



FY22 Accomplishments Report **President Timothy L. Killeen**

1. Summary

Thank you for the opportunity to share with you some of the achievements of FY2022—my seventh year of serving as the president of the University of Illinois System. I have never been prouder of this enterprise as we live out the land-grant mission in a manner that is *altogether extraordinary*. This document highlights a selection of salient achievements of the year.

In FY2022 we continued to make significant progress in advancing our mission while transitioning through the second year of the pandemic. This advancement is rooted in the deep and broad *alignment* among the board, administrative and academic leadership, and the state. As the Board chair has eloquently noted on many occasions this alignment is the foundation of excellence and good governance and one that distinguishes us from many other systems. Equally important is the acceptance and adherence to our guiding principles and public-service mission by the university community at large.

The scope of responsibility and service for the president is broad, focused on enhancing the system's mission and its continued excellence. Thus, the variety of activities engaged in by the president is wide ranging. Rather than attempting to be comprehensive, I have organized this year's report around two broad sections. The first discusses three activities that were especially relevant in FY2022—leadership transitions, state and governmental relations and DPI/IIN progress. The second part of the report focuses on other major accomplishments of the year which are organized around the four strategic pillars of the Board's adopted Strategic Framework (2016) which continues to be our guiding document.

I am pleased to report that we continue to make excellent progress on all fronts, including: historical high enrollments; record funding levels for research and scholarship; tremendous growth in state funding; pioneering research and innovation capabilities; major new facilities (both academic and auxiliary); continued commitment to student affordability and access; diversity and inclusion; instructional modality (hybrid) developments; as well as philanthropy, which is a good proxy for public trust and confidence. Our recent Economic Impact study indicates an annual contribution of \$19B to the State's economy - up significantly since 2017, the time of the prior study. I am also pleased to note the continued very strong (and rising!) rankings and reputation for our three universities.

Summary of Salient Activities for FY2022

Leadership Transitions

As president, one of my primary responsibilities is to ensure that high-quality leaders with passion, experience, and expertise lead each of our three universities, as well as the system offices. This was a year of considerable change after several consecutive years of notably stable leadership. Recruiting new talent to these positions and ensuring smooth leadership transitions has been a major focus for me this year.

After a successful national search, with a strong diverse pool of candidates from across the country, we appointed Dr. Janet Gooch as UIS chancellor on July 1, 2022. Janet, who served as the executive vice president for academic affairs and provost at Truman State University, replaced retiring interim UIS chancellor Karen Whitney. Chancellor Gooch will also serve as the Vice President of the University of Illinois System. Janet has gained the confidence of both the internal and external UIS communities already and is functioning extremely well in her important role, with positive outcomes of note for both philanthropy and enrollment at UIS. She recently celebrated a 6.4% enrollment growth in the new academic year, and the completion of the successful UIS philanthropic campaign *Reaching Stellar*, that has raised approximately \$42.5M in gifts (more than double the prior campaign).

In July I also appointed Javier Reyes as the Interim Chancellor for UIC following the (entirely graceful) departure of Michael Amiridis to become the President of the University of South Columbia after a very successful 7-year chancellorship. Javier was selected for the interim role following extensive consultations with stakeholders, including the faculty senate. Reyes had been serving as the UIC provost since 2021 and he has now appointed Karen Colley as interim provost following consultation with me. Earlier in the year I also appointed a 22-member committee to conduct the search for the permanent UIC chancellor. That search is progressing well. A large group of extremely talented, diverse, and experienced candidates have applied, and I expect to provide the Board with a short-list of final candidates in the very near future.

As you are also aware, on July 1, 2021, I appointed Avijit Ghosh as interim executive vice president and vice president for academic affairs in the wake of Barb Wilson's acceptance of the presidency of the University of Iowa. Avijit agreed to delay his retirement as we undertook a search for a permanent leadership. A search committee appointed for this purpose has now recommended a shortlist of finalists for this position and I expect to discuss my recommendation with the Board at the September meeting.

I confess to a sense of pride that state flagship universities in states such as Iowa, Wyoming, and South Carolina have been looking to us for talented academic leaders - even though it is always bittersweet when a cherished colleague leaves to take on additional responsibilities elsewhere.

State and Governmental Relations

As has been true throughout my tenure, state and federal relations continues to be a major focus for me. Our efforts paid a significant dividend this year with a (historic) 5 percent increase in state operating appropriations for FY23 along with a retroactive 5 percent increase for FY22. These actions reverse the trend of declining or stagnant funding that characterized much of the previous several decades. Although no new capital funding was allocated for FY2023 we continue to see a robust flow of capital funds from the historic capital bill passed two years ago.

We are also starting to see results from our persistent advocacy for legislative reforms. This year the legislature adopted some of the changes to the procurement legislation that we had proposed in order to make it easier for universities to expand minority vendor participation. Progress was also made in rationalizing the capital delivery process. We plan to continue our advocacy for further needed reforms in this area and have already started bill drafting work.

Our partnership with the state and important state agencies have continued to grow in scope and impact. The continued relationship between IDPH and *Shield Illinois* to provide COVID testing to public universities and K-12 schools around the state is a prime example of successful partnership between the university system and the state. At the state's request, *Shield Illinois* will continue to provide tests to K-12 schools across the state during the coming school year. *Shield Illinois* served over 1,700 K-12 schools in 2021. DPI is also working with IDPH on an innovative program to conduct wastewater monitoring for COVID-19 variants in 86 locations across the state that provide early warning signs of new variants. The Institute for Government and Public Affairs (IGPA) has created a collective of over 40 faculty experts from multiple disciplines who engage in research that inform and assist state and national policy makers. These are just some of the many examples of how the university continues to partner with the State for the benefit of its citizens.

For a second year in a row, I am planning a comprehensive State Tour for the System leadership to visit many locations within Illinois, including legislative offices, headquarters of companies, academic institutions, and alumni groups. As was the case last year, I will be accompanied by Chancellors, administrators and faculty and I will report back to the Board on findings and opportunities. I strongly believe that such outreach helps the University build trust-laden partnerships with both the public and key stakeholders. Examples of exciting new relationships built this way in 2021 include expanded partnerships with Rivian, John Deere, Continental Tire, and cities such as Moline, Peoria, Rockford, and Cairo. Visits in 2021 also included all 4-year public higher education universities, several community colleges, as well as high schools and non-profit agencies across the state. Both our Extension Service offices and the Illinois Innovation Network (IIN) hubs figured prominently in the tour. I estimate covering approximately 1,500 miles for the 2021 UofI System State Tour, which was billed as a listening and learning effort. The next (2022) tour will focus on building enhanced partnerships.

DPI & IIN Progress

The *Discovery Partners Institute* (DPI) and the *Illinois Innovation Network* (IIN), created by the University of Illinois System continue to represent major strategic foci. Both reached positive critical points in their development in FY2022, building the foundations of an inclusive innovation ecosystem to spur economic development in Illinois and create new opportunities to benefit all citizens.

DPI is already training more than 300 students annually—ranging from 14 to 60 years in age—for jobs in the tech industry. With \$10 million in funding from the Pritzker Foundation, DPI’s Pritzker Tech Talent Labs are launching new opportunities by the month, exposing high school students to college-level computer science courses, and placing computer science apprentices at Fortune 500 companies.

The 22 DPI science teams, populated by multi-disciplinary faculty from our three universities and external partners, have secured multiple grants worth over \$10 million for groundbreaking research in such areas as agriculture, health and wellness, transportation and infrastructure, information technology, and water and climate. Multiple organizations and institutions from across the State, the Midwest, and the world have formed exciting partnerships with DPI. A recently announced leading-edge partnership with Argonne, for example, involves a large (\$18M) grant to study climate change in Illinois with high-end modeling and impact assessments. Another partnership with Cook County and P33 involves a recently announced \$18.5M federal grant as part of the regional “Good Jobs Challenge”.

Progress continues to be made in the design development for DPI’s new facility to be located in downtown Chicago at the “78.” Concurrently, we obtained commitments from the city to improve transportation and utility infrastructure for the 30-acre innovation hub to be built on the site. New roads have been constructed and a new CTA station will be forthcoming with funding from the city. We continue to closely work with the city as well as the Capital Development Board to ensure that the building is completed by the end of 2025. When occupied, this iconic facility will usher in a new era in the development of the South Loop of Chicago and make Chicago, even more significantly, the innovation hub for the Midwest.

The *Illinois Innovation Network* now has a well-established governance structure with the formation of the IIN Council comprised of representatives from the 15 hubs. The Council has created a strategic plan rooted in equity to govern its policies, practices, and programs. It has also established an Advisory Council chaired by Lt. Governor Juliana Stratton. The IIN hubs are now strategically aligning to the Illinois Department of Commerce and Economic Opportunity’s economic development regions to facilitate coordination and collaboration across initiatives.

Some highlights of the various IIN hubs and committees include:

1. The IIN was awarded a \$2.3M contract to develop a statewide curriculum, create state funding opportunities, and inform program development at the Illinois Department of Commerce and Economic Opportunity to implement the recently passed Clean Energy Jobs Act.

2. In the National Telecommunications Information Administration Connecting Minority Communities Competition, IIN, working with the Chicago State University, Northeastern Illinois University and UIC submitted a \$3.9M application to establish a household, multi-generational focused digital community navigator program in Chicago's 33 lowest income communities. The IIN provides technical assistance, expertise, and research for its development and delivery of broadband programs statewide and through the Illinois Broadband Lab.
3. IIN is leading a coalition of organizations including USDA and other federal agencies to support revitalization efforts at Cairo, Illinois'

Engagement with External Stakeholders

As the principal ambassador for the University of Illinois System I continue to maintain a very active schedule of external speaking engagements at local, national and international venues. This past year I delivered more than 90 speeches and addresses in a variety of settings ranging from the Rotary Club and Kiwanis Club to international scientific organizations, and, of course, House and Senate Committees.

Being available to the local and national media is another responsibility I also take very seriously. In the past years I was interviewed by more than a dozen shows on such outlets as WTTW-TV in Chicago, the national public radio talk show "Here and Now," the local NPR talk show "The 21st," WBBM radio in Chicago, Chicago Magazine, and other local outlets throughout the state.

I hold a number of leadership roles in professional organizations. Some of these roles include:

- Continuing member of the National Academy of Engineering (NAE) and a member of the organization's Membership Policy Committee.
- 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 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.
- 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.

- Continuing service 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.

Continued Focus on Students, Enrollment and Affordability

Robust Enrollment by Maintaining Affordability.

Our overall enrollment has grown by over 13,000 students (+16%) in the last 5 years, including an increase of 4,700 undergraduates (+8.6%) and more than 8,500 graduate and professional students (+32%). We achieved an all-time high enrollment of 94,750 in fall 2021, following 9 consecutive years of all-time high enrollment. The number of Pell students has also increased, growing to over 20,800 Pell students in FY21, up more than 3,000 (+17%) in the past 5 years.

Maintaining affordability has been a major factor underlying the enrollment growth. In 6 of the last 8 years, we froze tuition for resident undergraduate students, representing an increase of only 3.6% (2.5% at UIS) during this period - even when inflation has increased by over 27%. Institutional financial aid for Illinois resident undergraduates grew by more \$70M during the same time, an increase of 37%. We advocated at the state and federal levels for increased funding for both MAP and Pell Grant programs. Additional funding for both these programs were approved for next year. This will make public higher education more affordable for students and limit the financial burden on families.

Enhancing Diversity and Inclusiveness of our Universities. We continue to make major strides to build campus communities that mirror, explore and celebrate the vast range of human experience. System-wide total enrollment of underrepresented students has grown 35.7% over the past five years (from 18,586 to 25,215, an increase of 6,629 students). System-wide, 32% of all undergraduate students are from underrepresented backgrounds. In the Wall Street Journal/Times Higher Education College Rankings, UIC ranks highest in the Midwest for the diversity of its students and faculty.

Access 2020

To further enhance our progress, we launched the *Access 2030* initiative, which focuses on accelerating the recruitment, retention, and graduation of underrepresented students from Illinois. The overall goal of the initiative is to increase by 50% the number of graduating underrepresented students—including students from rural areas—by the year 2030, along with the aspirational goal of doubling the number of African American students. The system's three universities have made a joint commitment towards this initiative, and each has developed preliminary plans to implement the steps necessary to achieve the goal.

A parallel effort aimed at diversifying the professoriate was also initiated last year. UIC, along with a group of 19 of the nation's top research universities, who are also designated Hispanic Serving Institutions by the US Department of Education, formed the Alliance of Hispanic Serving Research Universities and launched a national initiative to double the number of enrolled Hispanic doctoral students and increase by 20% the Hispanic professoriate in Alliance universities by 2030.

Expanded our Student Recruitment Efforts.

In FY2022 we further expanded the many statewide student recruitment programs organized by the system office. In partnership with all state public institutions, The *Salute to Illinois Scholars* event was expanded to include prospective students from community colleges. More than 400 students interacted with 100 representatives from the state's 12 public universities.

With the aim of building relationship with prospective students early, this year we introduced two new state-wide recruiting events aimed at high school sophomores and their parents/families. The events were held on May 4th and May 10th at Mt. Vernon and Matteson, respectively. This was the first time the U of I System has held a “college night” in those areas. The Mt. Vernon event presented college information for student/families through the lens of rural students.

Through the *Salute to Academic Achievement* event, we continue to advocate for underrepresented student recruitment. Nearly 550 prospective students attended this year to learn about enrollment into one of our three universities. The prospective students participated in more than 660 “chats” during the event. Data suggests that applications and yield of underrepresented students are positively affected by this event.

Improving College Readiness

This year we launched a special effort to collaborate with the College Board and significantly expand our partnership with K-12 schools and community colleges. As part of this effort, we plan to host two week-long seminars—Advanced Placement Summer Institute—to train high school teachers to offer AP courses at their schools. The goal is to have more students from small and rural school districts enroll and graduate from our universities. Participating teachers must be sponsored by their schools and both the teacher and school principal must commit to offering AP courses.

We remain steadfast in our commitment to student mental health. More than 500 students, faculty, and staff attended the 2nd annual Student Mental Health Symposium, which was held virtually. All three universities expanded their mental health services and created working groups to support student-generated, innovative strategies to support mental health across the university communities. The third annual symposium will be held in September.

Our Research Portfolio Continues to Grow

All three universities in the University of Illinois System have continued to enhance their academic excellence and reputation.

During FY2022, UIC climbed six spots to 46th among public national universities and moved up two spots to 8th in social mobility, a category that evaluates the graduation rates of students who receive Pell Grants. UIS is ranked the top public regional university in Illinois and the fourth best public university in the Midwest regional category for a third year in a row. UIS was also the only public university in Illinois ranked as a top 20 best value school in the Midwest regional category. UIUC ranks 15th among public national universities, and 47th among all national universities. The Gies College of Business, Grainger

College of Engineering and the Department of Computer Science distinguished themselves with a combined 20 programs ranked among the top 10 in the nation.

Online programs at all three universities in the University of Illinois System are among the nation's best, according to the 2022 U.S. News & World Report/Best Online Programs rankings. UIUC is ranked in the top 10 nationwide for online master's programs in education and engineering and the UIC is ranked number 3 in online bachelor's programs. UIS's online bachelor programs were also in the top 10 percent.

Our universities—especially UIUC and UIC—continue to expand their research portfolios. In FY2022, funded research activities at UIC reached a historic high, crossing \$450 million for the first time ever. UIUC continues to be one of the topmost recipients of NSF grants. In the last two years UIC has emerged as one of the major sites for conducting clinical trials (including Covid vaccine trials, as well as a critically important, multi-million dollar, clinical study of *Long Covid*). A few examples of major grants received in FY22 are listed in the Appendix.

We continue to recruit, develop, and invest in human capital.

Faculty Recruitment Plan Launched.

At the Board's request, in Spring of 2022 we undertook a major effort to prepare a detailed multi-year plan to recruit new faculty. The plan was the result of careful analysis undertaken to ensure faculty resources are in proper ratio and alignment to best serve the needs of our students and help advance our strategic goals.

The results of those analyses include plans to increase the number of top-notch faculty at our universities at Urbana-Champaign and Chicago by 300 individuals in the next three years. One hundred of these faculty will be hired at UIC, and two hundred more are expected to join at Urbana-Champaign. These new hires are in addition to those hired to fill vacancies caused by resignations and retirements among current faculty.

The plan also includes recruitment strategies to enhance diversity among the faculty within colleges and set specific targets to increase the number of underrepresented faculty. Concurrently, the proposed plans will enhance the research and innovation agenda through strategic hiring in emerging areas to accelerate the discovery of solutions to complex global challenges and to foster collaborations with DPI and IIN.

The decision to increase the number of faculty at these two universities goes directly to our commitment to provide a world-class education to our students and our ability to drive research priorities to expand the frontiers of knowledge and innovation that create a vibrant economy for the state.

Distinguished Faculty Recruitment Program.

The system extended the highly successful program of supporting individual departments in their efforts to hire distinguished, high-caliber faculty whose scholarship is widely recognized. Since its inception the System has invested over \$25 million and supported the recruitment of 31 distinguished faculty: 17 at UIUC, 12 at UIC and 2 at UIS. Three offers are currently outstanding.

Preparing the next generation of leaders. Each year fifteen to twenty senior level administrators and faculty from the three universities are selected to participate in the President's Executive Leadership Program (PELP). The program is designed to prepare aspiring administrators for leadership roles in the University System. Many PELP graduates have been selected to serve in senior roles across the system and one is now the president of the University of Iowa. We also continued to support the Professional Staff Leadership Academy (PLSA) to develop mid-level managers. Since its inception, 57 participants have completed the PSLA program.

We expanded our healthcare footprint

Our health care enterprise significantly expanded its efforts to address health needs of Chicago communities in FY2022. In February 2022, the new 55th & Pulaski Health Collaborative welcomed its first patients. The clinic provides critical services in an area lacking access to health care facilities. The clinic will go a long way to address health equity in Chicago's Gage Park and West Elston communities by providing comprehensive specialty healthcare services, and by addressing social and structural determinants of health. The project was undertaken at the invitation of the Illinois Department of Public Health, which provided funding to acquire and renovate the facility.

Yet another important initiative was the establishment of the UI Health Mile Square Health Center Primary and Immediate Care Center in the Auburn Gresham neighborhood in partnership with the Greater Auburn Gresham Development Corporation. The center will serve more than 8,000 individuals annually with primary, dental and behavior health needs. When fully completed this \$18M wellness hub in Auburn Gresham will bring lifesaving healthcare resources to a neighborhood that is in dire need of access to these services, while also creating more than 300 local jobs.

A new agreement between UI Health and Cook County Health established the Partnership for Pediatric Care. This new clinical affiliation allows for shared services and credentialing of 165 pediatric providers to provide care at each of the health systems' locations. In addition to developing a new model of care for patients that is informed by joint quality improvement, educational and research programs, this partnership will foster shared expertise, best practices, and resources in key pediatric specialties, leveraging each institution's unique strengths.

FY2022 was also a banner year for UI Hospital. The opening of the new outpatient surgery center and the welcome atrium this fall will mark a new era for the UI Hospital with expanded services to address the health care needs of its patients. The completion of the EPIC installation is already paying dividends in improved internal processes and greater throughput. The hospital is expected to post its best-ever financial results this year.

2. Accomplishments Connected to Strategic Framework – Selected Highlights

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

We expanded our student recruitment efforts.

In partnership with all state public institutions, *Salute to Illinois Scholars* was again offered online and was expanded to include prospective students from community colleges. More than 400 students interacted with 100 representatives from the state’s 12 public universities.

Through the *Salute to Academic Achievement* event, we continue to advocate for underrepresented student recruitment. Nearly 550 prospective students attended this year to learn about enrollment into one of our three universities. The prospective students participated in more than 660 “chats” during the event. Data suggests that applications and yield of underrepresented students are positively affected by this event.

We introduced two new state-wide Sophomore recruiting events this year aimed at high school sophomores and their parents/families. Events held in Mt. Vernon and Matteson were the first events of this type held in these communities by the U of I System. The Mt. Vernon event presented information through the lens of rural students, with approximately 47 students and family members in attendance. Approximately 120 attended the event in Matteson. Participants had the opportunity to meet with representatives from our three universities’ admission offices, the University of Illinois Transfer Guarantee program, and ISAC to ask questions about college preparation, campus life, how to pay for college, available student support, and other opportunities.

We increased underrepresented undergraduate enrollment and are planning for the future of higher education access.

At an all-time high, our system-wide total enrollment of underrepresented students has grown 35.7% over the past five years (from 18,586 to 25,215, an increase of 6,629 students). System-wide, 32% of all undergraduate students are from underrepresented backgrounds.

The Access 2030 initiative focuses on accelerating the recruitment, retention, and graduation of underrepresented students from Illinois, with the goal to increase by 50% the number of graduating underrepresented students—including students from rural areas—by the year 2030, along with the aspirational goal of doubling the number of African American students. The system’s three universities have made a joint commitment towards this initiative, and each has developed preliminary plans to implement the steps necessary to achieve the goal.

We are steadfast in our commitment to diversity, equity, and inclusion.

In the Wall Street Journal/Times Higher Education College Rankings, UIC ranks highest in the Midwest for the diversity of its students and faculty. In all, 6 Chicago schools rank among the top 10 in the Midwest for diversity, with UIC at number six.

UIC and 19 of the nation’s top research universities, who are also designated Hispanic Serving Institutions by the US Department of Education, announced the formation of the Alliance of Hispanic Serving Research Universities to increase opportunity for those historically underserved by higher education. The Alliance aims to double the number of enrolled Hispanic doctoral students and increase by 20% the Hispanic professoriate in Alliance universities by 2030.

The System Human Resource Office launched a comprehensive Diversity, Equity, and Inclusion (DEI) initiative. Over 200 system office employees have participated in DEI classes since the program began in Fall 2021. The series consists of nine workshops, with an additional four being added this fall. At least one class is offered per week. The HR office has also curated a library of resources for the participants. The DEI System Office Resources range from videos, podcasts, books, webinars, and more that can be accessed by employees.

System HR is coordinating a Gender/Pronoun Policy Committee to identify ways to be more inclusive and offer the ability to identify pronouns when employees select their gender.

We ramped up our international collaborations.

We worked with Taiwanese government agencies and universities to strengthen their engagement with our universities and Discovery Partners Institute to increase the number of graduate students and post-doctoral fellows from the Taiwan studying at our universities.

We collaborated with universities from Israel to develop new students exchange programs.

With the Illinois Mexican and Mexican American Students (IMMAS) Initiative, we significantly expanded our collaborations with universities in Mexico, which has helped strengthen the reputation of the University of Illinois System and promote it as a very desirable destination for Mexican students. Simultaneously, IMMAS worked with Mexican students from Illinois to attract them to our universities and to ensure that Mexican students at our universities feel integrated into the student population and can take full advantage of resources available to them on our campuses. BOT granted approval to establish a liaison office in Mexico.

We joined forces with the Ambassador of India to the US and the senior Government of India to increase our engagement with universities across India for student recruitment. BOT approval was granted to establish a liaison office in India.

The first-ever conference on the introduction to clinical informatics was held at the Mohamed First University College of Medicine and Pharmacy in Oujda, Morocco. Four UIC representatives presented in person with the support of 19 additional faculty and staff members from who presented virtually. Over 120 students attended the international conference.

We nurture existing and developed new opportunities for the student experience.

The UIC College of Pharmacy is expanding its residency program offerings for the third year in a row with the new Emergency Medicine PGY2 Pharmacy Practice Residency Program on the Rockford campus. This University and hospital-based program will allow the selected resident to focus on direct care of emergency department patients within OSF Saint Anthony Medical Center.

The Office of Government Relations hosted the 2022 Student Virtual Lobby Day, a virtual advocacy event for students that provides an opportunity for them to meet with members of the Illinois General Assembly.

We remain steadfast in our commitment to student mental health.

More than 500 students, faculty, and staff attended the 2nd annual Student Mental Health Symposium, which was held virtually. Web-based resources for faculty were expanded and working groups were established at the three universities to support student-generated, innovative strategies to support student mental health.

We engaged with alumni worldwide.

While the pandemic continued to limit travel, we continued to engage successful alumni, including founders of startups, including those in India and Taiwan.

In Chicago, the Chicago U of I Caucus was launched to engage local elected officials who are alumni from one or more of the system's three universities, represent one of the campuses, or have affinity to the U of I System. This caucus allows for visibility and engagement across the U of I System, with members such as Chicago Aldermen, Cook County commissioners, and Metropolitan Water Reclamation District commissioners.

PILLAR II. Research and Scholarship with Global Impact

We utilized our academic and clinical resources and expertise to work for health equity and access.

The 55th & Pulaski Health Collaborative welcomed its first patients in February 2022. The collaborative promotes health equity in Chicago's Gage Park and West Elsdon communities by providing comprehensive specialty healthcare services, and by addressing social and structural determinants of health.

UIC researchers in collaboration with Melanated Group Midwifery Care developed the Black Midwifery Program, which is part of a study that will compare the usual maternity care received by most people to a new care model that combines strategies to improve Black people's experiences and outcomes during pregnancy and postpartum. By combining four evidence-based strategies, the project aims to show how racially concordant care providers, and longer-term, coordinated care can improve pregnancy outcomes for Black patients. The program received \$7.1M in funding from the Patient-Centered Outcomes Research Institute.

In partnership with the Greater Auburn Gresham Development Corporation, our FQHC leadership is establishing the UI Health Mile Square Health Center Primary and Immediate Care Center, which will aim to serve more than 8,000 individuals annually with primary, dental and behavior health needs. In all, this \$18M lifestyle hub in Auburn Gresham will bring lifesaving healthcare resources to a neighborhood that is in dire need of access to these services, while also creating more than 300 local jobs.

The Delta Dental Patient Registration & Welcome Center was dedicated at the College of Dentistry, where members of the state's dental community came together to recognize the generosity of Delta Dental of Illinois for their more than \$2M in support of renovations for the College of Dentistry's patient registration and welcome center. In September 2021, the UIC College of Dentistry announced that the Illinois Children's Healthcare Foundation Pediatric Dentistry Outpatient Care Center treated its 1,000th patient and it continues to improve timely access to high quality dental care and associated general anesthesia for children ages 3-17.

A new agreement between UI Health and Cook County Health established the Partnership for Pediatric Care. This new clinical affiliation allows for shared services and credentialing of 165 pediatric providers to provide care at each of the health systems' locations. In addition to developing a new model of care for patients that is informed by joint quality improvement, educational and research programs, partnership will foster shared expertise, best practices, and resources in key pediatric specialties, leveraging each institution's unique strengths.

We promoted inclusive employment opportunities for people who are blind or visually impaired.

UI Health joined in partnership with The Chicago Lighthouse and Epic to optimize the Epic electronic health record (EHR) platform and ensure a seamless transition to Epic for the social service enterprise call center at The Chicago Lighthouse. These upgrades will support healthcare employment opportunities worldwide for people who are blind or visually impaired.

We demonstrated our ongoing enthusiasm for the arts and humanities.

My Initiative to *Expand the Impact of the Arts and the Humanities* offered a second call for proposals. Ten projects were selected from 22 extraordinary proposals, for total funding of \$1.54M. Projects awards ranged from \$85K to \$175K. By comparison, the median arts grant award from the National Endowment for the Arts was approximately \$20K.

We are forging new research and development partnerships around the world.

We have strengthened our relationships with major international universities, including Tecnológico de Monterrey and Universidad Nacional Autónoma de México (UNAM). Both universities have agreed to launch joint research grants program with the System and UNAM will join with DPI as an international partner. We are also working with international universities, including those in Singapore and Taiwan, to secure their participation in our innovation ecosystem by establishing their innovation centers at DPI.

We enhanced our integration of DPI's international partners into DPI research programs. Universities from Israel, the UK, and Taiwan are now participating in DPI research teams.

See Appendix II for additional information.

We are leading healthcare research and development into the next generation.

The CREATE WISDOM Initiative is an R&D science team of the DPI that will discover and launch a new generation of technologies that will significantly enhance healthcare while creating opportunities for economic growth, leverage corporate relationships, and pursue multidisciplinary funding opportunities to address "wicked problems" in healthcare through informatics, engineering, data science, and medicine. With an aim to use data from Chicago hospitals to create dynamic human-in-the-loop machine learning models to improve patient outcomes, evidence-based systems, and leading transformative innovations, the team is currently focused on the clinical areas of Cardiopulmonary, Oncology, and Neuroscience.

We collaborated with and trained system-affiliated authors and researchers.

The system-wide, OpEd Project Public Voices Fellowship program began with the initial cohort in Fall 2019, providing 20 faculty members from the three universities with training and mentoring to share their research with the public. To date, the current (third) cohort of faculty have successfully written more than 30 stories and op ed pieces in national media outlets.

The University Press published three books and seven journals with connections to universities and co-published a field guide and atlas in collaboration with the Prairie Research Institute. The Press also held virtual publishing symposia, workshops, and author interviews.

We expanded our impact with SHIELD Illinois and continue to be at the vanguard of COVID response efforts.

SHIELD Illinois launched into the second year of its mission at breakneck velocity. As school districts across the state learned about the accuracy, ease of use, and speed of our covidSHIELD saliva-based test, in addition to being a free option, hundreds of new SHIELD Illinois collection partners were onboarded within a few weeks. Our network of labs and our logistics network grew to meet the demand for testing that came in September and October 2021. We were able to grow our existing free-to-the-public community test site network to all corners of the state, extending our reach to underserved areas and communities in the face of multiple COVID-19 positivity surges. With well over 100,000 positive cases identified, we continue to save hundreds of lives and thousands of infections. SHIELD Illinois has processed over 6.1M tests overall.

Vice President Jay Walsh led efforts to receive additional addenda to the university's emergency use authorization (EUA) on the covidSHIELD saliva PCR test from the U.S. Food & Drug Administration, including overseeing multiple clinical studies. Our team has coordinated and supported clinical studies at multiple sites.

We 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.

We are working with the Innovation Center and the VA hospital on multiple technologies related to personal protective equipment for COVID-19.

The UIUC Office of Technology Management (OTM) partnered with groups across campus to facilitate broad, fast, and free distribution of innovations and materials that address the COVID-19 pandemic. This includes:

- Illinois RapidVent ventilator design. OTM created a free, non-exclusive "ready-to-sign" license and has executed more than 70 of these agreements with partners around the world.
- Designs for the RapidAlarm and the joint Grainger and College of Medicine face shield project are available under creative commons licenses.
- Service agreements and contracts put in place, as needed, to manage the transfer of materials outside the University.
- 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 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.

PILLAR III. A Healthy Future for Illinois and the Midwest

We continue to recruit, develop, and invest in human capital.

The system has provided \$25 million to support the recruitment of distinguished, high-caliber faculty to our three universities. Since the beginning of the Distinguished Faculty Hiring Program in August 2018, 28 faculty have been recruited: 15 at UIUC, 11 at UIC, and 2 at UIS. There are currently 6 additional offers currently outstanding.

Sixteen senior level administrators and faculty from the three universities were selected to participate in the seventh iteration of the year-long President's Executive Leadership Program (PELP). We also continued to support the Professional Staff Leadership Academy (PLSA) to develop mid-level managers. Since its inception, 57 participants have completed the PSLA program.

Alongside newsletters and website resources, the System Office Wellness Committee offered 2 UI Stride wellness campaigns to support the mental and physical health of our employees. System offices employees and their household members voluntarily participated in activities to enhance and focus on their well-being. There were 233 individuals who participated in fall 2021 and 368 in spring 2022.

We are empowering diverse small businesses and creating a more inclusive economy.

As envisioned by the Corporate Relations Council and designed through system collaboration, the Diverse Supplier Development Program will launch in fall 2022. Through this groundbreaking 9-month program, diverse small business owners will tap into our student teams to solve business challenges and build their talent pipeline. The program will also offer monthly workshops led by our world-class faculty members and outside partner organizations. The University of Illinois System (President's Office, the Office of the Vice President for Economic Development and Innovation, and the Office of Procurement Diversity) have joined forces with various colleges and units across the system to launch this program. The U of I System has also partnered with diversity leaders that represent many key facets of the Illinois economy, including DCEO, SBDC, SBA, the Champaign County EDC, the Illinois State Black Chamber of Commerce, the Federation of Women Contractors, and Chase.

We supported and offered resources to other educational institutions in Illinois.

The VPAA office will host two week-long Advanced Placement Summer Institute seminars, which will train high school teachers to offer AP courses at their high schools. Each seminar plans to enroll fifteen to twenty teachers from central and southern Illinois schools that currently do not offer AP courses or do so sporadically. The two sessions will be held in Springfield and Urbana and will be free for participants, including room and board. Teachers must be sponsored by their schools and both the teacher and school principal must commit to offering AP courses at their school. The programs are organized in collaboration with the College Board who will be providing curriculum and helping us identify the trainers.

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 private institutions in Illinois. We supported access to CARLI, which serves more than 90% of the higher education students in Illinois by providing rich and diverse knowledge resources.

We facilitated strategic corporate engagement meetings.

As part of the State Tour and other strategic meetings, we met with senior leadership of Illinois-based companies and international companies with a significant presence in the state. These efforts led to the development of several new research collaborations, and we are currently exploring opportunities with two companies about increasing their footprint in the state, including a collaboration with John Deere and the UIUC Grainger College of Engineering to improve roads.

We continue to meet the needs of the diverse cities in which we are located.

One year after opening the UI Health Wellness Clinic, a UIC College of Nursing and UI Health clinic based at Center on Halsted, has provided HIV prevention and STI treatment services to more than 100 LGBTQ+ community members.

We sponsored and supported the Illinois student transfer environment and play a significant role in making Illinois the #1 state in the nation in transfer student completion.

The VPAA office continues to actively engage with community colleges and supports the Guaranteed Transfer Program, which guarantees community college student admission to our universities if they earn 36 hours of credit with a 3.0 GPA.

The VPAA office is currently partnering with UIUC College of ACES on a pilot pathways program with two local community colleges.

We hosted a Transfer Symposium at Spoon River Community College, where our three universities partnered with four community colleges, and three other public universities to discuss transfer student needs, transfer pipelines, and building relationships between participating institutions.

We provided support for statewide transfer initiatives such as My Credits Transfer and Transferology, which are housed and partly funded by the system. 85 institutions participate in Transferology, the number of course equivalents from Illinois institutions increased from 4.9M to 5.2M, and the database had more than 400K visits last year.

We mobilized our faculty expertise to support commissions, task forces, research, collaborations, and publications relevant to the interest of Illinois policymakers.

The Institute of Government and Public Affairs (IGPA) completed and released projects focused on issues important to the State of Illinois. The organization brought together 29 faculty from across the system to support four commissions and task forces of the Illinois Department of Human Services, collaborated with DPI and UIS on a Digital Government initiative to facilitate data sharing, and published six reports of interest to Illinois policymakers this fiscal year about data-driven policy.

We are committed to sustainability efforts alongside colleagues in the Great Lakes Higher Education Consortium.

We further developed new collaborations with Universities in Canada through the consortium, including the launch of 2 binational science teams for the sustainability of the Great Lakes.

We are leading economic development and innovation in Illinois and beyond.

OVPEDI was selected as the sole Illinois representative for the America’s Competitiveness Exchange, the premier network for economic development, innovation, and entrepreneurship in the Americas, for their 2022 spring cohort. This collaboration features the Organization of American States, U.S. International Trade Administration, U.S. State Department, U.S. Economic Development Administration, and U.S. Department of Commerce, bringing together representatives of over 25 countries to develop relationships for future economic development, research, collaboration, and innovation opportunities.

We are enhancing the Illinois landscape with our increasing momentum at DPI.

DPI is priming or training more than 300 students annually from age 14 to 63 for jobs in tech. With \$10 million in funding from the Pritzker Foundation, DPI’s Pritzker Tech Talent Labs are launching new opportunities by the month, exposing high school students to college-level computer science courses, and placing 30 computer science apprentices at Cognizant, a Fortune 500 company. These apprentices are going to go from zero to tech in one year.

With DPI, our wastewater R&D team is sampling at wastewater treatment plants and access holes at nearly 86 locations statewide in search of early signs of new COVID-19 variants. This serves as the best early-warning system for COVID-19 surges across the entire state. Many of the state’s largest and leading scientific institutions, including Argonne National Laboratory; the University of Illinois Chicago; Northwestern University; and Current (Chicago’s water technology incubator) have engaged in this comprehensive effort.

Generating more than \$100M in revenue, Shield T3 has become an extraordinarily successful business launch that continues to save lives. It has conducted more than 4.2 million COVID-19 tests nationwide and served more than 450 customers. The test is, of course, our homegrown covidSHIELD test, a gold-standard, PCR saliva test. Shield T3 is now using its expertise to deploy rapid testing for the flu and other viruses.

See Appendix II for additional information.

Our venture capital ecosystem continues to thrive.

Illinois Ventures, the University’s platform for venture capital investment, supported students and faculty through mentorship and financial backing, invested in tech and life science companies seeking to make global impact, continued to fundraise for a life science-focused venture fund to support a healthy future for Illinois and the Midwest. Additionally, Illinois Ventures is launching an alumni focused angel network to support faculty, student, and alumni startups throughout the ecosystem.

Today, Illinois Ventures manages 41 active investments across two funds. Since formation, Illinois Ventures has invested in 106 companies and those entities have raised \$2.35B in total third-party investment. In FY22, Illinois Ventures and IETF III made new & follow-on investments, and a contingent commitment into 7 university-related startups.

With a focus on diversity, equity and inclusion in the investing space, Illinois Ventures in partnership with the Searle Funds of the Chicago Community Trust are documenting the participation of under-represented groups in the Chicago area STEM innovation ecosystem with the goal of recommending scalable ways to enhance diversity, equity, and inclusion.

Illinois Ventures, with continued support from the Illinois Biotechnology Innovation Organization, remains committed to raising a \$50M healthcare-focused fund. To date, the fund has secured \$16M from partners including Horizon Therapeutics and the Carle Hospital system.

We are expanding the collaborative work of the Illinois Innovation Network (IIN).

The IIN Council, with representatives from its 15 hubs, created a strategic plan rooted in equity to govern its policies, practices, and programs. Their updated bylaws established an Advisory Council, which is chaired by Lt. Governor Juliana Stratton. The IIN hubs are now strategically aligning to the Illinois Department of Commerce and Economic Opportunity's 10 economic development regions to facilitate coordination and collaboration across initiatives. Expanded working committees now include corporate engagement, education and workforce development, entrepreneurship, public policy, and research collaboration. Some highlights of the various IIN hubs and committees include:

4. As part of the U.S. Economic Development Administration Build Back Better Regional Competition, \$500,000 was secured through a Phase One application to establish the Clean Economy Tech Coalition to support the electrification industries, including electric vehicles and semiconductors. The IIN, through Southern Illinois University Edwardsville's leadership, is leading the creation of a new workforce training model and serves as the \$17M workforce backbone in this application that includes College of Lake County, Richard J. Daley City College, Bright Starts Chicago, Illinois Institute of Technology, Argonne National Labs, and IIN (Northern Illinois University, Southern Illinois University Carbondale, Southern Illinois University Edwardsville, Governors State University, and Chicago State University, among others).
5. The IIN was awarded a \$2.3M contract to develop a statewide curriculum, create state funding opportunities, and inform program development at the Illinois Department of Commerce and Economic Opportunity to implement the recently passed Clean Energy Jobs Act.
6. In the National Telecommunications Information Administration Connecting Minority Communities Competition, Chicago State University, in partnership with Northeastern Illinois University and University of Illinois Chicago, and with the collaboration of Northern Illinois University and Governors State University, submitted a \$3.9M application to establish a household, multi-generational focused digital community navigator program in Chicago's 33 lowest income communities. The Broadband READY initiative would serve entire households in the most distressed zip codes in Chicago, employ students and residents in those zip codes to deliver the services, develop a new transferable micro-credential, and increase basic digital literacy to help families access key government services, including information about education, health, and workforce programs. Nine grants have been awarded to create regional gap and access digital equity plans, with a 10th plan under development. The IIN provides technical assistance, expertise, and research for its development and delivery of broadband programs statewide and through the Illinois Broadband Lab.
7. The IIN was elected as the first external Affiliate/Strategic Partner of the Chicago Federal Executive Board, the coordinating body for the over 150 federal offices and over 40,000 employees in the greater Chicago area. The IIN will host two intern positions at the Chicago FEB.
8. In anticipation of the release of an NSF funding opportunity to establish hydrogen hubs, the IIN prepared a white paper to provide a framework for establishing multi-layer inclusive training programs.

9. The Celebrating High School Innovators event resulted in partnerships with several universities to host 56 teams, with approximately 140 high school students presenting their innovations. Teams represented 3 countries, 5 states, and 27 high schools.
10. A working group was established to support revitalization efforts in Cairo, which now partners with the U.S.D.A. and other federal agencies.
11. IIN hubs served as facilitators for the U.S. Health and Human Services 2021 Economic Mobility Summit.
12. Implemented the Sustaining Illinois Seed Funding Program to encourage research collaboration across all of Illinois' public universities.
13. Hosted the first Sustainability Research Conference among Illinois public universities.

PILLAR IV. Tomorrow's University Today

We advocated for higher education affordability.

In 6 of the last 8 years, we froze tuition for resident undergraduate students, representing an increase of only 3.6% (2.5% at UIS) during this period - even when inflation has increased by over 27%. There has also been an increase in institutional financial aid for Illinois resident undergraduates by more \$70M during the same time, an increase of 37%.

We advocated at the state and federal levels for increased higher education affordability and helped secure increased funding for both MAP and Pell Grant programs. These programs, along with the FY22 and FY23 increase in overall University appropriations, help make access to public higher education more affordable for students and limit the financial burden on families.

Our overall growth in enrollment and Pell-eligible students persists.

We have experienced overall enrollment growth of over 13,000 students (+16%) in the last 5 years, including an increase of 4,700 undergraduates (+8.6%) and more than 8,500 graduate and professional students (+32%). We achieved an all-time high enrollment of 94,750 in fall 2021, following 9 consecutive years of all-time high enrollment.

The number of Pell students has also increased, growing to over 20,800 Pell students in FY21, up more than 3,000 (+17%) in the past 5 years.

We maintained our support for student retention and success.

Graduation and retention rates remain strong system-wide, and with our new Access 2030 plan, we continue to close the gap for underrepresented minorities. African American retention rates have improved in the past 5 years from 79% to 83% and Hispanic from 80% to 82%. System-wide 6-year graduation rates have also improved from 76% to 77%.

Our universities are recognized among the nation's best.

All three universities in the University of Illinois System ranked highly among public institutions again this year in the U.S. News & World Report/Best Colleges rankings.

UIUC ranks 15th among public national universities, and 47th among all national universities. The Gies College of Business, Grainger College of Engineering and the Department of Computer Science distinguished themselves with a combined 20 programs ranked among the top 10 in the nation.

UIC climbed six spots to 46th among public national universities. UIC also ranked 19th in the first-ever undergraduate nursing rankings and moved up two spots to 8th in social mobility, a category that evaluates the graduation rates of students who receive Pell Grants.

UIS is ranked the top public regional university in Illinois and the fourth best public university in the Midwest regional category for a third year in a row. UIS was also the only public university in Illinois ranked as a top 20 best value school in the Midwest regional category.

Online programs at all three universities in the University of Illinois System are among the nation's best, according to the 2022 U.S. News & World Report/Best Online Programs rankings.

UIUC is ranked in the top 10 nationwide for online master's programs in education and engineering and the UIC is ranked number 3 in online bachelor's programs. UIS's online bachelor programs were also in the top 10 percent, rising to number 29.

We leveraged our technology resources for effectiveness and efficiency.

The Chief Digital Risk Office was established to maintain the digital risk management program and oversee the execution of the System-wide Task Force on Cybersecurity recommendations. We have increased digital risk awareness, established digital risk governance, and developed and practiced cyber-event response plans. AITS has significantly increased disaster recovery capabilities for enterprise systems with the completion of a fully functioning secondary enterprise data center in Urbana which allows for rapid recovery of enterprise systems functionality in the event of disruption at our primary enterprise data center in Chicago.

The System Offices (AITS) continues to expand business process improvement and automation services across the university system to eliminate repetitive work, data entry, and paper-based processes. Process automation tools include technologies for e-signature, robotic process automation, intelligent business process management system, workflow, and integrations. Utilizing these technologies, the Intelligent Process Automation team will implement 70 new automations in FY22 saving the universities over 150,000 hours.

We monitored and safeguarded our resources with compliance and risk management activities.

Enterprise Risk Management facilitated system-wide groups mitigating risks in relation to foreign influence, student mental health, and sexual misconduct prevention. University Audits completed a DPI governance consulting project; audits of the Carle Illinois College of Medicine, UIUC's Disability Resources and Education Services, and UIUC DIA Compliance Office; and a limited review of UIC's Latin American Recruitment and Education Services. A UIS consulting project was initiated to review barriers to enrollment for underrepresented students and rural students.

We protected our institutional relationships.

Across the system, we successfully completed major labor negotiations, including the resolution of new collective bargaining agreements covering the large AFSCME-represented clerical employee unit and groups of technical and paraprofessional employees at UIUC; the graduate student employees and Fraternal Order of Police at UIC; and the UPI clerical, service and technical employees and tenure system faculty at UIS. We also continued effective critical engagement with unions on the unprecedented COVID-related periodic changes in working conditions and vaccines/testing.

We successfully recruited and appointed new System Leadership.

Janet Gooch, the executive vice president for academic affairs and provost at Truman State University, will succeed interim UIS Chancellor Karen M. Whitney on July 1. The search process was facilitated by a broad ranging search committee that was recommended by the UIS faculty senate. Chancellor Gooch will also serve as the Vice President of the University of Illinois System.

Javier Reyes has been appointed as the Interim Chancellor for UIC. He was selected following extensive consultations with stakeholders, including faculty governance. Reyes has been serving as the provost since 2021. Prior to coming to UIC, he served as the Dean of the John Chambers College of Business and Economics at West Virginia University and Vice President for Startup West Virginia.

We are reimagining and pioneering the future of system universities.

The President's Advisory Council is comprised of 22 prominent leaders from higher education, business, and civic sectors and is chaired by MIT's Bob Langer. With shared commitments toward progress, prosperity, social equity, and justice, we are working to shape and advance U of I's strategic initiatives. The council continues its efforts to envision the post-COVID era in higher education and advises and advocates for the system on matters that drive next-generation research and innovation. The council is helping to reimagine the future of system universities to solve the world's greatest challenges in the post-COVID era in higher education.

APPENDIX I: CAPITAL PROJECTS

Some of the major projects completed between July 1, 2021, and June 30, 2022, major current projects, and future projects currently in the planning stage.

Projects Completed

- UIUC – Illinois Street Residence Hall Renovation
 - \$67M Project
- UIUC – Medical Sciences Building – Carle Illinois College of Medicine Renovation
 - \$16M Project
- UIUC – Siebel Center for Design
 - \$48M Project
- UIC – Reroofing of SSB
 - \$6M Project

Projects in Design and Construction

- UIUC – Altgeld Hall Renovation and Illini Hall Replacement
 - \$192M Project, \$140M in State Funds; Design Complete, Construction to Commence Fall 2022
- UIC – Outpatient Surgery Center
 - \$195M Project; Nearing Construction Completion; P3 Project
- UIC – Computer Design Research and Learning Center
 - \$117.8M Project, \$98M in State Funds; Under Construction
- UIC – Innovation Center Expansion
 - \$10M Project (\$4.4M in State Funds); In Design
- UIC – Welcome Atrium – UI Hospital
 - \$18M Project; Under Construction
- UIC – Replace Mechanical Equipment at Biologic Resources Laboratory
 - \$19M Project, \$6.75M in NIH Grant Funds; Under Construction
- UIS – Library Commons
 - \$35M Project (all State Funds); Construction Bids Planned for Fall 2022
- Discovery Partners Institute
 - \$250M Project, \$235M in State Funds; In Design
- UIUC – Central Campus Parking Structures Renovation
 - \$21M Project Under Construction
- UIUC – Baseball and Softball Training Centers
 - \$14.5M Project Under Construction
- UIUC – Ubben Basketball Complex Expansion
 - \$39M Project Under Construction
- UIUC – Veterinary Teaching Hospital – Small Animal Clinic Oncology Center Addition
 - \$15M
- UIUC – Doris Kelley Christopher Illinois Extension Center
 - \$40M Project; Gift Funded; Architect Selection Pending BOT Approval
- UIUC – Undergraduate Library Redevelopment
 - \$50M Project, Institutional Funds, In Design
- UIUC – Swine Research Modernization Center
 - \$18M Project (\$7M in DCEO Grant Funds); Architect Selection Pending BOT Approval

- UIUC – South Campus Instructional Facilities
 - \$70M Project; P3 Project; In Design
- UIUC/System – System Administration Building
 - Project Budget TBD; P3 Project; In Design
- UIUC – Mechanical Engineering Building – Renovation and Addition
 - \$41M Project; Nearing Substantial Completion
- UIUC – Civil Engineering Hydrosystems Laboratory
 - \$34M Project; Nearing Substantial Completion

Projects in Planning Stage

- UIUC –Building X
 - \$87M Project; \$70M in State Funds
- UIC – Drug Discovery and Cancer Center
 - \$166M Project; \$85M in State Funds
- UIS – Capitol Innovation Center
 - \$15M Project; All State Funds
- Chicago Quantum Exchange
 - \$700M Project (\$175M in State Funding, \$75M of which is passing through UIUC)

APPENDIX II: DISCOVERY PARTNERS INSTITUTE R&D PORTFOLIO OVERVIEW

Funding won over the past year includes 8 grants or contracts totaling \$10.1 million, with additional ones still pending. These include the sectors of agriculture, health and wellness, transportation and infrastructure, information technology, and water and climate.

Partner Institutions

Institute of Government and Public Affairs

UIC

UIUC

Cardiff University

National Taiwan University

NCSA

National Research Council of Italy

University of Toronto

Tel Aviv University

Droneasure

University of Chicago

Argonne National Laboratory

Northwestern University

Washington University

Illinois Tech

Rush University

Toyota Technological Institute of Chicago

Illinois State Water Survey

Loyola University

Kocree

Chicago Department of Public Health

Illinois Department of Public Health

Walder Foundation

University of Pittsburgh

University of Illinois Springfield

Illinois State Board of Education

Illinois Association of Regional Superintendents of Schools

Illinois State University Center for the Study of Education Policy

Goshen Education Consulting

Latino Policy Forum

Office of Governor J. B. Pritzker

Mayo Clinic

APPENDIX III: PROFESSIONAL ENGAGEMENT ACTIVITY

A sampling of professional activities for FY22:

- Delivered more than 90 speeches and addresses in a variety of settings, from the local Rotary and Kiwanis Clubs to the State House and Senate Appropriations Committees.
- Spent roughly 30% of my time on fund- and friend-raising activities.
- Presented and received an award from Climate and Space Sciences and Engineering at the University of Michigan as the 2022 Nelson W. Spencer Lecturer.
- Contributed to a manuscript for the National Association of System Heads (NASHE), that will help imagine a post-pandemic agenda and position public higher education to better serve the needs of future generations. The University of Illinois System is highlighted for leading innovation and partnerships, with a focus on Excellence at Scale.
- Participated in regular interviews with news media, including more than a dozen one-on-one sessions with outlets such as WTTW-TV in Chicago, the national public radio talk show “Here and Now,” the local NPR talk show “The 21st,” WBBM radio in Chicago, Chicago Magazine, and other smaller local outlets.
- 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.
- Continuing 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.
- 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, predecessors, Advisory Council, as well as members of the Board of Trustees, among others.