



FY21 Accomplishments Report President Timothy L. Killeen

Introduction

More than any other year in my tenure as president of the University of Illinois System, FY21 saw us living out the full promise of *Altogether Extraordinary*.

We faced three ongoing, converging crises: the worst global pandemic in a century, an unprecedented economic slowdown, and a profound and necessary reckoning with our nation's social and racial inequities. And through it all, innumerable people--from across the System and from our many stakeholder groups beyond it--have told me they have never been prouder of this enterprise.

The reason, I believe, is *deep and broad alignment*, both within the System, and between the System and its stakeholders: from the Governor and State Legislature to local community members, from our students and their families to our alumni and donors. This alignment enabled us to rise to every challenge and optimize our impact for the public good in every respect. Together, we proved what is valuable, powerful, and, yes, *extraordinary* about the University of Illinois System. I firmly believe none of our peers came close.

The foundation of this alignment is trust--effective organizations of any kind never take trust for granted. We built trust intentionally, thoughtfully, and patiently through years of ongoing, candid dialogue with our stakeholders, and embraced our role as an accelerator, a catalyst, and a convenor. We've put a premium on listening, openness, inclusiveness, collaboration, thinking outward, and shared governance. The three System universities know they can rely on each other, and our partner universities in the state know they can rely on the System. Thanks to this alignment, we were resilient in the face of uncertainty, and agile and innovative when it counted most.

As this report on our FY21 accomplishment proves, we did all this work while continuing to achieve excellence at scale. We experienced yet another year of growth in enrollment, surpassing 90,000 students for the first time in our history and putting us well on our way to our target of 93,000. Few can match our record as a research powerhouse. Gifts to our universities have reached an all-time high. And we continue to challenge ourselves to proactively cultivate and sustain an environment that encourages mutual respect, understanding, and a robust exchange of viewpoints. We know there is much more to do to eradicate racism and discrimination, and challenge structural aspects of our institutions that can create inequities. Our work on all these critical fronts is ongoing, but people know they can trust us to make the most of their future, their expertise, and their generosity.

Before we delve into the year's highlights, I want to personally thank Barb Wilson for her contributions to the System's success and resilience. As you know, after five years as our EVP and VPAA and 20 years at the University as a faculty member and dean, Barb was named president of the University of Iowa. The trust that we've built, and much of what you'll read about in the next pages, has Barb's stamp on it; the past year would have been far more challenging without her wise counsel. While we take some consolation in Barb's remaining in the Big 10, we'll miss her groundedness, her undaunted vision and her generous sense of humor.

PILLAR I: An Institution of and for Our *Students*

At a time when many universities' institutional empathy was stretched to the breaking point, the University of Illinois System was intentional and present for our students, putting them at the center of all we do. That commitment was reflected in our nationally renowned, home-grown approach to COVID testing and tracking on our campuses; our efforts to build more inclusive and equitable campus communities; and our insistence on keeping a System education affordable.

We ramped up our hybrid teaching/learning model. Adaptations we undertook beginning in Spring 2020 were deployed in full force by Fall 2021, when our campuses each adopted a hybrid model, tailored to fit the needs of our campuses' settings and student cohorts. UIUC launched AnyWare, which provides optimized virtual access to over 100 software applications for students, whether they are working remotely from home, on campus or in the classroom. UIC distributed hundreds of laptops and mobile hotspots to students suddenly unable to access these resources when learning became remote.

Along with these direct learning supports to students, our universities found ways to help professors--not only in the System, but also throughout Illinois. UIUC's Illinois Remote (<https://remote.illinois.edu/>), offered faculty everything from online and blended instructional resources to advice on remote teaching strategies to an Online Teaching Academy, designed to support success in novel teaching modes. UIS, through its COLRS (Center for Online Learning, Research and Service) programming, served as a resource to all Illinois colleges as they transitioned to online instruction.

Though deployment of the SHIELD Illinois "test—target—tell" method that combines our home-grown saliva-based PCR test with a smart phone app that keeps track of testing compliance and offers GPS exposure and contact tracing capacities, we conducted more than 3 million high-accuracy tests. We kept our campuses open and functional and saw no serious student illnesses. In short, the System offered among the nation's safest environments in higher education throughout the pandemic.

We stepped forward for families in financial crisis. To help students facing increased need due to the pandemic, a \$36 million fund launched in Spring 2020, the Students FIRST Covid-19 Emergency Fund. Money from the first federal COVID-19 relief package was supplemented with contributions from the System, our three universities, and philanthropy. The System matched the federal funds with \$5 million of our own resources, including \$1 million from the President's Office, to spur donor support. The Students FIRST fund helped to defray tuition, housing, and other costs for undergraduate and graduate students experiencing unexpected shortfalls. An additional \$33 million was added from the second federal stimulus funds received by the university, to continue support for direct student grants.

We launched innovative student health and well-being initiatives. The intersecting crises of this unique year brought an increased awareness of the emotional and mental health needs of our students. In response, we've begun moving beyond the traditional "recognize and refer" approach—which essentially places responsibility almost entirely on our campus counseling centers—to a proactive, "recognize and relate" approach owned by all members of the campus community. A System-wide mental health planning committee was formed and hosted a virtual, inaugural Student Mental Health Symposium with over 400 faculty, staff, and students in attendance from the three universities and System offices. Plans are underway to implement student-led mental health campaigns and to host a second System-wide symposium in Fall 2021.

We also addressed other well-being touchpoints for our students and campus communities:

- A new System website on student mental health, hosted through the Vice President of Academic Affairs Office, included a page devoted to information about resources for students at all three of our universities.
- Our faculty, who are often the first people to encounter a student in distress, asked for help to better recognize signs of stress and to be open to more supportive conversations; with their feedback, we created a Faculty Tips communication brochure, distributed in February 2021.
- We invited music departments and groups across the System to create inspirational "Songs of Hope" music videos to provide encouragement as students, faculty, staff, alumni, and friends weather the COVID-19 pandemic.
- Our "Rising to the Challenge" Podcast on WILL kept listeners up to date on the System's pandemic efforts through interviews with System leadership, faculty, researchers, and students. To date, the webpages on WILL, where episodes can also be played, have been visited nearly 4,000 times. Additionally, the six episodes have been listened to on Apple/Spotify/Google. The podcast series is being promoted as part of the U of I System's statewide NPR podcast sponsorship ad package.

We launched a reimagining of public safety. All three universities adopted NAACP shared principles designed to foster and build trust between the campus police forces and their communities. Our efforts for each campus included forming a Police Liaison Board comprised of faculty, students, and staff that will review policy and procedures and provide advice on policing issues, training all officers in verbal de-escalation, purchasing a Use of Force Simulator for police training, and adding social workers or other mental health professionals to public safety operations.

We accelerated our efforts to become more inclusive and accessible. The pandemic did not disrupt our efforts to diversify our student body and accelerate social mobility throughout the state. Fall 2020 enrollment included 26% first generation, undergraduate students (15,429), an increase of 5.3% when compared to Fall 2019, and 32% underrepresented undergraduate groups (18,647), an increase of 3.7% when compared to Fall 2019 and up from 26% when I arrived. When compared to Fall 2019, there was a 6.1% increase in total enrollments at all levels for underrepresented groups. Our annual Salute to Illinois Scholars and Salute to Academic Achievement events, both of which were presented virtually this year, had exceptional turnouts - more than 420 students for Salute to Illinois Scholars and more than 450 prospective students for Salute to Academic Achievement.

We won the trust of even more families. In a year when the college decision process became even more fraught and complicated, we were heartened that a growing number of families choose us. As many other institutions struggled with testing and quarantining, families saw media reports heralding our campuses as being among the safest in the nation—and the role that student trust and participation played in that success. We saw a growing awareness of the time and energy the System devotes to affordability, inclusion, and student support and success. We announced our sixth tuition freeze in seven years, which means a member of the Class of 2024 will have paid virtually the same tuition as one who entered in Fall 2015.

FY21 saw enrollment across our universities go up while many institutions saw a decline. For the first time ever, we crested the 90K mark, with a total enrollment in Fall 2020 of 90,343: 52,679 at UIUC; 33,518 at UIC; and 4,146 at UIS. We are on track to meet our ambitious student enrollment goal of 93,646 by Fall 2021—a 15% increase over the past five years.

II. Research and Scholarship with Global Impact

The biggest crises to hit American higher education could not derail the System’s research activity and funding. In fact, we proved unstoppable. We not only maintained our powerhouse baseline research endeavor—which tops \$1 billion a year—we also launched the SHIELD family of programs, an entirely new body of applied research in the battle against COVID. Most important, we made huge strides in pursuing our vision for a new kind of innovation ecosystem: committed to diversity, open-source thinking and lifting all of society.

We created an ever more powerful SHIELD. This game-changing translational research enterprise emerged from the multi-disciplinary UIUC research team that came together to develop a reliable, non-invasive, rapid, and affordable saliva-based PCR test. The test was quickly deployed in Urbana in the summer of 2020, and shortly thereafter at Chicago and Springfield. Coupled with adaptation of an app that evolved quickly into the “Safer Illinois” app, we were able to incorporate contact notification and tracing into our umbrella approach and maintain safe operations throughout the academic year.

It wasn’t long before other higher ed institutions, K-12 schools, and companies wanted to benefit from our breakthroughs. So, we established *two* organizations: SHIELD Illinois and a new URO, the 501(c)(3) company SHIELD T3, to deploy our technology suite to entities both inside the state of Illinois and beyond its borders. One critical piece of making this wide-spread deployment possible was securing an Emergency Use Authorization (EUA) from the FDA. While commercial entities have whole divisions, whose only purpose is to apply for and secure such approvals, this was the first time the University of Illinois System had ever needed to pursue such a regulatory effort. The push to secure the EUA was led by our then-brand new VPEDI, Jay Walsh, who’d barely been hired when the pandemic struck; he pushed, prodded and pulled us across the finish line—the EUA was awarded on April 2, 2021.

Through close partnership with the state, SHIELD Illinois brought our saliva-based test to all the public universities in Illinois, as well as many K-12 school systems, community colleges, and numerous communities and companies. Shield CU, for example, expanded the testing first deployed in Urbana to the broader community of Champaign-Urbana. Most recently, we announced that the System will begin

providing our innovative saliva-based test to select K-12 Chicago schools through funding from the Chicago Department of Public Health (CDPH): \$20 million in funding from CDPH will go to the SHIELD Illinois unit, which will provide testing at select schools located in high COVID Community Vulnerability Index (CCVI) communities, as designated by CDPH. The testing program will also be available to pre-kindergarten students. Shield Illinois also helped the Illinois legislature and the federal courts in Chicago maintain operations by providing regular saliva tests at their premises.

The establishment of SHIELD T3 could merit its own lengthy report; in summary, we realized we had a product with broad societal impact in the fight against COVID and rolled it out broadly, and in record time. SHIELD T3 has spread the suite of SHIELD technologies to universities, school systems, companies, and communities across America, including six states and the District of Columbia; its reach also extended to the Philippines and New Zealand. To date, Shield T3 has more than one million tests.

We maintained momentum for DPI/IIN. These initiatives, well under way before the arrival of the pandemic, were undiminished by the many challenges we've navigated this year. Bill Jackson, Interim Executive Director of DPI since January 2020, has been teaming up with Jay Walsh to make great strides this year toward the goals we set for ourselves. A BCG study released in 2019 noted that DPI/IIN can be expected to provide transformative economic benefits to the State of Illinois: this includes generating \$19 billion in economic activity through research and innovation programming, with more than \$4.5 billion generated annually by 2029. Also fueling DPI's FY21 momentum: we established or built out significant relationships with Google, Accenture, OSF and other important partners.

One notable highlight for DPI this year was the launch of the Pritzker Tech Talent Lab, founded with a \$10 million gift to the System by the Pritzker Foundation. The Lab will develop a statewide pool of inclusive and diverse tech talent through technology-focused teacher training and skills development; high school and community college programs in computer and data science; immersive learning experiences for undergraduate and graduate students; and workforce development.

Through IIN's growing system of university-community-industry based hubs, we are unlocking the value and innovative spirit of the state's smaller metropolitan and rural areas. This year, IIN launched four working committees to help build out its vision and establish specific agendas for education and workforce development, entrepreneurship and corporate engagement, public policy, and research and collaboration.

We maintained and built upon our powerhouse research endeavors. Our two R1 institutions, UIUC and UIC, continued their strong upward trajectory in research as the system again topped the \$1 billion mark in research expenditures. UIUC's expenditures exceeded \$689 million, while UIC's topped \$412 million, crossing the \$400 million mark for the first time. UIUC remains the No. 1 recipient of NSF grants in the nation, with \$141.5 million in total awards for FY20. Not yet reflected in these FY20 numbers is UIUC's \$200 million, 10-year partnership with IBM, announced in May 2021.

We continued to attract world-class faculty. The Distinguished Faculty Hiring Program, which combines a System commitment with matching funds from the recruiting university, continued its successful run of attracting faculty who are engaged in cutting-edge scholarship and experts in areas of high or emerging student demand. In FY21, new faculty arrived from institutions that include Duke,

Harvard, the University of Washington, and UT Austin. This program has successfully recruited a total of 24 established and distinguished faculty since its inception.

The Assistance in Recruiting Underrepresented Minority (URM) Faculty Program, our special initiative to recruit more underrepresented early-career faculty, was also successful. In FY21, there were 20 approved requests, and we plan to double the funding awards for this program effective August 15, 2021. The program provides research funding for three years and the increase in funding will increase support from \$30 thousand over three years to \$60 thousand in the same timeframe.

III. A Healthy Future for Illinois and the Midwest

The pandemic underscored the need for greater civic resilience--and an economic recovery that is widely shared. By linking the collective assets of the University of Illinois System to institutions and organizations in the state and beyond, we made strides in narrowing health and education disparities and improving economic prospects throughout the state. Our goal: to make Illinois a magnet for national and international investment and talent; a place our graduates will want to remain (or return to); and a leader in expanding the economic and intellectual capacities of the entire Great Lakes region.

We strengthened connections to our legislators. Over the last year we conducted over 30 virtual meetings with members of the Illinois senate and house, and 24 virtual meetings with members of the Illinois federal delegation, including Senators Durbin and Duckworth and numerous members of the House of Representatives. These well-received meetings featured students and alums who spoke passionately about what the University of Illinois means to them, and encouraged our elected representatives to continue advocating for both the System and higher education in general.

We revitalized the Institute for Government and Public Affairs. IGPA has been re-envisioned over the last few years to ensure that as a system-level institute, it includes a greater number of world-class faculty from the three universities and that their research is more strongly connected to policymakers and thought leaders across the state. Its value was profoundly demonstrated during this challenging year when it convened more than four dozen interdisciplinary faculty experts from all three universities to assess COVID-19's effects on the state. Each group collaborated on a series of economic modeling activities, data analyses and syntheses of impact, producing numerous reports on a wide variety of topics--including assessing the impact of the pandemic on the state's revenues and exploring the pandemic's impact on everything from healthcare workers to childcare and housing impacts.

We pursued grand challenges. DPI built out 9 research and development science teams comprised of faculty from all three of our universities, business leaders, laboratories, and other industry partners. These teams include: I-Brain, which is building an AI-powered human brain tissue repository to support new treatments and improve clinical care; WISDOM, which is using artificial intelligence technologies to identify patterns and insights that will improve patient outcomes, especially cancer patients from underserved populations; and Wastewater Epidemiology, which is creating a non-invasive, cost-effective way to examine community spread of COVID-19 through wastewater sampling.

We began designing DPI's new home. Building on last year's state reappropriation of \$500 million in capital funding for DPI/IIN, an architectural design team was selected for the DPI building in Chicago's South Loop. We're also engaging a diverse group of thought leaders to ensure DPI's physical location equals our vision. This new President's Advisory Council, composed of representatives from higher education, public policy think tanks, industry, and other sectors, will also provide us with fresh, big-picture perspectives on the post-pandemic prospects for our System and higher ed in general.

We created new addresses for innovation in Springfield and Peoria. The new UIS Innovation Center, housed in an existing building in downtown Springfield, focuses on business incubation and acceleration, social innovation, and maker space activities. The Peoria Innovation Hub, now re-named Distillery Labs (a nod to the city's history as a leader in whiskey distilling), is similarly making new use of existing space in Peoria's downtown. This hub focuses on smart city-smart mobility; agriculture, food, and farming systems; and health and wellness innovation.

We kicked off efforts to diversify the state's innovation ecosystem. Drawing on the resources of DPI and IIN, we're building a more diverse talent pipeline for all of Illinois. We created teacher (K-12) training in computer science and coding across the state; launched Digital Scholars (for high schoolers) and the Student Immersion Program (consisting of undergrad and grad internships) to increase participation in workforce development; and created a program to help industry leaders build diverse organizations.

We joined forces with institutions throughout the Great Lakes. The System joined with the University of Toronto and the Council of the Great Lakes Region to launch the Great Lakes Higher Education Consortium (GLHEC) this year. Other members include the University of Michigan, the University of Wisconsin, McGill University, and Queens University. In the coming months, GLHEC members will engage in cross-border collaborations and partner with companies and government to promote sustainability, build a pipeline of talent and innovation, and improve the region's long-term competitiveness.

We were at the vanguard of COVID response efforts. UI Health is the state's largest public healthcare provider and a safety net for care of all kinds. When COVID-19 emerged, UI Health revamped its clinical programming, provided guidance to policy and advocacy experts, conducted clinical trials for vaccines and treatments, and established community testing and vaccination sites. UI Health exemplified everything we could hope to be as the Public's University.

Our researchers participated in a variety of clinical trials studying the efficacy of both the Moderna and Johnson & Johnson vaccines, as well as treatment-focused clinical trials of new drugs and several repurposed medications. Other studies examined the use of monoclonal antibodies, antithrombotics, and newly designed PLPro inhibitors (like the XR8-24 antiviral compound), to name a few.

Our hospital and clinics started administering vaccine to healthcare workers on December 18, and quickly expanded vaccine distribution (based upon CDPH, IDPH and CDC eligibility guidelines) to patients and members of the UIC community on Feb. 1. The UI Health mass vaccination site at the Credit

Union 1 Arena had an initial capacity of 1,000 individuals each day; community vaccination efforts expanded to our Mile Square Health Center, which is part of the Federally Qualified Health Centers network. While many state vaccination sites struggled to find staff, UI Health’s vaccination sites at Credit Union 1 Arena and Mile Square Health Center drew on hundreds of faculty and students volunteers from across the health enterprise, including the Colleges of Nursing, Pharmacy, Medicine and Dentistry. The *Chicago Tribune* quoted fourth-year dental student Inesa Tshagharyan as she began her second volunteer shift at the Credit Union 1 Arena: “It’s time to give back to the community and time to go back to normal. Since we can do it, why not? Why not help the process speed up?”¹

By mid-June, more than 70% of adults in Illinois had been vaccinated, making the state the first in the Midwest to reach President Biden’s goal. It is enormously gratifying to know the System played a critical role in helping Illinois reach this public health milestone.

We partnered on tackling health disparities in marginalized communities and populations. The COVID-19 pandemic threw into sharp relief the systemic health disparities in neighborhoods on Chicago’s South and West Sides. UI Health shared expertise from across its seven health sciences colleges and collaborated with health care and social service providers and community-based organizations to build local capacity. Three of the many examples:

- The UIC School of Public Health’s Community Outreach Intervention Projects (COIP), with funding from AbbVie, promoted prevention and risk mitigation strategies in the high-risk neighborhoods of Austin, Uptown, and West Englewood.
- In partnership with Black Girls Break Bread and other organizations, the UIC Center for Excellence in Maternal and Child Health created the Masks for MOMS program, which ensured expectant mothers had access to reusable cloth face masks for their prenatal visits and when they arrived at hospitals for delivery. Homemade masks were donated from around the country and distributed by SPH faculty and students to 40 community health centers, hospitals, and outreach events. This initiative has evolved into collecting donations of childcare supplies for at-risk families.
- Several UI Health physicians joined the Unsheltered Chicago Coalition and led efforts to prevent or mitigate COVID-19 in the city’s homeless shelters. Dr. Evelyn Figueroa, professor of clinical family medicine, created a response team for the Pacific Garden Mission – Chicago’s largest homeless shelter – that provided over 200 individuals with infirmary-level care. Dr. Stockton Mayer, an infectious disease specialist, and Dr. Richard Novak, UIC infectious disease chief, helped guide the development of testing in Westside crisis shelters.

¹“In 22 minutes, everything was full”: Thousands of Chicagoans receive COVID-19 vaccine at UIC arena as dentistry, nursing and medical students pitch in,” <https://www.chicagotribune.com/coronavirus/vaccine/ct-covid-19-vaccine-site-university-of-illinois-chicago-20210218-vpvha24q2bcxmkxxyjii5fu-story.html> (published February 18, 2021; accessed June 18, 2021)

IV. Tomorrow's University Today

Given our incredible institutional momentum prior to the pandemic, and our mandate to be the Public's University, the University of Illinois System was determined not to hunker down and wait for "better times" to return. As always, we knew it was our responsibility to will the future into being. With an unwavering sense of responsibility to all our stakeholders, and a willingness to test our capabilities and take calculated risks, we managed not only to protect and advance our core missions but also to leap ahead in ways that exceeded even our expectations.

One important recognition of our ability to deliver on our vision during uncertain times: S&P Global Ratings recently upgraded the System's bond rating by two levels. In reporting this upgrade, S&P noted our resilient balance sheet independent of state help, demonstrable increases in net tuition revenue, research funding, fundraising over the past three years, as well as the fact that the system consistently generated growth which S&P believes will continue. The increased rating alone will save us millions.

We forged an even stronger partnership with the state. Successful advocacy efforts led to historic levels of state capital support, ongoing releases of capital funding, and two straight years of consistent state funding for operations in the COVID years, despite state budgetary challenges. We also continued to press for procurement reforms in state statutes and have introduced legislation that will enable higher levels of diversity supplier participation.

We protected our institutional relationships. We decided very early in the pandemic crisis that we wanted, if possible, to minimize employment impacts. While we had to defer a salary program this fiscal year, there were no layoffs and no furloughs. Force reductions occurred exclusively through incentivized early retirement programs at our universities, tailored to best fit the needs and challenges of each campus.

Business functions were executed at 100% --virtually without a blip--even though a majority of our operations became remote practically overnight and have continued in that mode for nearly 15 months. All our vendors were paid on time. All other financial obligations have been fully met, when due. The System maintained positive operating results despite the financial impact of the pandemic --and we ultimately strengthened our balance sheet.

We welcomed new talent to System leadership. Adrienne Nazon joined us in May from Ohio State as the inaugural Vice President for Communications and External Relations. Adrienne is a distinguished leader in higher education with a strong marketing background. Avijit Ghosh was promoted to interim EVP, succeeding Barb Wilson, and Paul Ellinger has joined us from UIUC as interim CFO.

We continue to improve accountability. We initiated a new System operational dashboard. For transparent, comprehensive, and automated data display, down to the college/unit level.

We launched a new round of support for System-wide Arts and the Humanities. The \$2 million initiative recognized that during times of upheaval, the arts and the humanities help nurture the human spirit by offering inspirational new experiences, renewed connection to records of the past, and frameworks for valuing difference and cultivating informed debate.

We aggressively pursued capital improvements and more effective implementation. After almost 10 years of very minimal or no capital funding, the release in FY20 of more than \$1 billion in capital funds by the State (including the \$500 million for DPI/IIN projects) spurred enormous progress in FY21 of our long-range capital program throughout the pandemic: In FY20 we delivered more than \$325 million of capital projects on all three university campuses, including complex, P3 projects, which to expand and renovate teaching, research and other facilities, as well as address accumulated deferred maintenance projects at the system's three campuses.

Overall, more than \$577 million of capital projects were completed during the last two years (7/1/2019 to 6/1/2021). An additional \$1.12 billion in projects were initiated during the same period and are currently in design or under construction. In FY20 alone, the university system spent a record \$325 million on capital projects.

During this period, the System also introduced a variety of improvements to ensure timely delivery of projects, adherence to budgets and overall quality improvement. With the Board's support the System began a process of capital project audits and engaged an external firm to conduct regular audits of all construction projects. Concurrently we advocated strongly and continue to advocate with the State to allow for design build and single prime delivery methods, which would reduce costs and speed up the delivery of projects. Public-Private-Partnerships (P3), utilized in a selective manner for large projects, helped us gain efficiencies, leverage construction management expertise, and reduce construction risk.

We saw donors champion our vision. As of May 16, 2021--and a year ahead of schedule--we have surpassed the historic \$3.1 billion "Altogether Extraordinary" system-wide fundraising goal. While we expected total new philanthropic gifts and commitments to be lower this fiscal year than in FY20, and had set our goals accordingly, new gifts for FY21 are already above the \$380 million level. It is very possible that we will top \$400 million for the fourth straight year, establishing a whole new fundraising baseline. The university endowment grew to over \$3.4 billion, increasing by more than \$1.2 billion during my tenure.

Among the several significant eight-figure gifts and pledges this year: MacKenzie Scott's \$40 million unrestricted gift to UIC, the single largest gift from an individual in its history; the Pritzker Foundation's grant of \$10 million establishing the Pritzker Tech Talent Lab at DPI; Richard and Leslie Frank's gift of \$7.5 million to renovate Richmond Studio and establish the Richard and Leslie Frank Center for Leadership and Innovation in Media at the UIUC College of Media; and Kimball and Karen Anderson's gift of \$5 million to establish the Kimball R. and Karen Gatsis Anderson Center for Advocacy and Professionalism at the UIUC College of Law.

The university also successfully implemented a significant ESG (Environmental, Societal, Governance) focus in its US public market investments this year. As part of the Financial Stewardship for Responsible Investing program, the University System endowment served as the seed investor of the first-ever fund using BlackRock's proprietary environmental, social and governance factors driven by financial materiality. The initial \$160 million investment (April 2020) has grown to \$246 million, returning 44% on an annualized basis and outperforming its benchmark (Russell 3000).

We continued to achieve excellence by many measures. In the 2021 QS World University Rankings, UIUC ranked sixth among U.S. publics and UIC was 11th. In the 2021 Wall Street Journal/Times Higher Education rankings, UIUC was seventh among U.S. publics and UIC ranked 22nd. UIC also ranked as a top 10 best value in the WSJ/THE rankings for the third straight year, and UIUC ranked 48th in the WSJ/THE rankings of global universities. In the 2021 U.S. News & World Report rankings, UIUC ranked as the 15th-best public university in the nation and UIC jumped eight spots to 52nd, while UIS ranked as the best regional public university in Illinois, and the fourth best in all of the Midwest.

Individual program rankings were equally impressive. In the 2022 *U.S. News & World Report* “Best Graduate Schools” rankings, the three universities within the University of Illinois System have more than 140 total ranked programs, 50 of which are top-25 programs. UIUC has more than 30 top-25 programs, including the iSchool’s ranking of the No. 1 library and information studies program in the nation—a distinction it has held every year since 1996. UIC has more than 20 top-25 programs, including the No. 5 Public Affairs Urban Policy program and the No. 6 College of Nursing DNP Administration program. UIS’s master’s degree in public administration was ranked among the top 25% of best programs in the United States.

CONCLUSION

In FY21, the University of Illinois System kept students safe and on their educational paths; grew our research enterprise; and served as a valued partner for our communities and our state. As UIC chancellor Michael Amiridis put it so eloquently, “In the end, we want to be known for having taken care of our people.”

This is the power of alignment and trust in action—of being *Altogether Extraordinary*. During a time of unprecedented pressures, we reaped the rewards of a common work ethic and broadly shared vision; we provided leadership on a local, state, national, and global scale.

I’ll end on a personal note: I am proud and humbled to lead this extraordinary institution, filled with brilliant, resilient, courageous people who worked so hard and so well, together. I look forward to fiscal year 2022 with optimism and eagerness. More than ever, I am convinced that the University of Illinois System has the capacity to shape the long-term agenda for the future of the state of Illinois—and become the preeminent model for the nation’s public university systems.

APPENDIX I: CAPTIAL PROJECTS

Some of the major projects completed between 7/1/2019 and 6/30.2021, major current projects, and future projects currently in the planning stage.

Projects Completed

- UIUC – Campus Instructional Facility
 - \$80M Project, P3 Delivery
- UIUC – Feed Technology Center
 - \$20M Project; P3 Delivery
- UIUC – Illinois Street Dining Facility
 - \$73M Project
- UIC – Engineering Innovation Building
 - \$43M Project
- UIC – Dentistry Building Modernization
 - \$21M Project
- UIC – Research Lab and Surgical Simulation
 - \$24M Project
- UIUC – Football Performance Center
 - \$79M Project

Projects in Design and Construction

- UIUC – Altgeld Hall Renovation and Illini Hall Replacement
 - \$192M Project, \$140M in State Funds; Nearing Design Completion
- UIC – Outpatient Surgery Center
 - \$195M Project; In Construction; P3 Project
- UIC – Computer Design Research and Learning Center
 - \$117.8M Project, \$98M in State Funds; Construction to Commence Summer 2021
- UIC – Innovation Center Expansion
 - \$10M Project (\$4.4M in State Funds); Architect Selection Process underway
- UIS – Library Learning Student Success Center
 - \$35M Project (all State Funds); Nearing Design Completion
- Discovery Partners Institute
 - \$250M Project, \$235M in State Funds; Architect Selected
- UIUC – Illinois Street Residence Hall Renovation
 - \$67M Project; Estimated Completion in Summer 2021
- UIUC – Central Campus Parking Structures Renovation
 - \$21M Project Under Construction
- UIUC – Ubben Basketball Complex Expansion
 - \$39M Project Under Construction

Projects in Planning Stage

- UIUC –NCSA & Siebel Center Expansion
 - \$87M Project; \$70M in State Funds
- UIC – Drug Discovery and Cancer Center
 - \$166M Project; \$85M in State Funds
- UIUC – Illinois Extension Community Connection Center
 - \$40M Project; Gift Funded

- UIS – Capital Innovation Center
 - \$15M Project; All State Funds
- UIUC – South Campus Instructional Facilities
 - \$70M Project; Potential P3 Project

APPENDIX II: CHRONICLE OF HIGHER EDUCATION AD



UNIVERSITY OF ILLINOIS SYSTEM
Altogether Extraordinary™

ATTRACTING WORLD-CLASS
TALENT.
CREATING INFINITE
POTENTIAL.

As the University of Illinois System continues to adapt and evolve to meet the needs of our ever-changing world, we seek the best and brightest minds for our three universities—experts from across the country to radically rethink the future of healthcare, research, and innovation. We proudly welcome the inaugural tenured faculty members of the *President's Distinguished Faculty Recruitment Program* to join us in making extraordinary impact on the state and beyond.

LEARN MORE AT GO.UILLINOIS.EDU/NEWTALENT

 <p>EBEN ALSBERG Bioengineering U of I at Chicago From Case Western</p>	 <p>NANCY AMATO Computer Science U of I at Urbana-Champaign From Texas A&M</p>	 <p>MARK ANASTASIO Bioengineering U of I at Urbana-Champaign From Wash U, St. Louis</p>	 <p>QING CAO Materials Science & Engineering U of I at Urbana-Champaign From IBM Thomas J. Watson</p>	 <p>ARDITH ZWYGHUIZEN DOORENBOS Behavioral Health Science U of I at Chicago From U. of Washington</p>	 <p>IDO GOLDING Physics U of I at Urbana-Champaign From Baylor</p>	 <p>MELISSA GRAEBNER Business Administration U of I at Urbana-Champaign From UT Austin</p>
 <p>AXEL HOFFMANN Materials Science & Engineering U of I at Urbana-Champaign From Argonne Nat. Lab.</p>	 <p>RODNEY HOPSON Educational Psychology U of I at Urbana-Champaign From George Mason U.</p>	 <p>KENNETH KRIZ Public Administration U of I at Springfield From Wichita State</p>	 <p>LIVIU MIRICA Chemistry U of I at Urbana-Champaign From Wash U, St. Louis</p>	 <p>UWE RUDOLPH Comparative Biosciences U of I at Urbana-Champaign From Harvard</p>	 <p>DAVID SEPKOSKI History U of I at Urbana-Champaign From Max Planck Institute</p>	 <p>JOHN STEWART IV Surgical Oncology U of I at Chicago From Duke</p>

APPENDIX III: PROFESSIONAL ENGAGEMENT ACTIVITY

A sampling of professional activities for FY21:

- Continuing membership in the National Academy of Engineering (NAE), including participation in their Membership Policy Committee meetings in February 2021. NAE is a private, non-profit society of distinguished scholars.
- Continuing membership on the American Council of Education's (ACE) Board of Directors and participation in online Board sessions.
- Continuing participation in the Association of Public and Land-Grant Universities (APLU) Council of Presidents.
- Continuing service as a trustee on the Board of Trustees for the National University of Singapore, including involvement with their strategic planning for the next decade. This remains an honorary service role.
- Inaugural membership in the International Universities Climate Alliance, established by the University of New South Wales (UNSW) Sydney. The Climate Alliance will help communicate research insights on the most effective means to meet the unprecedented global challenge of climate change and is comprised of a network of over 40 of the world's top universities.
- Presented at the American Geophysical Union (AGU) Fall meeting in December 2020.
- Continuing service as a member of the Council on Competitiveness Board and service as a commissioner on their National Commission on Innovation and Competitiveness Frontiers.
- Continuing membership in the Global Federation of Competitive Councils (GFCC) and participation in their University Leadership Forum.

In addition to engagement with formal organizations, I continue to seek the wisdom and guidance of my colleagues and predecessors and hosted several Zoom gatherings with Emeritus Presidents Joe White and Robert Easter, as well as members of the Board of Trustees, among others.