of Applied Health Sciences (AHS) now has eight academic programs ranked in the top 15 nationally, and six of those are ranked in the top 10. AHS student enrollment has grown every year over the past nine years, and the college had record-high enrollment with ~2,192 in 2019-20. Undergraduate enrollment from underrepresented groups has more than doubled over the past several years.
- The US News & World Report rankings for the College of Nursing Doctor of Nursing Practice (DNP) and Master of Science in Nursing (MSN) programs increased. The DNP program improved from 26th to seventh and the MSN program moved from 23rd to 16th. All of our DNP specialty programs are currently ranked in the top 20. Our online RN-BSN program, as a

component of the ranking of UIC online programs, was ranked fifth. We also continue to be ranked first in the top 10 nursing programs for international students in the United States, according to the Global Network of Collaborating Centers of the World Health Organization. The QS World University Rankings places us 14th in the U.S. and 39th in the world, up from 45th in 2016.

- The UIC College of Pharmacy's P1 class has its highest percentage of underrepresented minority students in recent history (23%), and also the highest percentage among major schools of pharmacy. The UIC College of Pharmacy continues to rank among the top schools of pharmacy in terms of research. For 2019 (the most recent year available), we ranked seventh in total funding among schools of pharmacy according to the Blue Ridge Medical Institute, up from No. 14 in 2018.

Transfer-Student Recruitment and Support

The U of I System plays a significant role in making Illinois the No. 1 state in the nation in transfer-student completion. Notably, we provide significant support for statewide initiatives, such as My Credits Transfer (MCT) and Transferology, which are housed in and partly funded by the system. In addition, we work hard to make sure transfer students get credit for as much prior college work as possible, and 83% of credits earned by transfer students are accepted by our three universities. We also continue the work detailed last year of building relationships with community colleges. Following up on the personal visits Executive Vice President Barb Wilson and I had last year with numerous community college presidents, we have pioneered two new Transfer Symposia to enhance transfer opportunities, discuss barriers and develop new partnerships across the state. Forty-five representatives from six community colleges and five universities attended in the fall, and 65 representatives from seven community colleges and six universities attended in the spring.

Discovery Partners Institute

The Discovery Partners Institute (DPI) has made great progress this year on its initial educational objectives, while also playing a critical role in helping our universities position themselves to resume normal operations as much as possible in the changed educational environment brought about by the pandemic. One of the initiatives DPI has made great strides in realizing is Tech Talent Labs, which covers a suite of programs. With \$10 million in external philanthropic funding over a five-year period, DPI Tech Talent Labs will in partnership with P33 accelerate Chicago's and Illinois' economic growth and expand the base of high-wage digital-economy jobs. Tech Talent Labs' initial work will be anchored by three central efforts: immersion programming (expanded from City Scholars), upskilling, and a High School-to-Career Pathways program. Both will be launched and executed at the scale needed to make an economic impact.

- The DPI Student Experiential Immersion Program will begin in the fall of 2020. It will focus on applied computing and data and deliver semester-long, experiential and immersive experiences to students from DPI partner institutions. The program will include three components: 1) for-credit courses that are taught in a variety of teaching modes by DPI

- partner faculty; 2) immersion experiences (20 hours per week) that are acquired and administered by DPI; and, 3), interaction with Chicagoland technology and innovation culture designed by partner faculty and DPI. This combined experience will help students develop skills that accelerate their careers and provide numerous opportunities for networking and professional development. It will meld the opportunities within the city’s vibrant tech scene with DPI’s unique ability to bridge corporate, community and university partners to simultaneously launch students’ careers and further strengthen the tech ecosystem in the region, making Chicago an appealing destination for them and others who follow.
- Fall 2020: The Student Experiential Immersion Program will expand Engineering City Scholars to include UIC and Illinois Tech engineering students. (previously DPI secured 60 internships for the fall but COVID-19 has required this plan to change).
 - Plans are in progress to initiate programs with ACES and LAS at Urbana.
- DPI Upskilling programs will target the right skills, establish credibility of a program or credential in the eyes of employers, support struggling learners and provide affordability and practicality within an adult’s busy life. This will include:
 - Workforce education programs to strengthen and develop the tech skills of the existing workforce, delivered through company-sponsored programs to individual learners. DPI has worked with partner institutions to quickly deploy a first version of the Workforce Upskilling program for professionals and tech workers idled by the COVID-19 economic downturn (see also discussion under Pillar III, Goal 2).
 - Executive education focused on business with technology issues, such as machine learning, artificial intelligence and 5G.
 - Lifelong learning through online education and topic mastery, bringing together U of I’s deep online-education expertise and research into a lifelong learning capability.
 - Master’s degree in Tech Leadership, a cross-disciplinary master’s degree program focused on building tech-ready leadership in collaboration with academic units.
 - DPI is working with the Colleges of Engineering and Business at Urbana-Champaign to offer initial programs in the fall of 2021.
 - The DPI High School-to-Career Pathways program will:
 - Identify and provide academic and community support for talented high school and community college students who belong to groups currently underrepresented in tech.
 - Develop and scale programming that builds essential skills, including competencies in math and engineering, computer science, information sciences. The program also will provide college- and career-readiness skills such as problem solving, communications and team building.
 - Offer current college students from underrepresented groups two potential immersion learning experiences – company-sponsored, project-based work at DPI, and/or on-the-job work experience within companies.
 - Support current college students from underrepresented groups with additional targeted mentorship, training, placement and assistance opportunities.
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1.2 Diversity and Inclusion

Diverse and Inclusive Undergraduate Enrollment

Underrepresented undergraduate enrollment has increased 33% over the last five years, from 13,572 in 2015 to 17,988 in 2019. All three universities enroll higher percentages of underrepresented undergraduate students than their peers.

The system saw gains in the enrollment of African-American and Latinx undergraduates for the eighth-straight year. Enrollment of African-American undergraduates increased 2.5 percent, from 4,047 to 4,147, while undergraduate Latinx enrollment was up 5.9 percent, from 11,231 to 11,896. Combined, African-American and Latinx enrollment comprises over 27 percent of the system's undergraduate enrollment. More students each year also are identifying themselves as multi-race, and this category, too, is showing growth, from 1,828 to 1,891 students across the U of I System.

In Urbana-Champaign, African-American undergraduate enrollment increased 5.8 percent, from 2,011 to 2,127, and Latinx enrollment rose 7.7 percent, from 4,011 to 4,320. Next fall, the university expects an incoming freshmen class similar to last fall with over 520 African-Americans, in part, from the new Illinois Commitment program.

At Chicago, enrollment of African-American undergraduates increased 0.6 percent, from 1,628 to 1,637, and Latinx enrollment was up 4.7 percent, from 6,967 to 7,297.

At UIS, African-American undergraduate enrollment decreased 6.1 percent, from 408 to 383, while Latinx enrollment increased 10.3 percent, from 253 to 279. Efforts to increase the participation of African-American students will be an emphasis area for Karen Whitney, the incoming interim chancellor at UIS.

Student Recruitment

Growth across the U of I System in 2019 also included a 1.6 percent increase of in-state undergraduates, from 46,039 to 46,786. Illinois students comprise about 80 percent of undergraduates enrolled last fall.

I have made recruitment of underrepresented students from across Illinois a major priority and we have expanded our efforts in this regard. Approximately 470 prospective students and 500 parents/family members (primarily from underrepresented groups) attended the Salute to Academic Achievement event in Chicago with our three universities. I met with many of the families and spoke at the luncheon. Data suggests that underrepresented minority applications and yield increased subsequent to this event. In addition, this was the second year our Salute to Illinois Scholars program was held in two other locations, one each in both southern and northern Illinois, and we continued to partner with other public universities to expand the reach and impact of this program, and had participation in 2019 from all the other public universities in Illinois. Approximately 470 students and 400 parents/families attended the two events. Early data suggests that both applications and yield among underrepresented minority students have

increased during the time we have expanded these programs and we intend to continue this work into the future.

President's Research in Diversity Travel Awards

This program provides graduate students conducting research in areas that support diversity with travel grants to participate in conferences and other research activities. Twenty awards were given during AY 2019-20.

Box-Blind Admissions

A new policy was developed for approval by the Board and was implemented in the AY 20-21 admission cycle that removed criminal-history questions from undergraduate admissions applications, thus eliminating any chilling effect such questions might have that could discourage students from applying. This change made our universities' admission decisions box-blind, and by asking criminal-history questions as part of the intent-to-enroll process, we still preserve our ability to conduct appropriate due diligence to protect campus safety.

Underrepresented Faculty Recruitment Program

The system provides up to \$10,000 in research funding that can be used to enhance an offer of employment for an underrepresented-faculty candidate. Funds are matched by both the unit and the provost's office in years two and three for a total of up to \$30,000. In 2019-20, we approved 21 requests, including 16 for Chicago, four for Urbana and one for Springfield.

Lieutenant Governor's Roundtables

In the spring of 2019, the system hosted two separate roundtable discussions with Lt. Gov. Julianna Stratton, one in Urbana-Champaign and one at UIC. At these programs, our universities had the opportunity to highlight their many efforts to recruit, retain, support and graduate underrepresented students. These programs also allowed Lt. Gov. Stratton, an Urbana alumna, to engage in extensive conversations with participants to hear first-hand what their experiences have been, to learn what additional efforts they would like to see and to discuss how the state can further efforts to promote accessibility for all underrepresented students. Almost 70 students, faculty and staff attended the session in Urbana, and more than 80 attended in Chicago.

Advocacy Efforts

The Office of Government Relations (OGR) works closely with members of the Illinois Legislative Black Caucus and the Illinois Legislative Latino Caucus to promote legislative initiatives that will better enable the University of Illinois to attract more diverse vendors through the state procurement process. We are leading an effort to promote positive change in this area.

For example, to encourage diversity among our student body, we are seeking state funds for the Illinois Opportunity Bridge Program. This program will help provide access, academic support and financial aid to students who show academic promise but may need additional preparatory work.

Priority for these programs is given to students from underrepresented-minority communities and students who are the first in their families to attend college. Similar, smaller programs currently exist at each of the three universities in the U of I System. We have found that students who participate in these programs have higher rates of retention than their peers who do not participate.

Focus on Increasing Contractor Diversity

We are also working to change Illinois procurement code to encourage minority vendor participation, including:

- The Investment, Performance and Accountability Commitment (IPAC): Advocating for a multi-year budget and sustained capital-program funds for university construction projects is a tried-and-true way to engage more minority participation.
- Reciprocity: Build from the City of Chicago reciprocity model, allowing vendors registered and recognized by Chicago immediate reciprocity through the state's Central Management Services (CMS) recognition process.
- Compact between the city and CMS to handle recognition status/reciprocity at the administrative level, rather than individual business level.
- Streamlined system/database: Requirements for businesses listed to be current and up to date, and include subcontractors, as well as primary contractors. Designated oversight would be provided by CMS or the Business Enterprise Program (BEP) board.
- Reform the certification/renewal process: Include testimonials from businesses previously unable/unwilling to go through the certification process because of cumbersome requirements; turn the one-year renewal process into a multi-year or automatic renewal based on specified criteria.
- Investment in or development of a new mentor program: Foster BEP participation among the business community and assist with the certification and renewal processes.
- Lifting the cap on annual gross sales that a business can have and still be qualified as a BEP-qualified vendor. The cap now is \$75 million.

Consultant Evaluation

We have worked to maintain effective and consistent efforts to ensure that minority-owned firms are fairly represented in contractual university work. During this year, we obtained a comprehensive capital-process review from Ernst & Young, conducted across all three universities. We thereafter instituted capital-delivery process improvements based on the findings from this review, prioritizing and focusing our efforts on diversity and cost.

We also continued our efforts to build strong connections between our universities and the increasingly diverse cities in which they are located. The development of public-private partnerships (P3) provides

opportunities for a broad range of activities that promote the advancement of education, social well-being, mental development and the emotional and physical health of the individuals and communities in which they are located. These real estate developments also pave the way to lessen the burden of government in supporting these areas of growth. The following efforts were completed in FY 20, with a strong emphasis on diverse company participation:

- Completed first major P3 project in Chicago (Academic and Residential Complex);
- Two major P3 projects in Urbana-Champaign (Campus Instructional Facility and Feed Technology Center)
- Transitioned Outpatient Surgery Center in Chicago from traditional delivery method to the P3 model.

Supplier Diversity Fair

As I reported last year, Urbana-Champaign hosted a first-ever outreach event in May 2018 to expand business opportunities on the state's largest campus for firms owned by minorities, women, veterans and people with disabilities. The inaugural Diverse Business Opportunity Fair invited companies to connect with staff from more than 30 campus units and explore opportunities in all areas of university spending, from construction and food services to office and athletic supplies. We had more than 200 attendees and 42 exhibitors, with a mixture of university units, departments, state agencies, assistance organizations and contractors attending.

A second diversity fair was held on Aug. 28, 2019. The event kicked off with comments from newly appointed Vice Chancellor of Diversity and Inclusion Dr. Sean Garrick and remarks from Mike Bass, special advisor to the president, followed by my comments. There were again roughly 200 attendees, this time with 53 exhibitors consisting of a mixture of UIUC internal departments, state public universities, state agencies and agency representatives.

The Diverse Business Opportunity Fair is part of an initiative organized by the Office of Procurement Diversity (OPD), led by Sharla Roberts, to increase the diversity spend among university departments and help diverse businesses gain more access in the procurement process. This event is one of many initiatives hosted by OPD to increase the university's diversity spend.

DPI Efforts

Many of the efforts under way at DPI hold the promise of increasing our system's service reach into diverse populations, in part through deeper connectedness with K-12 schools and teacher-training programs, but also through general community outreach. For example:

- K-12 New Economy Student Programs will help high school learners to develop skills in computing (computer science, computer engineering and information sciences), data science and analytics; mentoring and career readiness, including skills tied to problem solving, communications, and team building; and connections to careers and opportunities in Chicago.

- DPI Digital Scholars Summer Academy 2020. Conducted in partnership with the UIC Chance Program, DPI's participation will add 30-50 high school students to the summer program and prepare them for success in bachelor's programs in computer science and engineering.
- Teacher training programs for educators (high school and community college teachers) will increase the number and quality of those teaching computer and data science, as well as efforts that build capacity for schools to establish computer science courses and curriculum and integrate computer science, computational thinking and tech approaches in other courses.
 - In partnership with the Urbana-Champaign College of Education, the Illinois Secondary Teacher Education and Computer Science Initiative (I-STECS) focused on expanding the number of well-prepared high school computer science teachers.
 - Teacher augmented reality/virtual reality workshops were held at DPI in the summer of 2019.
 - Targeting first program, summer of 2021
- In developing the programs, DPI is expanding and deepening its relationships with the community, including other universities companies, and civic organizations. DPI has also established a constant dialogue with key civic leaders and has developed a public relations and communications strategy.
- Within the next five years Illinois will have a corps of high school teachers who are qualified to teach computer science from introductory courses through advanced topics (850 intro teachers, 1,000 advanced-topics teachers).

Advocacy and Outreach

- The Office of Governmental Relations (OGR) has worked hard to connect with the cities in which our universities are located and with the state as a whole. Throughout the past year, OGR (via Illinois Connection) has hosted many events throughout the state including alumni-in-government receptions in Chicago, Springfield and Washington, D.C., along with five in-district legislative receptions across Illinois with area legislators, local leadership, and alumni community leaders. Additionally, we hosted smaller in-district meetings across the state and arranged numerous tours of our university facilities for state and federal legislators.
- OGR hosted four engagement events with the Illinois Legislative Black Caucus and the Latino Caucus throughout the year. Additionally, I recently met with many of the representatives of the minority legislative caucuses to ensure they are informed on the U of I System's initiatives and our help and leadership in the fight against COVID-19, and to acknowledge our awareness of disparities in communities of color.
- We continue to work closely with the 65 members of our U of I Caucus in the state Legislature, thereby connecting with many diverse communities throughout the state.

- We were successful in advocacy in the re-appropriation and subsequent release of \$500 million from the state for the Discovery Partners Institute and the Illinois Innovation Network. This funding release, which was announced alongside Gov. Pritzker, Chicago Mayor Lori Lightfoot and other community leaders, will greatly enhance the U of I System's impact on and connection with cities throughout the state. The release of these funds coincides with an effort within the OGR to build relationships with the office of the mayor of Chicago, Chicago alumni in city government, and local businesses.

1.2 Global Perspectives

We continue to work extensively with three Mexican universities and university partners in Ireland, Germany, Jordan, Singapore, China, Taiwan, the United Kingdom, South Korea and many other countries. I have personally been involved in these outreach efforts to build our global partnership network. I meet regularly with the relevant consuls general on these topics. In addition, we made several trips in the past year, notably to India, Singapore, Taiwan and India. Additional trips planned to Mexico and Brazil have been postponed in light of the COVID-19 pandemic. Additional information on these trips is described under Section II.1, below.

We will continue to work on new and novel ways to manage international engagement in the challenging times ahead, working to grow and mature our relationships in the international sphere in a manner that protects the health and safety of our personnel and is consistent with any restrictions on travel required by the government or university policy.

Election as Board Member for the National University of Singapore

With written permission of the Board chair and GPE chair, I recently joined the Board of the National University of Singapore (NUS) and have attended my first Board meeting. NUS is one of the top 50 universities in the world for research and innovative education – and a potential major gateway institution for us in Southeast Asia. I am learning a lot already about some of their innovative approaches that will be helpful for the U of I System.

Enhancing the Student Experience with Connections to Diverse Communities and Cultures

The ways in which the system offices work to support our universities' efforts to ensure that all our students experience genuine connections to the diverse communities and cultures surrounding their universities — as well as to similar communities worldwide — include the many outreach efforts led and/or supported by OGR. Some examples from this year:

- During the last year, OGR hosted four alumni and student lobby days in the state Capitol. This included our annual U of I System Day at the Capitol, during which around 100 students traveled to Springfield to advocate for the U of I System. Additionally, OGR hosted the first-ever U of I System Day in DC with nearly 50 advocates attending. We were especially proud to include multiple students from each of our universities.

- We consistently advocate for policies that protect our immigrant and undocumented student populations. In February 2020, I led a group of 28 universities across Illinois in drafting a letter to the state’s congressional delegation expressing concerns on behalf of international students and scholars. The letter noted increasing delays and denials in processing entry visas, processing delays for the Optional Practical Training program, and increasing delays and denials in processing H-1B visas.
- OGR also supports the Student Advocacy Coalition (SAC), a registered student organization at each university that engages students in advocacy work on behalf of the U of I System. Members engage and build coalitions with other student organizations at their university -- a core tenet of SAC. The UIC SAC, in particular, has been very successful in engaging a diverse array of student groups on a range of different topic areas for advocacy.

Internships and Professional Growth Experiences

Another way the system supports students is through internships and other professional-growth experiences that connect students to alumni and leaders in government and other institutions. OGR takes a leading role in this area. Each year OGR employs exceptional students from our universities, who offer an important and unique perspective, as OGR develops, strategizes and executes plans. These interns work closely with U of I System offices, university offices and alumni associations to build on connections to help advocate on behalf of the system. Two types of student opportunities are offered by OGR, two fellow positions and a student-worker position.

In addition, the OGR staff is committed to helping students across the U of I System with their career goals. OGR regularly connects with students at each university, serving as a resource for discussion of students’ goals and helping them make connections with alumni and friends in related professions. OGR regularly informs students about opportunities and OGR’s Washington, D.C., staff speak with Illinois in Washington program students each semester offering advice on career paths and information on lobbying.

Under a new program launched this year that I initiated, the University of Illinois Extension partnered with OGR to provide and secure funding for the inaugural Illini Science Policy Fellowship. With the generosity of a match in funds from Pepsico, the Illinois Legislative Black Caucus Foundation (ILBCF) and state Rep. Camille Lilly and the Illinois Latino Legislative Caucus Foundation (ILLCF) and state Sen. Omar Aquino will each be assigned one post-graduate fellow, paid for 12 months. The Illini Science Policy Fellowship is a unique opportunity for government offices to work in the University of Illinois Extension’s critical issue areas – food, economy, environment, community and health – and on the policy decisions affecting those resources. Fellows will be announced in the coming weeks with plans to begin in August 2020.

1.4 Experiential Learning and Career Guidance

Experiential Learning at the DPI

As DPI and IIN have continued to mature and expand, we are seeing an ever-increasing array of experiential learning opportunities develop for our students. DPI’s Student Experiential Immersion

Program (mentioned above) for undergraduate and graduate students will connect top students with new learning experiences relevant to tech employers (2,000 students annually by year 10). These will be through internships, through onsite opportunities with company tech teams housed in DPI, and through company-sponsored, project-based coursework.

Academic Year 2020-2021:

DPI will launch the program on a pilot basis during the fall of 2020. Most students in the pilot will be upper-division undergraduates taking all of their classes through DPI for the semester, in fields that require computer and data skills. Target students will be high-performing computer science and computer engineering students from partner institutions.

Total projected enrollment is 305 students.

Immersion Experiences:

City Scholars. City Scholars is an Urbana-Champaign program in which students compete for internships in Chicago's tech sector in fields like software engineering, data science, trading and analysis. Once accepted and placed with a company, City Scholars students work 20 hours per week in paid internships at \$25 an hour.

Target enrollment is 230, with 30 internships for fall and 200 for spring.

Entrepreneurship. Students can also participate in a for-credit course that focuses on fundamental concepts of entrepreneurship and commercialization of new technology in new and existing businesses. Students in this course learn about entrepreneurship, and interact with students from other universities and make connections with Chicago's tech leaders.

Total target enrollment is 75 with 25 for fall and 50 for spring.

Sexual Misconduct Task Force

I empaneled a task force in December 2018, under the leadership of Executive Vice President Wilson, to conduct a comprehensive review of the efforts across our three universities and the system regarding education, prevention and response to sexual misconduct. The chancellors were asked to nominate representatives from faculty, staff and students at their universities to serve on this task force. The group spent nearly a year reviewing all policies, training and education efforts, as well as response procedures at our universities, and engaged in a benchmarking effort that examined best practices, policy documents and educational endeavors at other institutions. The task force also kept in close contact with two committees working simultaneously at Urbana-Champaign, the Committee on Faculty Sexual Misconduct and the Committee on Consensual Faculty-Student Relations.

The aim of the task force was to come up with a set of guiding principles, as well as a set of system-level policies, with a long-term goal of having the policies implemented throughout all three universities. In November 2019, the task force submitted a set of recommendations that covered the topics of: institutional values, policy changes related to intimate relationships, employment practices related to hiring, education and training, investigations of misconduct and recommendations on evaluating impact of policies/practices. The Board approved a resolution at its November meeting in support of these recommendations and asked for certain policies to be developed and implemented.

In May, these policies were presented to the Board, after extensive work involving faculty, staff, students, legal counsel and others. Broad input and vetting took place during the drafting process and resulted in

policies that are at the leading edge of university action in this area. I anticipate that implementation work will be ongoing at the three universities over the next year.

IGPA NEW Leadership Program

The Institute for Government and Public Affairs (IGPA) is currently working to re-establish the NEW Leadership Program, a non-partisan, weeklong residential program for female college juniors and seniors to increase the representation of women in all elements of public life, including public office. The program brings the benefit of experiential learning to the teaching of leadership skills to our undergraduate students, and represents a strong ongoing partnership with the Conference of Women Legislators in the Illinois General Assembly. Initially IGPA planned to offer the program in May 2020 but was delayed due to the COVID-19 pandemic. The program is planned to be rescheduled during the 2020-21 academic year.

1.5 Beyond the Academic Sphere

Encouraging and Enhancing Student Engagement and Volunteer Opportunities

For the 2020 Illinois General Assembly spring session, OGR hosted four student and alumni small-group lobby days at the state Capitol, allowing students from across the U of I System to share their work and advocate on behalf of the U of I System. OGR had planned 15 small-group lobby days to take place this spring, but the effort had to be truncated due to the pandemic. There is an intention to resume these activities when it is safe to do so. These opportunities allow students to gain advocacy experience and interact with state legislators and university leadership. They also showcase our incredible students to legislators and give legislators a firsthand narrative of how the U of I System impacts and transforms the lives of our students.

In addition, in September 2019 OGR hosted the first-ever U of I System Day in Washington, D.C., during which student leaders from each university and university leadership met with Illinois congressional delegation members. I was present throughout, as was Chair Edwards, at this unprecedented successful event. Through our Student Advocacy Coalition chapters at each university, students also engage with elected officials, community leaders and alumni-in-government as speakers at their meetings.

New and Enhanced Physical Infrastructure

As noted above, the state Legislature granted significant capital requests to the University of Illinois System in the previous fiscal year and has re-appropriated that funding in the flat budget announced in May 2020. Given both the uncertainties of the state's financial prospects this coming year, and as the importance of keeping a close eye on the financial health of the system in these uncertain times, we anticipate that some projects will be delayed. But some of our most important and critical capital projects that made design and development progress last year will move forward. In particular, the \$500 million allocated to DPI/IIN-related projects is scheduled to move forward. This includes projects such as erecting a new building to replace Illini Hall and the long-awaited renovation of Altgeld Hall, both in Urbana, as well as the Ambulatory Surgery Center at UI Health and the Hospital Atrium project.

1.6 Promote Engagement

Legislative Engagement and Advocacy Efforts

As a part of our continued efforts to engage more actively with our legislators in Springfield, our OGR team has worked tirelessly to increase the level of engagement by the U of I Caucus and other legislative caucuses in support of the system. The U of I Caucus now consists of 65 members and OGR works closely with them, allowing us to connect with a number of diverse communities across the state. We also have strong connections to the Illinois federal delegation in Washington and our continuing engagement with both our state and federal legislators builds support for the system and its universities.

Our outreach efforts in spring 2020 looked different than in previous years, since the COVID-19 pandemic prevented us from making our usual face-to-face visits in Springfield and Washington. But we adapted and set up an aggressive schedule of phone calls and Zoom meetings with our state and federal legislators, and used these opportunities to communicate all the efforts being made by the system and its universities to tackle not only our institution's challenges in the wake of the pandemic, but also those of our state and citizens. We shared our compelling story (much of which is detailed in the introduction above) and made sure we conveyed the importance of 1) the state of Illinois continuing to provide stable, adequate support to higher education in general and the University of Illinois System in particular; and, 2), the federal government providing adequate funding through stimulus bills to help ameliorate the massive impact (in terms of lost revenue, unexpected expenses, etc.) that the pandemic is having on our institutions and on public higher education in general.

In addition to the spring's advocacy efforts, over the course of the year, OGR sent out its monthly e-newsletter to nearly 300 congressional staff, as well as state legislators and their staffs, to provide regular updates on system activities and achievements. Along with system and university highlights, the newsletters also feature an Innovation Spotlight section, which includes a summary of government-funded research at each of the three universities. OGR reports receiving very positive feedback from recipients. Each month, this newsletter averages 133 unique opens and 30 link clicks, an indication of the perceived value and relevance of the information provided. This year, OGR also began sending out a monthly newsletter to Illinois Connection advocates. The first two editions of this newsletter had 3,547 (23.2% of recipients) and 5,084 (35.09% of recipients) unique opens, respectively.

With the realignment of Illinois Connection into OGR, the two combined social media efforts on Twitter and developed a social media plan for content posting on the Illinois Connection and OGR Facebook pages. The Illinois Connection Facebook page has weekly posts including Research Wednesdays, which highlight ongoing research across the system, and Caucus Mondays, which focus on individual members of the U of I Caucus. Both the OGR and Illinois Connection accounts share important posts and update followers on recent events within government, including the governor's State of the State Address and Budget Address.

Illinois Connection utilizes University of Illinois Foundation (UIF) services for all data needs when interacting with alumni, students, faculty, staff and friends. For most events, Illinois Connection shares opportunities for UIF leadership to attend and advance their goals. Illinois Connection remains one of the only units outside of the alumni associations and advancement that has access to the alumni database and helps advance the U of I System's engagement goals.

OGR also redeveloped the U of I System Advocacy Committee and has already hosted monthly calls and two in-person meetings of the committee. The Advocacy Committee includes dedicated alumni and advocates from throughout the state and country who work in government relations or have strong ties to government. These efforts, in addition to the many events planned throughout the year, help OGR stay connected with the U of I System's large alumni community.

OGR also established the Council on Government & External Relations (COGER), a body composed of government and public relations personnel from the system and our universities. It includes representatives from each university, the system's Office for University Relations (OUR), the Office of the Vice President for Economic Development (VPEDI), the Institute of Government and Public Affairs (IGPA), UI Health and the University of Illinois Alumni Alliance (UIAA). Among its activities was drafting and disseminating a set of guidelines for faculty and staff to help in the coordination of interactions with government throughout the system.

The advocacy provided by OGR covers many topics in both the state and federal legislative and executive spaces, and some examples of ongoing or recent efforts include: 1) successfully advocating for an increase in state appropriations for system operations; 2) successfully advocating for capital funding from the state; 3) facilitating briefings for leaders from all three universities and the system on current federal concerns and dynamics in connection with research relationships with Chinese companies; and, 4), tracking legislation and assessing proposed bills for either harm or benefit to the universities and the system, and organizing advocacy efforts to oppose or support such proposals as appropriate.

We are seeing the benefits of this continued engagement with our state leaders. The passage last year of the first fully funded budget in several years has been followed by a budget that included a 5% increase in state funding for higher education, the largest percentage increase in operating appropriations in nearly 20 years. This strong statement of support, of course, will now have to be moderated due to the impact of the pandemic on the State. This work, along with our successful efforts to obtain capital funding, and a re-appropriation of the \$500 million in capital for DPI/IIN, are a testament to the successful relationships we have established in Springfield, Chicago and around the state.

The important role of the Board in statewide advocacy also cannot be over-emphasized, and I am exceedingly grateful for the Board's direct involvement and support.

Illinois Connection and Alumni Advocacy

As noted above, the migration of Illinois Connection from UIAA to the Office of Governmental Relations was finalized at the start of FY 2020. In the first year of this transition, the program dramatically increased its efforts as it continues to fulfill an important role in building relationships with alumni,

legislators and others in support of the University of Illinois System, and in advocacy, with the capacity to activate an extensive network of alumni, students and friends in support of legislative action.

Advancement Activities

The U of I Foundation's \$3.1 billion fundraising campaigns are well under way and system-wide giving has substantially increased. Already, the campaigns have topped 85% of their historic goals.

In an effort to fundraise and to promote the U of I System, I personally dedicated 81 work days during FY 2020 (through April 30, 2020) to the cultivation of community partners and philanthropic donors to the University System, including:

- 29 individual meetings/meals with donors, prospective donors, alumni and advocates
- 18 development activities
 - 4 small (fewer than 25 guests)
 - one medium (25-100 guests)
 - 13 large (over 100 guests)
- Seven alumni relations activities
 - One small (less than 25 guests)
 - Two medium (25-100 guests)
 - Four large (over 100 guests)
- 19 athletic events with guests
- Eight community engagement activities
 - Two medium (25-100 guests)
 - Six large (over 100 guests)
- 3 UIF, UIF UK and UIAA board meetings
- 46 Correspondence Items
 - 26 email messages
 - 20 letters or notes

Over the past two years, I have been involved at a high level in negotiations with Tom Siebel that led to the C3.ai Digital Transformation Institute, hosted by the University of Illinois at Urbana-Champaign and the University of California, Berkeley. The institute, announced in April 2020, is funded with a gift of more than \$57 million from C3.ai split between these two universities, as well as more than \$376 million of in-kind support. The C3.ai DTI is a consortium of leading scientists, researchers, innovators and executives from academia and industry, joining forces to accelerate the social and economic benefits of digital transformation. Its first set of grants is aimed at current challenges with COVID-19, as well as methods for containing and addressing pandemics for longer-term preparedness.

I also had the pleasure of working with Chairman Don Edwards and his wife, Anne, as they considered their investments in the Gies College of Business, DPI, and Illini Athletics totaling \$10 million, as well as their gift supporting U of I Health in response to the pandemic. Additional philanthropic gifts worth noting over the past fiscal year include a contribution of \$3 million to UIC for scholarships in the College of Liberal Arts and Sciences; a contribution of \$5 million to Urbana for a facilities project shared between

the Gies College of Business and the Library; and an unrestricted bequest increase of more than \$1.7 million to UIS.

Overall, our fundraising continues on its successful course, with the total “new business” in FY2020 on track to exceed \$400M once more (the third time in four years).

II. Research and Scholarship with Global Impact

II.1 Innovation, Collaboration, Entrepreneurship

University of Illinois System Distinguished Faculty Recruitment Program

In May 2017 I announced the U of I System Distinguished Faculty Recruitment Program. It provides non-recurring matching funds from the President’s Office (\$30 million over a three-year period, or \$10 million per year) to attract 10 to 15 highly distinguished, star or rising-star tenured professors each year across the system. The universities provide matching funds for each hire. The funds provided by my office are used for start-up costs to support the research and teaching of the distinguished faculty, such as the purchase of new equipment, renovation of space and graduate-student support. As we finished out the second year of this program, we had received a total of 32 applications, approved 26 of them, and welcomed 20 new faculty (several new offers remain pending as I write this report). The distribution of these new colleagues is two in Springfield, five in Chicago, and 13 in Urbana. These new, world-class faculty help build the global standing of our universities as innovators in education and innovation. They add significant dollars to our research portfolio – the initial class of 14, for example, brought \$28 million in current research funding with them – and hail from renowned institutions such as Harvard, Duke, Washington University, Texas and the Max Planck Institute in Germany, among others.

Ever-Expanding International Collaborations

Over the past year, international efforts of the Office of the President were focused on countries that offer significant potential of broad and beneficial engagement. These include Brazil, Canada, Germany, India, Israel, Mexico, Singapore, Taiwan and the United Kingdom. The key objectives of these engagements were to develop new international research partnerships to address grand challenges facing our global society, engage with leading international companies, connect with successful alumni from all three universities, and reinforce the reputation of the University of Illinois system as the preferred destination for outstanding international students. Another objective was to secure participation of leading international universities and institutes in the Discovery Partners Institute.

I personally visited Singapore, Taiwan, Canada, and India during the last year. (I was also scheduled to visit Brazil and Mexico, but these trips were postponed due to the COVID-19 pandemic and we hope to reset them during the next fiscal year.) The agenda for these visits included meetings with leadership of major research universities and institutes, alumni from all three universities, C-suite executives of major companies, senior government officials and news media. I was accompanied by senior leaders from

Urbana-Champaign, UIC, and DPI during the visits to Singapore, Taiwan and Toronto. A representative of UIS also joined for the visit to India. More information on these trips is provided below:

Singapore

I met with presidents of the National University of Singapore (NUS), Nanyang Technological University (NTU), and Singapore University of Technology and Design (SUTD). I also visited with the chief executive officer of the National Research Foundation (NRF) of Singapore (equivalent to our National Science Foundation). We successfully persuaded the NUS president to locate an office of Block 71, the university's global tech incubator, at DPI in Chicago. We also agreed to jointly pursue funding opportunities from the government of Singapore for research in the area of AI and higher education. The meeting with the NRF focused on funding for the Grainger College of Engineering in the next phase of their leading innovation program.

Taiwan

While in Taiwan, I met with my counterparts at major Taiwanese research universities, including the National Taiwan University, the National Chiao Tung University, the National Tsinghua University and the University System of Taiwan. Our delegation also met with several senior government leaders, including the vice president of Taiwan and ministers of agriculture, education, and science and technology. We had an opportunity to visit with several prominent alumni, including Sidney Lu and Jack Sun, and I addressed a large alumni reception hosted by the Taipei Alumni Club. Several of these alumni have made significant gifts to the university.

In addition to strengthening ongoing research collaborations with these universities, I also signed an MOU with the National Taiwan University to join DPI as a partner. The minister of science and technology also requested partnership in DPI so that all research universities in Taiwan could participate in DPI programs. Since the visit, the Ministry of Science and Technology, through its Center for Global Affairs & Science Engagement (GASE), has joined DPI as a partner.

Finally, on this trip I addressed the 10th anniversary celebration of The Belmont Forum, an international partnership that mobilizes funding of environmental change research and accelerates its delivery to remove critical barriers to sustainability.

India

India has been an important academic partner for the University of Illinois since the 1950s and is currently the second largest source of international students for the university. There is significant potential to grow this student population as well as to establish strong research relationships with Indian universities and companies. This was my second visit to India in two years and helped move forward collaborations with several companies and universities. Given the opportunities in India, I have decided to open a representative office of the university in Bangalore.

The visit agenda in India included meetings with my counterparts at the Indian Institutes of Technology (IIT) in Bombay and Delhi, University of Mumbai, and Haryana Agricultural University. I also met with senior leadership of the M.S. Ramaiah group of institutions and the deputy chief minister of the state of Karnataka. I also met with senior corporate leaders in India, including the founder of Infosys, CTO of Mahyco, president of the U.S.-India Chamber of Commerce, and senior leadership of Larsen and Toubro (L&T), Agristo India, Dalmia Bharat Group, and Lupin Pharmaceuticals. We were also able to visit several prominent alumni in all three cities we visited, Bangalore, Mumbai, and Delhi, and I attended an extremely successful alumni reception in Bangalore.

Faculty from Urbana-Champaign and UIC are having research discussions with some of these companies, including L&T. Discussions with L&T about joint research opportunities in digital agriculture and the use of Artificial Intelligence (AI) in health are being conducted under a non-disclosure agreement (NDA). Infosys has expanded its recruitment efforts at our universities, especially at UIC.

I also briefed the Indian university presidents about DPI and they all expressed an interest in joining DPI. I specifically invited IIT Delhi, India's leading engineering school, to join DPI as an international partner.

Canada

This two-day visit focused on establishing a new partnership with the University of Toronto. While it is the leading research university in Canada, it has no formal relationship with any of our universities. Since the visit, an MOU has been finalized between the University of Toronto and the University of Illinois system includes collaboration with DPI. The delegation also visited MaRS Discovery District in Toronto, which focuses on commercializing publicly funded medical research and could be a partner for DPI in the future.

Mexico

The University of Illinois System has a very small number of students from Mexico across its three universities, but we have a natural opening to grow these numbers in light of the large Latinx population in Illinois. There are also opportunities for stronger research collaborations with Mexican universities, especially on topics of bilateral interest between the two countries. The main objectives of the proposed visit to Mexico (postponed as a result of the COVID-19 crisis) were to address these two issues. The agenda for the visit included meetings with leadership of major Mexican universities, including the Autonomous University of Mexico (UNAM) and the Monterrey Institute of Technology and Higher Education. Another goal of the visit was to brief UNAM leadership on DPI and invite UNAM to join DPI as an international partner. UNAM has offered us free office space to establish a representative office of the University of Illinois System in Mexico City to facilitate our activities in the country.

Brazil

The main objectives of this visit were to ensure that the Brazilian government continues to fund Brazilian students studying at the University of Illinois, explore opportunities for joint research and identify a partner institution for DPI. The agenda for the visit included meetings with the University of Sao Paulo,

Federal University of Rio de Janeiro, National School of Public Administration, Catholic University of Rio de Janeiro, Federal Central Bank of Brazil, Lemann Foundation, and several government organizations that fund research and international education for Brazilian universities. This visit has also been postponed due to the pandemic, but we hope to reset it during the coming year.

Discovery Partners Institute (DPI) Provides the Platform and Experiences that Fuel Collaboration

Bill Jackson, who I recruited as DPI Executive Director and who assumed the reins in January 2020, has continued to expand and grow DPI's research and scholarship impact. Examples include the following:

DPI has been an integral member of teams that have submitted proposals for COVID-19-related research programs under the CARES Act. The teams included DPI partner institutions, but also reached a broader network of institutions. Four such proposals were submitted, two to the National Science Foundation (NSF) and one to the U.S. Department of Energy (DOE), and one to the Department of Defense (DOD):

- National Emergency Computing and Data Analytics Cyberinfrastructure (NECDAC) – \$80 million

This is a proposal to allocate \$80 million to NSF to create a computing, analytics, R&D and training infrastructure within 12 months. The NECDAC would include a supercomputing and data-sharing facility to provide computational and data analytics resources to the country in emergencies, a regional 5G network testbed to integrate environmental sensors and emergency communications, and an 18-month program in AI training to be managed by DPI.

- National Pandemic Observatory (NPO) – \$65 million

This joint proposal by DPI, ANL, Northwestern University, George Mason University (GMU), and Colorado State University (CSU) would extend NSF's National Ecological Observatory Network (NEON) with AI edge-computing technology from ANL/NU/UC and build and deploy intelligent-sensor devices in 200 to 300 U.S. cities.

- Artificial Intelligence in 5G: A National Testbed (AI5G) – \$30 million

This proposal would build a 5G testbed comprising 25 test zones of roughly 1 km² each with fully private 5G coverage interconnected by the DOE Energy Sciences Network (ESnet). The sites would include 10 DOE Science Laboratories, multiple universities and several industry-specific zones such as O'Hare International Airport (transportation), The78 (energy) and West Loop (new industries). Sites would be in Illinois, California, Texas and Florida.

- Department of Defense (DOD) Joint Artificial Intelligence Center (JAIC)

This Proposal is to host a satellite JAIC office in DPI and include top AI expertise at universities and national labs (Urbana-Champaign, ANL, UChicago, Northwestern and Illinois Tech). DPI held a two-hour virtual site visit on May 14, 2020, and the decision will be made within several weeks. (JAIC is on a trajectory to account for more than half of DOD’s spend in AI, roughly \$4 billion).

- In late 2019, DPI initiated a Seed Grant Program that provided up to \$15,000 for nine research projects with activities taking place at DPI over the summer and fall of 2019.
https://dpi.uillinois.edu/research/dpi_research_projects
- The expanded 2020 R&D Cluster Seed Grant Program (in progress) will provide up to \$125,000 toward launching DPI science teams that focus on the application of computing, data science and/or analytics in the areas of food, agriculture, environment and water; health and wellness; finance and insurance; and transportation distribution logistics.
https://dpi.uillinois.edu/research/seed_grant_program/2020

Other examples of ways the U of I System leveraged its growing network of international t over the past year, include:

- Launched a joint research and innovation seed grants program with the Hebrew University of Jerusalem;
- Started development of a postdoctoral fellow program between Tel Aviv University and the Beckman Institute at the University of Illinois at Urbana-Champaign;
- Joined the Council of the Great Lakes Region (which includes Canada);
- Forged partnerships with Cardiff University, Germany’s Helmholtz Association and the University of Toronto, with additional partnerships in the Kingdom of Jordan and the United Kingdom in progress.

Illinois Innovation Network (IIN) Expands Across Illinois

The Illinois Innovation Network (IIN) continues to move forward, building on the momentum started two years ago with the establishment of 15 hubs at all of the state’s public universities and in Peoria and Rockford. Significant accomplishments this past year include:

- Establishing a set of bylaws to govern the organization and installing a slate of officers;
- Launching working committees focused on education and workforce development, entrepreneurship and corporate engagement, public policy and research and collaboration;
- Advocating for release of the \$500 million capital appropriation from the state of Illinois for DPI and IIN, which was announced on Feb. 12.
- Holding the first Falling Walls Lab Illinois student idea competition, which resulted in UIS student Natalie Kerr winning and receiving an all-expenses-paid trip to Berlin to present at the Falling Walls Lab Finale international competition;
- Beginning the Sustaining Illinois supplemental funding program to support projects at IIN hubs;

- Co-sponsoring the Illinois Statewide K-12 Computer Science Education Summit held by the Urbana-Champaign's College of Education in September.

IIN Responds to the COVID-19 Crisis

IIN members also have responded to the COVID-19 pandemic in numerous ways, including:

- Conducting an inventory of Polymerase Chain Reaction (PCR) equipment at all 12 public universities in the state and providing that information to the State of Illinois and Illinois Department of Public Health (IDPH) to aid in expanding testing capacity.
- DPI Executive Director Bill Jackson has been the primary point of contact for university-coordinated activities with the state and IDPH.
- Multiple schools have coordinated the production of tens of thousands of vials of viral transport medium (VTM) and the donation of a variety of personal protective equipment (PPE).
- Urbana-Champaign's National Center for Supercomputing Applications is coordinating high-performance computing time at federally sponsored academic centers across the country that are prioritizing and fast-tracking data analysis initiatives, including development of new vaccines and anti-viral treatments.
- Urbana-Champaign's Integrated Bioprocessing Research Laboratory is fabricating and packaging hand sanitizers at industrial scale to help ease shortfalls.
- Urbana-Champaign has provided epidemiological models that were referenced by Gov. Pritzker.
- The U of I System's Institute of Government and Public Affairs (IGPA) has assembled a team of faculty experts from the system's three universities to assess the pandemic's impact on the state's economy, fiscal condition, community resilience and healthcare professionals.
- UIC was selected to participate in a phase-3 clinical trial for the drug remdesivir as a COVID-19 treatment, along with a separate clinical trial for the drug sarilumab.
- UIC has provided its expertise on control of infectious diseases, emergency preparedness and public health.
- UIC Health Sciences Campus-Rockford worked with the Winnebago County Health Department to establish a triage, testing and transfer center on the campus, with capability to evaluate up to 500 patients and process up to 400 tests per day.

Expanding Engagement with Corporate Partners

We continue to further strengthen U of I System's corporate engagement activities by leveraging our assets. Progress includes:

- Inviting select business leaders to revitalize the U of I President's CEO Roundtable, bringing together highly visible CEOs who are deeply invested in Illinois;
- Implementing the U of I Corporate Relations Council, which is composed of internal corporate relations leaders across the U of I System;

- Preparing for the launch of the President's Advisory Committee to facilitate broad consultation with academic, private and public leadership to shape and advance the system's strategic initiatives; the council will be chaired by Massachusetts Institute of Technology Professor Bob Langer.

II.2 Sociotechnical Problems

DPI Takes on the Grand Challenges

DPI has continued to expand its impact in this area. In addition to the activities outlined previously, DPI has launched the Illinois Workforce and Education Research Collaborative (IWERC) and has received \$3.9 million in confirmed funding. IWERC is a new initiative with the potential to dramatically improve education and career outcomes in Illinois and make the state a leader in evidence-based policies and practices. IWERC will identify the questions most important to Illinois policy and education leaders, and then analyze appropriate data and share findings so that more students succeed. IWERC also will produce timely, relevant research and insights about education and workforce development in Illinois to meet the needs of various stakeholders and improve long-term outcomes.

<https://blogs.illinois.edu/view/8172/808625>

Continued Innovation Growth and Expansion of Tech Transfer

The U of I System supports research and innovation activities that elevate ideas into sustainable businesses and global solutions. The Offices of Technology Management (OTM), IllinoisVENTURES, EnterpriseWorks and the Research Park, together, form an innovation pipeline and ecosystem that brings together research activities, technology commercialization, entrepreneurial education and infrastructure to effectively move ideas and innovation from the laboratory into the hands of everyday users. Selected details of these efforts include:

- More than 85 active start-ups license U of I innovations and 64 of these are located in Illinois, creating jobs and driving economic development.
- There are now more than 120 companies (including a mix of Fortune 500, publicly traded firms and startup companies) located in the Research Park at Urbana-Champaign. The Research Park tenants employ 2,200 people, including 800 students in year-round internships.
- In 2019, the Research Park hosted 200 free events and 336 meetings with entrepreneurs-in-residence and experts-in-residence.
- The UIC Chancellor's Innovation Fund has funded 67 UIC faculty projects, providing more than \$4.4 million to support research commercialization.
- Royalties from university innovations totaled over \$55 million.
- The University received 365 technology disclosures and 88 U.S. patents issued
- The University executed more than 100 licenses and options.
- The U of I System ranked No. 22 on the National Academy of Inventors' list of Top 100 Worldwide Universities Granted U.S. Utility Patents.
- Urbana and UIC Offices of Technology Management (OTM) anticipate finalizing agreements to join the University Technology Licensing Program (UTLP) in fiscal 2021. The UTLP is an entity

that will pool IP from various research institutions to ease industry licensing by providing a single non-exclusive license to a wide array of IP in a specific area.

- UIC’s OTM has been integral in the review process for the first cycle of West Loop Innovations applicants, mentoring faculty, facilitating meetings, and helping identify faculty of interest to meet with Deerfield Management.
- UIC OTM also assisted eight first-round awardees, with three advancing to funding in the second round of the Chicago Biomedical Consortium Accelerator fund.
- UIC OTM administered awards for the third annual Chancellor’s Translational Research Initiative, eighth year of Chancellor’s Innovation Fund Proof of Concept, and DPI awards.
- Revolution Medicines had its IPO in February 2020, marking the first IPO for a startup from Urbana.
- The U of I system received a milestone payment after Abbvie filed an Investigational New Drug (IND) application with the FDA for a potential cancer therapeutic that it acquired with the startup Immuven.

OTM Support System’s COVID-19 Response

The Offices of Technology Management (OTM) across the system have worked diligently to aid in our response to the state’s needs during the pandemic. Examples include:

- UIC OTM
 - As a member of the UIC Innovation in COVID-19 Working Group (ICW), the OTM seeks to leverage the resources of centers of innovation across the university to develop solutions that aid the clinical enterprise with challenges related to COVID-19.
 - Worked closely with the UIC vice chancellor for research to assimilate the proposed and ongoing research related to COVID-19 to share with commercial partners and identify funding opportunities.
 - Has compiled a package consisting of 10 technologies related to COVID-19 and shared it with Deerfield Management. Deerfield is in the process of evaluating them for further development.
 - Working with the Innovation Center and the Veterans Administration Hospital on multiple technologies related to PPE for COVID–19.
- Urbana-Champaign’s OTM has partnered with groups across campus to facilitate broad, fast and free distribution of innovations and materials that help address the COVID-19 pandemic.
 - For the Illinois RapidVent ventilator design, OTM created a free, non-exclusive ready-to-sign license and to date has executed more than 65 of these agreements with partners around the world.
 - Designs for RapidAlarm and the joint Grainger and College of Medicine face shield project are available under creative commons licenses.
 - The OTM put in place service agreements and contracts as needed to manage the transfer of materials outside the university.
 - Coordinated the rapid deployment of proof-of-concept funds granted by the comptroller and the vice chancellor for research to accelerate the research of a team in biochemistry

performing high-throughput screening to identify small molecules that block the action of COVID-19.

- The university is also a signatory to COVID-19 licensing guidelines put forth by the Association of University Technology Managers (AUTM) and endorsed by both the APLU and AAU.

II.3 Humanities and Arts

Showcasing the Centrality of the Humanities and Arts to the Academic Mission

At the July 2018 Board meeting, I announced a new system-wide competition for the arts and humanities. The initial plan was to invest \$1 million per year for two years in competitively-selected, faculty-led initiatives designed to celebrate the role of the arts and humanities at our institution in lasting ways. As my report detailed last year, the program was more successful than we could have imagined. The initiative attracted more than 50 proposals from the three universities and the selection process proved especially challenging given the high quality of the proposals and the importance of the work proposed.

After consulting with my leadership team, I decided to award the full \$2 million for this inaugural round, funding 14 of the proposals, with an eye to perhaps repeating the initiative two years from now. The response I and other leadership-team members have received from our arts and humanities faculty colleagues has been hugely positive and the program has garnered attention beyond our own system and been noted by other universities and their faculties as innovative and significant. One follow-on development from this initiative is that the recipients of awards have met several times and they continue to share ideas and to support to each other, having been drawn together by the program.

In addition, this year has seen expansion of the Public Voices Fellowship, first introduced to our faculty last year and intended to train faculty in sharing research with the public. The initial cohort was drawn from all three universities and convened in fall 2019. The program has provided the 20 participating faculty members with training and mentoring on ways they can share their research with the general public.

This prestigious national initiative features an internationally acclaimed curriculum that explores leadership, power and action in an unfair world. Using time-tested methods of transformational learning, fellows explore how credibility works, how ideas spread, when and why minds change, and how ideas play out over time and space. Fellows in the program engage in intense, results-oriented thinking and activities around their own knowledge and impact. The program provides the inside information, high-level support and media connections to allow faculty to become influential on a large scale.

Other participating institutions include Yale, Dartmouth, Northwestern, The Ford Foundation and others. Fellows completing the one-year fellowship will join a national network of peers, allowing for knowledge-sharing and innovation across institutions. To date, the participating faculty have successfully written more than 20 stories and op-ed features placed in national media outlets.

Our University Press also had an active year, publishing seven books and seven journals with connections to our universities and/or the system. The press hosted two publishing symposiums with nearly 100 attendees, as well as more than 30 other presentations and workshops on publishing practices.

II.4 Research and Development

DPI Expands Its Partnerships Locally and Globally

DPI's new institutional partners this past year, as mentioned elsewhere, include National Taiwan University, Cardiff University, Illinois Institute of Technology, Argonne National Laboratory and Forschungszentrum Juelich GMBH.

P33 also is collaborating with DPI to develop the Tech Talent Unit and other economic impact programs. DPI will have the institutional capacity, physical space and deep connections with higher education to be the anchor of this work. P33 will bring its industry relationships, internships and program-development capacity, and then continue to play a role both with employer relationships, support and design and incubation of new solutions. Joint activities include:

- The Upskilling Program working in response to COVID-19 (mentioned above)
- P33 and DPI staff are currently establishing a joint project-management function for the Tech Talent Unit to manage the creation of the system blueprint, engage required partners, clarify initial components to pilot, oversee work plans and ensure sufficient resources are in place to be successful.
- Ongoing, P33 and DPI will jointly manage the BETT Chicago employer consortium, recognizing that some talent solutions emerging from the consortium will be best managed by DPI but others, such as recruiting senior talent to Chicago for hard-to-fill roles, will not be.
- Partnering on the JAIC proposal (mentioned above).

Working with P33 is increasing DPI's exposure to the Chicago corporate community. DPI also continues to work with the Urbana-Champaign Office of Corporate Relations to expand its relationships with corporations as we engage them in the development of the programs.

UIC Health Sciences Research Impacts

Examples of the impactful and far-reaching research efforts coming from our health sciences programs at UIC this year include:

- *College of Pharmacy's Institute for Tuberculosis Research to receive \$9 Million for Drug Discovery Project:* The Institute for Tuberculosis Research is working with the TB Alliance, Harvard University, Johns Hopkins University and other key partners on a \$28.4 million, five-year research project. Tuberculosis is one of the leading causes of death world-wide and the goal of the project is to produce two new clinical-stage drug candidates to treat the bacterial infection which is becoming increasingly resistant to available antibiotics. As the director of the institute, pharmacy Professor Scott Franzblau underscores the importance and urgency of this collaborative award to partner for better TB treatment. Read more [here](#).
- *Dentistry Partners with Rutgers on an \$11.7 million NIH Grant on Opioids Alternatives:* The grant from the National Institute of Dental and Craniofacial Research (a part of the NIH) was awarded to a

principle investigator at Rutgers University with the UIC College of Dentistry conducting research at the dental school clinics for this study. Participating institutions will investigate the combination of ibuprofen and acetaminophen as an alternative to opioid prescription. Read more [here](#).

- *JACSW Professor Receives \$200,000 Grant for Census 2020:* In a move to record the most accurate U.S. Census count possible for the state, Gov. Pritzker announced \$20 million in awards to local organizations through the Illinois Department of Human Services. Associate Director and Senior Researcher at the Jane Addams Center for Social Policy and Research Joseph Strickland will be among those coordinating outreach for hard-to-count populations such as former prisoners, unemployed young adults, those with disabilities, Spanish-speaking immigrants and low-income individuals. Read more [here](#).
- *\$9.7 million National Eye Institute Grant Studies Chronic Eye Disease in Latinos:* The Study of Latinos "Ojos" - or SOL Eye study - will conduct approximately 3,000 eye exams for Latinos living in Chicago and Miami who are already enrolled in the Hispanic Community Health Study. Charlotte Joslin is the PI on the grant and will work closely with colleagues at the University of Miami as part of this award. With the NEI reporting the higher rates of Latino's developing visual impairment, blindness and diabetic eye disease, the study aims to better understand risk factors and prevalence of common eye conditions among this community. Read more [here](#).

III. A Healthy Future for *Illinois* and the Midwest

III.1 Develop and Invest in Human Capital

PELP

The President's Executive Leadership Program (PELP) continues to provide a platform to identify and further expand the pool and knowledge base of senior-level leaders across our three universities. This year we again selected 20 senior-level administrators and faculty from the three universities to participate in the fifth iteration of the year-long PELP program. The PELP fellows attend four seminars, one at each university and one in Washington, D.C., to discuss high-level higher education issues and to learn about the three universities. Over the four sessions, it is common for collaborations to develop across disciplines and universities as the participants bond and develop meaningful and enriching professional relationships. In addition to growing internal leadership depth, the PELP program gives each university's leaders valuable insight into the other universities, creating greater cohesiveness, building resilience and capacity at the senior leadership levels into the U of I System. The disruption brought to the universities by the pandemic impacted the PELP visit planned for Urbana in spring 2020, prompting us to schedule a shorter program delivered via Zoom with plans to convene this year's cohort in Urbana with next year's cohort when it is again safe to gather in groups.

APLP

We completed the second year of the Academic Professional Leadership Program (APLP), introduced two years ago and designed to develop mid-level managers at each of our universities. We again selected a group of 20 mid-level leaders (from more than 80 applications) from across the three universities and the system and provided an intense and robust professional development program. Each university hosted the group over the course of the year, with each three-day program providing opportunities to learn about that host university, as well engaging the group in skill-building exercises. The extremely positive response we have received to this program has led to the decision to keep it as a permanent offering.

Know Your U Program

This year brought the launch of the “Know Your U” program, a system-wide effort that provides system office employees structured opportunities to learn more about the excellent universities they work to support. Eligible staff are provided up to eight hours of release time per academic year to explore initiatives, research, academic programs, history and infrastructure at our universities.

DPI’s Career Pathways Program

DPI is planning a Career Pathways for Underemployed, Diverse Talent program focused on:

- Accelerated credential programs in high-demand, new-economy job fields, paired with on-ramp support structures for underrepresented talent ready to enter a new career.
- Partnerships with companies, community colleges and workforce organizations to strengthen computing and data learning for women and underserved groups. This could include developing entrepreneurial skills and activities, as well.

III.2 Engine for Economic Development

State-wide and Regional Economic Development—DPI/IIN

Many of the contributions of DPI and IIN towards state and regional economic development have been discussed above.

A major accomplishment of FY2020 was the successful completion and publication of the DPI/IIN Business plan and the associated economic development report. In addition, significant progress was made towards securing the gift of land from Related Midwest to build the DPI innovation hub at the. With the release of the DPI/IIN funding announcement by Governor Pritzker, we are well underway with the design studies, including a live RFP for the major architecture firm.

III. 3 Leadership in Healthcare

Innovation and Expansion in Care Delivery Models

UI Health continues to demonstrate leadership and innovation in healthcare delivery in one of the most diverse cities in the country. Examples include:

- *ENGAGE-IL 2.0 Receives \$3.75 Million Award to Build Age-Friendly Health Systems and Dementia-Friendly Communities*: Established in 2015, ENGAGE-IL was made possible by an original \$2.5 million award from the U.S. Department of Health and Human Services. Since then, the interdisciplinary team from all seven UIC health sciences colleges has been led by the College of Nursing's project director/PI, Valerie Gruss, and co-project director/co-PI from the College of Medicine, Memoona Hasnain, The most recent additional award has four primary objectives and nine programs including mobile app development, fall prevention, interprofessional fellowship training and incorporation of telehealth home visits. Learn more [here](#).

- *SPH's Great Lakes Center for Children's Environmental Health Releases Guide for Midwest Communities Facing Pollution:* As environmental impacts on health become more prevalent, the School of Public Health's regional pediatric environmental specialty unit, funded by the U.S. Environmental Protection Agency and the Agency for Toxic Substances and Disease Registry, released a 28-page guide for people to identify and combat sources of pollution in their own neighborhoods. The guide features specific resources for communities in Illinois, Indiana, Ohio, Michigan, Minnesota and Wisconsin. Read more on WTTW's site [here](#).
- *UIC's Chicago Partnership for Health Promotion (CPHP) Collaborates with Nutrient Pharmacy for Community Impact:* The Chicago Botanic Garden launched its VeggieRx program in partnership with the Lawndale Christian Health Center to distribute nutritious foods and provide education on healthy eating practices to the West Side community. A part of the Office of Community Engagement and Neighborhood Health Partnerships, CPHP offers weekly nutrition and cooking demonstrations and VeggieRx boxes that include \$100 of Produce Perks redeemable at Windy City Harvest Farm Stands in Lawndale, Austin, Washington Park and at the Farm on Ogden. Read more on Block Club Chicago [here](#).
- *College of Nursing Partners with Erie Family Health to Help Under-resourced Communities:* The partnership between the College of Nursing and Erie Family Health Centers will receive a \$3.3 million grant creating a one-year post-graduate fellowship program for advanced practice registered nurses. Provided by the U.S. Health Resources and Services Administration, the grant helps new nurse practitioners transition into practice and enhance their clinical and leadership skills. Erie Health is an Federally Qualified Health Center (FQHC) with a tradition of nurse-led primary care serving vulnerable populations. Learn more [here](#).
- *Illinois Heart Rescue Brings Bystander CPR Training to Wrigley Field:* With the aim to increase bystander CPR training to improve pre-hospital cardiac arrest survival rates, Illinois Heart Rescue trained hundreds of baseball fans at Wrigley Field in August 2019. A recent paper published by UIC researchers indicated that bystander CPR training makes the biggest difference in increased survival rates. Illinois Heart Rescue is a project hosted by emergency medicine at UI Health with team members from several other health systems across the state including Cook County Health, Illinois Masonic, OSF St. Francis and Northwestern University.
- *School of Public Health Receives \$1.7 million in HUD Research Funding:* The U.S. Department of Housing and Urban Development recently awarded \$1.7 million to the UIC School of Public Health in support of two major research projects focused on household health hazards in two Illinois communities. Up to \$1 million were allocated to the Lead and Healthy Homes Technical Studies Program, which will study lead exposure in home drinking water from private/on-site sources. The remaining \$700,000 will assist the pilot Help Eliminate Lead Program (HELP) with the state Department of Commerce and Economic Opportunity. UIC researchers are evaluating households built before 1978 for their lead risks. Learn more [here](#).
- *\$9.5 million HRSA Grant for Maternal and Infant Mortality:* Researchers from the College of Medicine and the School of Public Health will work with the IDPH to launch a series of new statewide efforts to improve maternal outcomes in Illinois. These efforts, led by Rachel Caskey, MD; Stacie Geller, PhD and Arden Handler, DrPH, will facilitate the design and implementation of a first-of-its-kind, two-generation postpartum clinic and research training center. The clinic's model will also include efforts to address the many social determinants of health that affect the ability of women to lead healthy lives. Read more [here](#).
- *CDC Selects SPH for Illinois Prevention Research Center:* With \$3.75 million in research funding from the U.S. Centers for Disease Control and Prevention, UIC's School of Public Health will continue its work as one of only 25 academic institutions in the CDC's Prevention Research Center network. This network will collectively develop, test and evaluate various public health interventions across the nation. This funding will establish the Policy, Practice and Prevention Research Center (or P3RC) on campus. The center's core research project will test the addition of a dedicated health care specialist in Chicago Public Schools. Read more [here](#).

- *Interdisciplinary Collaboration at UI Health's Community Outreach Intervention Project (COIP) Clinics Brings Care to Neighborhoods:* Collaboration between the UIC School of Public Health and College of Nursing provides support for the neighborhood clinics that work together to operate an innovative weekly clinic. This intervention brings clinical intervention more directly to those that need it. COIP clients may receive primary care, wound care, hepatitis C treatment or treatment for opioid dependence on site. Read more [here](#).
- *Progress in UIC College of Nursing's Springfield Partnership:* In 2014, the UIC College of Nursing established its Springfield campus in partnership with Memorial Health System and the University of Illinois Springfield (UIS). This action was in response to the need for nurses in central Illinois. Having this additional campus has enabled us to increase both our undergraduate and professional enrollment. Starting with four DNP specialty programs, we have since been able to increase offerings to all 12 specialties. The first two undergraduate classes also have graduated and several students are now employed at Memorial Health System. The program also has expanded to a site on the UIS campus, including an administration suite with conference room, a new experiential and simulation laboratory that provides acute and ambulatory settings, and a large classroom.

III.4 Improve College Readiness and Outcomes and Make Connections with Other Educational Institutions

P-20 Education Pipeline and Other Institutional Collaborations

We continue to expand our collaborative efforts with other state universities in combating outmigration by hosting events aimed at recruiting Illinois students for Illinois institutions. As noted earlier, in recent years we have added a second Salute to Illinois Scholars (SIS) recruiting fair event beginning in FY 2019 and we saw participation by all 12 of the Illinois public universities at these events during the 2019-20 academic year.

Our partnerships with multiple community colleges also have continued to expand, with the goal of supporting access to higher education for all and to facilitate the transfer students between community colleges and our universities. We continue to build out multiple Pathways Programs (including at all the City Colleges of Chicago, as noted in last year's report) and continue our work on expanding the number of two-plus-two programs. We also continue to engage with community colleges to address community needs, such as efforts to ease the nursing shortage in southern Illinois by partnering with community colleges on a BSN completion program.

Our Outcomes Exceed Expectations

The latest summary from the National Student Clearinghouse Research Center of effectiveness in transfer-student completion ranks Illinois as No. 1 **in the nation** for successful completion, largely due to the efforts of our universities. Moreover, across our system retention and graduation rates exceed national averages and our students leave with less debt than national averages: 88% first-year retention rates for the U of I System vs. the 81% national average; 76% six-year graduation rates for the system vs. the 61% national average; and \$24,438 average debt at graduation for the system vs. a \$29,200 national average.

Continued Support for CARLI

The Consortium of Academic and Research Libraries in Illinois (CARLI) represents a true partnership among higher education institutions across the state, including all 12 public universities, all community colleges, and most of the state's private institutions. Using a grant awarded in 2018, CARLI offered the second iteration of CARLI Counts, a program that provides professional development for library staff from institutions across Illinois to capture how libraries contribute to student learning outcomes. Nearly 50 libraries from across the state participated. The first offering was a huge success and the initial cohort shared its work at the CARLI annual meeting in November 2019. **CARLI serves more than 90% of the higher education students in Illinois.**

III.5 Civic Engagement

Restructured IGPA

Over the last year we have built upon the enormous progress arising from the restructuring of the Institute of Government and Public Affairs (IGPA). IGPA is now better able to meet state and U of I System needs, as has been amply demonstrated by the multiple reports generated by faculty work groups brought together during the COVID-19 pandemic.

Under the leadership of new Director Robin Fretwell Wilson, who is also a tenured professor in Urbana's College of Law, IGPA assembled more than 40 faculty members in various disciplines to assess the impact of COVID-19 on the state. Areas of focus include the healthcare workforce, community and family resilience, and economic and fiscal impacts. In an amazing burst of energy and effort, this group produced [seven detailed reports and policy statements](#) in a roughly eight-week period, all aimed at helping the state navigate the challenges presented by the pandemic.

The goal of restructuring the IGPA was to better serve legislators and the general public of Illinois, as well as the faculty of the three universities. The ultimate goal was to establish IGPA as a go-to source for unbiased public policy research and its application on key issues. The work performed under IGPA's auspices this spring has proven that the goal was both worthy and possible.

Edgar Fellows Program

IGPA again hosted the Edgar Fellows Program, its popular and successful governmental and public leadership-development program. The class of 40 fellows this year included state legislators and staff, as well as business and civic leaders.

DPI Leads the State's Race to Ramp Up COVID-19 Testing

DPI, together with university staff and faculty, has worked closely with the Illinois Department of Public Health (IDPH) to increase SARS-CoV-2/COVID-19 testing capability in the state from about 10,000 per day to 100,000 per day and beyond. The University of Illinois has been a thought leader and its contribution has been critical to developing a path to the necessary capacity. Similarly, DPI and other staff and faculty of the university have been instrumental in working with the IDPH to draft Restore

Illinois, a game plan to reopen the state as the spread of COVID-19 is mitigated and economic activity resumes.

The work to build DPI and to address COVID-19 has involved regular engagement with political and civic leadership. This has been in coordination with the system's government relations group.

IV. Tomorrow's University Today

IV.1 Affordability, Access and Completion

Strategic Enrollment Growth and Student Success

I am happy to report that U of I System enrollment increased 3.9% in FY 2020, rising to 89,270 in fall 2019, which is the seventh-straight enrollment record. The universities continue to progress toward their enrollment targets set out in their strategic enrollment plans and summarized on the system's website. System enrollment has grown nearly 14% over the last five years, from 78,540 in 2014 to 89,270 in 2019, and represents more than 50% of public higher education enrollment in Illinois.

As noted earlier in this report, the system also saw gains in enrollment of African-American and Latinx undergraduates for the eighth straight year. Enrollment of African-American undergraduates increased 2.5%, from 4,047 to 4,147, while undergraduate Latinx enrollment was up 5.9 percent, from 11,231 to 11,896. Combined, African-American and Latinx enrollment comprises over 27 percent of the system's undergraduate enrollment. More students each year also are identifying themselves as multi-race and this category, too, is showing growth, from 1,828 to 1,891 across the U of I System.

The system also experienced an increase in enrollment of Illinois undergraduates. In-state undergraduate enrollment increased from 46,039 in AY 2018-19 to 46,786 in AY 2019-20, an increase of 1.6% in the last year and of 9.6% compared to the 2014 baseline of 42,694. Approximately 80% of undergraduates are state residents. All three universities enroll more Illinois residents than do their peers, on average.

The U of I System also awarded 22,688 degrees in AY 2019-20, up from 22,142 the year before.

Although we increased tuition for undergraduate students entering in fall 2020 by a sub-inflationary rate of 1.8%, it followed five consecutive years of tuition freezes for undergraduate resident students. The increase will only apply to entering undergraduate students and will be guaranteed not to increase for four years.

In addition, due to the COVID-19 situation, the system has committed to cover the increase for Illinois-resident freshman beginning classes in fall 2020 for their first academic year. To give some perspective, Illinois families with graduating seniors in 2023 will have paid the same yearly tuition that an Illinois family paid for a freshman entering in 2014, representing nearly a decade's worth of steady, level tuition costs for our state's families and their students.

Institutional aid we provided for undergraduate students (at more than \$239 million, total) is still growing and we successfully advocated for state increases in both Monetary Award Program (MAP) and the Aim High program to supplement student needs-based and merit-based financial aid.

Students FIRST COVID-19 Emergency Fund

In coordination with the three universities, the system launched a \$36 million fund to assist students facing particular needs related to COVID-19. Roughly \$31.5 million came from the federal CARES Act. The President's Office contributed \$1 million toward Students FIRST.

Pilot Scholarship Program with City Colleges of Chicago

We awarded five scholarships to a second cohort of students from City Colleges of Chicago who transfer to one of our three universities during the first year of this five-year pilot program. The scholarships provide \$2,500 annually for two years to help cover tuition and/or other expenses. Five new students will receive the award during AY 2020-21, bringing the total to 10 students.

IV.2 University-State Compact

Partnered With the State to Address COVID-19

Befitting the land-grant mission of its university at Urbana-Champaign, the U of I System galvanized resources to provide expertise in a number of areas, developing new and innovative tools such as personal protective equipment and ventilators, and served communities impacted by the virus. These efforts are more fully detailed throughout this report.

IV.3 Advancing Technology for the Modern University

Healthcare for a Modern World

Even before it was called upon to respond to the COVID-19 crisis, UI Health demonstrated leadership and success in advancing medical technology and innovation. Examples include:

- *\$10 million Gift Supports UI Health's New Outpatient Surgery Center:* The largest gift to date for the UIC IGNITE Campaign, Bruno & Sallie Pasquinelli generously established the Pasquinelli Outpatient Surgery Fund, which will equip a new center for outpatient surgery at UI Health. In honor of the gift, the third floor, which will include eight operating rooms, will be named the Bruno and Sallie Pasquinelli Outpatient Surgery Center. Groundbreaking for the new building is expected later in 2020.
- *College of Medicine Startup, Enzyme by Design, Secures nearly \$1 Million to Develop Safer Leukemia Chemotherapy:* President and CEO of Enzyme by Design and professor of biochemistry and molecular genetics, Arnon Lavie, and team successfully pitched at the healthcare investors conference MedCity INVEST and were selected as the biopharma category winner. In addition to this award, Enzyme by Design has received funds totaling nearly \$1 million from the Chancellor's

Innovation Fund, the Chicago Biomedical Consortium and two NIH small-business grants. The company is dedicated to the development of a less toxic form of chemotherapy that can be used when treating acute lymphoblastic leukemia. Read more [here](#).

- At the request of the Board of Trustees, the University of Illinois Hospital and Clinics initiated a comprehensive strategic planning initiative, which is now nearly complete. The Hospital worked closely with the UI College of Medicine to ensure that the two strategic plans were aligned. Read more [here](#).
- *The first major building initiative for the Hospital in nearly 20 years is anticipated to break ground in late August 2020.* UI Health is embarking on a new Outpatient Surgery Center and Specialty Clinics building (OSC) to accommodate the growth in outpatient-surgery cases and to provide comprehensive outpatient care for a diverse patient population by similarly diverse faculty and staff. The new 200,000 square-foot OSC building will be configured into six floors of patient-care space, a mechanical penthouse and a basement for other mechanical, electrical and storage units. The OSC will provide a new home for outpatient surgery now performed within the main hospital, opening needed space for improvements and expansion of the existing inpatient surgery department. Eight operating rooms and 24 pre-post/PACU bays will be provided with connection to the main hospital surgery suite by an enclosed bridge. The university is using a public-private partnership (P3) to build this project.
- *Progress continued on the 3i project (Integrated Information Infrastructure) at the University of Illinois Hospital and Clinics.* In order to mitigate the enterprise risk posed by an aging and fragmented information system (IS), UI Health leadership embarked on the 3i Initiative in 2016 to address deficiencies and risks by replacing the existing systems with a state-of-the-art information platform that integrates optimized business processes with standardized clinical workflows and modern analytical capabilities. The project was slated to go live in May 2020, but the date has been moved to Sept. 12 due to the COVID-19 pandemic.

UI Health Steps Up to the COVID-19 Challenge

It is not hyperbole for me to say that I have never been as proud to lead the University of Illinois System as I have been in the last few months. Our people across the universities, our healthcare operation and the system offices have taken on the challenges posed by the COVID-19 pandemic with dedication and tenacity. The response of UI Health has been particularly heroic and exemplary. To share just a few examples (some of which were included earlier in the report):

- UI HEALTH General COVID-19 Information:
 - Over 12,000 tests received (with 2,960 positive tests, as of May 20)
 - UI Health has performed over 1,800 antibody tests (as of May 19)
 - Cumulative number of patients admitted for COVID-19: 427 (as of May 10)
 - Total number of COVID-19 patients discharged from UI Health: 912 (as of May 18)Point of care testing capacity: 275 tests perday:
 - Four community testing locations:
 - University of Illinois Hospital – Emergency Department Triage
 - UI Health Mile Square Health Center – Main Location
 - UI Health Pilsen Family Health Center Lower West – COVID-19 Evaluation Clinic
 - UI Health Mile Square Health Center South Shore – COVID-19 Evaluation Clinic
 - Three active clinical trials exploring COVID-19 treatments:
 - Remdesivir (principle investigator: Richard Novak, MD)
 - Sarilumab (principle investigator: Jerry Krishnan, MD, PhD)

- Ron Hershow, who has been a part of a working group on congregate settings, strategizing ways to prepare for and address outbreaks in nursing homes, prisons and facilities for the developmentally disabled. In addition, Linda Forst is a part of IDPH's safety committee.
- Janes Addams College of Social Work (JACSW) Clinical Associate Professor Annette Johnson, who chairs our School Social Work specialization, is having a special online training institute this summer focusing on how practitioners in schools can deal with the mental health issues and trauma that students may have experienced during the pandemic. Details to follow as soon as they are available.
 - In the Spring '20 issue of JACSW *Affirmations*, faculty "weighed in" on the [disproportionate impact of COVID-19](#) on communities of color and other vulnerable populations.
- Dr. Robert Barish, UIC's vice chancellor for Health Affairs, was asked by me to lead the U of I COVID-19 Planning and Response Team to coordinate the system's quick and effective response to the pandemic. The group met at least weekly and prepared comprehensive Situation Reports to update the President, Board of Trustees and other leadership on the operations of the three universities, including UI Health and regional campuses.
 - We committed \$250,000 to UI Health to bolster mental health for COVID-19 front-line providers.

IV.4 Operational and Financial Sustainability

Aligning Strategic and Operational Priorities and Succession Planning

In accordance with the goals established by the president, the chief financial officer's office instituted the annual budget review process for system offices with the 2019 fiscal year. The process has been refined and improved each of the past three years. Budget reviews for FY 21 were held during April using remote conferencing.

The objective of the budget review process is to ensure that the goals, initiatives and activities of individual units within the system office are aligned with the strategic and operational goals of the U of I System. The process also offers the opportunity for each unit manager describe to the review committee the scope of the activities they perform, salient challenges they face, how they plan to respond to those challenges, and initiatives they propose to improve operational effectiveness. Budgets of individual units are reviewed in light of their scope of activities and proposed initiatives. The committee comprises the president and vice presidents.

One of the important outcomes of the budget process is to assure adequate organizational focus and resources are allocated to operational initiatives that are strategically important. Examples of such initiatives include:

- The President's Executive Leadership Program;
- Steps to improve disaster recovery and business continuity;
- Digital process automation to improve process efficiency;
- System-wide marketing campaign;
- And installation of software to improve internal control procedures.

The System Realignment Process

The initial U of I System realignment process was implemented in 2017 following a comprehensive analysis of administrative functions that are performed by the system office and those performed by individual universities. The analysis concluded that the effectiveness and efficiency of certain administrative functions may be improved through organizational realignment. As a result, the responsibility for several functions performed by the system (namely, procurement, grants administration) were shifted to the universities. A second phase of the realignment effort further rationalized service delivery across the system.

The third phase of realignment was undertaken this year and focused mainly on reorganization within the system office. The objective was to improve service delivery through consolidation of related services within a single office and create shared service centers to improve efficiency. One indicator of the impact is improvement in customer satisfaction as expressed in formal and informal surveys of users. A second indicator is the ability of the system to continue to provide services effectively with a reduced workforce.

An important initiative for the past two years has been the creation of relevant financial dashboards and reports to better understand system-wide financial information and to improve transparency of the system's financial position. All aspects of the system's finances are included in this initiative, ranging from annual income-statement and balance-sheet parameters to capital delivery, debt financing and cash management.

The three major aspects of this initiative are:

- Creation of dashboards to provide real-time access to relevant financial data. For example, the dashboard comprising capital program data has been instrumental in providing reports to the Board of Trustees.
- Incorporation of financial information in the BOT dashboard and system website. These include financial performance data and relevant financial ratios.
- Regular detailed financial reports at the board meeting. Reports at the board meetings have focused on topics such as annual financial performance, capital programs, annual budgets, self-insurance programs, capital delivery and debt management.

Securing the Long-Term Financial Sustainability of UI Health

The COVID-19 pandemic has put enormous pressures on UI Health —necessitating unanticipated expenditures while diminishing, at least temporarily, some of its important income-generating activities. Over the coming year, we will work to support UI Health in managing the impacts of the pandemic and, in the meantime, some measures put in place in the past year will help support UI Health's long-term fiscal stability. For example, we have continued to work on maximizing, increasing and diversifying our income streams, including cultivation of new income from sponsored research and tech transfer, while we also explore alternative delivery methods for our curricula. We made improvements, for instance, to

Medicaid payments for UI Health based on a newly developed methodology centered on hospital costs, creating a pre-defined payment stream, allowing the hospital to compete more effectively for Medicaid business. This new methodology increased claims adjustments in FY 20 to \$15 million. It is anticipated that this approach will generate up to \$37 million in coming years. The generation of Medicaid savings is about \$10 million year and is expected to increase over time.

Success in Increasing State Support for Higher Education

After decades of falling state support for higher education, last year the University of Illinois System succeeded in securing the first increase in state operational funding for higher education in nearly two decades. The budget for FY 2020 provided the U of I System's largest appropriation increase since fiscal 2001. The increase, \$27.4 million, was nearly 5% over FY2019 funding.

Prior to the onset of the pandemic and resulting economic crisis, we were on track to advocate for (and had high hopes for success in securing) another increase in operational funding from the state. The pandemic's impact on the state's finances prompted us to reassess our goals and we framed our advocacy efforts around maintaining the gains we made last year. That strategy proved effective, and when the Legislature introduced a state budget for FY 2021, it kept in place the increase for higher education gained in FY 2020, as well as re-appropriating all of the capital appropriations obtained in FY 2020 (including \$500 million for DPI/IIN).

Our success in the legislative session in spring 2020 is perhaps doubly remarkable, inasmuch as the pandemic severely disrupted our usual methods of advocacy (typically we engage in a great deal of face-to-face advocacy at the capital and in district office visits with state legislators). Through an extensive series of phone calls with state legislators, Executive Vice President Barb Wilson and I presented compelling data and arguments on behalf of the universities and the system as a whole, emphasizing the impact of our healthcare efforts in Chicago through UI Health, our research efforts at Urbana-Champaign and UIC, and our service to the state through those two large R1 universities, as well as UIS and DPI.

Toward Greater Environmental Responsibility and Sustainability

We have undertaken significant efforts over the last year to move the system and its universities toward greater environmental responsibility and sustainability. For example, a power purchase agreement was created for the development, operation and delivery of solar energy from Solar Farm 2.0 at Urbana-Champaign for a 20-year term, at a total contract value in excess of \$20 million. This contract is expected to save approximately \$200,000 per year compared to purchasing energy in the market.

I worked with Chief Financial Officer and Comptroller Ghosh and his staff to develop and implement a significant investment decision that was built on our guiding principles related to financial stewardship and sustainability. In May, The University of Illinois system announced a new portfolio management strategy, in partnership with Blackrock, that is based on verifiable corporate commitments to environmental, social, and governance (ESG) criteria. This landmark and pioneering investment strategy is consistent with the new Illinois Sustainable Investing Act, which says that state and local government entities should integrate sustainability factors into their investment policies. By being a "first mover" in

this arena, we were able to obtain very favorable low fee rates for this action and consequently invested \$160M from our system treasury-managed endowment in the new Blackrock vehicle, garnering significant attention and positive press in the higher education endowment community.

V. Professional Development

In furtherance of my own personal and professional development, I attended the Glion Colloquium in Switzerland, June 12-14, 2019 and participated as a chapter author in the resulting book entitled “The University at the Crossroads to a Sustainable Future”. My contribution to the book is based on sustainable fiscal and environmental challenges for major universities.

I attended the National Academy of Engineering Annual Meeting, on the topic of Smart Cities for a Sustainable Globalization. (NAE) is a private, non-profit society of distinguished scholars.

I am a member of the American Council of Education’s (ACE) Board of Directors and participated in numerous Board session (now held on line) over the past months. I continue to participate in the Association of Public and Land-Grant Universities (APLU) Council of Presidents.

I am now a member of the Board of Trustees for the National University of Singapore and am involved in their strategic planning for the next decade. I am learning a lot through this honorary service role.

I also continue to seek the wisdom and guidance of my colleagues and predecessors through individual regular meetings (roughly every other month) with Emeritus Presidents Joe White and Robert Easter. I am in contact with President Emeritus Stanley Ikenberry who participated in the Board summer retreat last year at my invitation