
Office of the Provost

University of Illinois at Urbana-Champaign

Annual Report—2015-2016



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Introduction

Dear Colleagues,

I am pleased to share this annual report of the Office of the Provost for the 2015-2016 academic year.

The Office of the Provost supports all academic activities of the campus and manages the university's budget. This report briefly highlights work accomplished last year through the collaboration of Provost's Office staff with deans, directors, department heads, faculty, staff, and students across the campus. It also presents plans and goals going forward.

Certainly the state's budget crisis and its impact on university operations received much focus in AY15-16. From communicating widely about our situation, to consulting with the campus about how to adjust, to articulating the impacts of the budget crisis to external stakeholders, the budget was a continual topic of discussion. While addressing the short-term uncertainty was challenging, we also put considerable effort into shaping our long-term financial future. That included building a stronger internal capacity to strategically manage the university's resources over the long run, as well as laying the groundwork for the budgeting reform initiative we launched this month.

Yet even as we faced an unprecedented financial situation, our colleges recruited talented new faculty; we hired outstanding new deans; our institutes secured major new grants and awards; we made significant progress in standing up the Carle Illinois College of Medicine; our departments, schools, and colleges across the campus introduced exciting new programs—traditional, online, and blended; and we recruited a record Fall 2016 freshman class.

Maintaining our core academic mission and global reputation while effectively stewarding our resources is a challenging tightrope to walk, and it is easier to maintain our balance when we work together. With the support of our faculty, staff, students, and alumni all over the world, and through our shared governance system, we continue to make strides in achieving our university's goals.

Thank you for taking the time to review this report. Know that we will continue to prioritize excellence and impact in all we do.

Sincerely yours,

Edward Feser
Interim Vice Chancellor for Academic Affairs and Provost
September 21, 2016

Faculty Affairs

Elabbas Benmamoun, Vice Provost for Faculty Affairs and Academic Policies

William Bernhard, Associate Provost for Faculty Development

Katherine Galvin, Associate Provost for Administrative Affairs

Staci Provezis, Assistant Provost for Assessment

Rosa Milagros Santos Gilbertz, Provost Fellow

The Office of Faculty Affairs and Academic Policies aims to promote and strengthen faculty excellence across our campus. In 2015-2016, 42 faculty were promoted from Assistant Professor to Associate Professor, and there were 39 promotions from Associate to Full Professor. In addition, 36 senior faculty have been awarded named professorships or chairs, which are among the highest distinctions on our campus.

Campus devotes significant resources to promote hiring activities that support our goals for diversity, recruitment, and retention. These investments are critical to maintaining and enhancing the academic excellence of our campus, particularly now, when we are seeing unusually high retention activities in our top programs. Examples of targeted efforts toward faculty hiring, retention, and diversity include:

- The Targets of Opportunity Program (TOP), which promotes hiring of underrepresented faculty, including women in STEM fields. The campus currently provides \$85,000 in recurring salary support for each underrepresented candidate that emerges through the traditional search process, and \$60,000 in recurring salary support if a second underrepresented candidate emerges as top choice. In addition, campus continues to fund postdoctoral fellowships targeted to underrepresented scholars in ethnic studies programs and STEM disciplines.
- The Dual Career Academic Couples (DCAC) Program, a critical recruitment and retention tool. Over the past year, 56 dual career partners found employment, with 23 (41 percent) securing positions with local, off-campus employers. Currently, typical funding for a hire under this program consists of matching salary contributions from the Office of the Provost and the unit(s) where the two partners are located.
- Support for specialized faculty: In early May, 2016, the first-ever specialized faculty contract was ratified with Non-Tenure Faculty Coalition Local #6546. Two new Provost's Communications (No. 25 and No. 26) were released to establish promotional paths for our specialized faculty, and the Office of the Provost continues to support units in modifying their bylaws regarding specialized faculty members' role in shared governance. Specialized faculty headcount rose from 936 in Fall 2014 to 976 in Fall 2015.
- Faculty awards and honors: The Office of the Provost works to ensure that faculty are consistently nominated for the most prestigious national and international awards, and provides resources and guidance to units and faculty to assist in nominating faculty for disciplinary awards. The Campus Awards and Honors Committee (CAHC) helps to identify Illinois faculty who are well-positioned to be competitive for top national and international awards and honors. CAHC also evaluates nominations for the Outstanding Faculty Leadership Awards, a program developed in 2015 by the Office of the Provost to recognize distinguished faculty leaders on campus.
- Faculty development: The Illinois New Faculty Orientation welcomed over 145 new tenure-track and specialized faculty to campus in August, 2015. In addition to the annual Pre-Tenure Workshop, a new

seminar series, *Thriving as an Associate Professor*, was initiated to help faculty navigate this stage in their careers.

- Faculty mentoring: The Office of the Provost developed new mentoring guidelines as a resource for unit executive officers and faculty, and organized a *How to Mentor* workshop for senior faculty.
- Academic leadership development: The Office of the Provost organizes the *Academic Leadership Series*, a program for new and experienced executive officers to discuss current campus issues and share best practices. Topics include promotion and tenure, budget management, building alumni relations, and handling difficult conversations. The *Senior Leadership Retreat*, held at the beginning of the year, is an orientation for new executive officers, providing information and resources about their new roles.
- Exit surveys of distinguished and highly promising faculty who have accepted outside offers. These show that the main challenges in faculty retention are uncertainties about the university's budget, the pension system, and the regulatory environment imposed by state policies.
- Unit planning and evaluation: The Office of the Provost oversees the Academic Program Review (APR) process, which provides each academic unit with the opportunity to review its strengths, areas for improvement, and strategic goals in more depth. This data-driven process, which includes self-evaluation and external review by faculty from peer institutions, is a collaboration between the Office of the Provost, the faculty through the Academic Program Review Council, and the deans. Twenty-nine departments have been reviewed since the new APR process began in Fall 2013, and twelve will be reviewed during 2016-2017.
- Center for Advanced Study (CAS). The center's mission is aligned with faculty development, so it was relocated from the Office of the Vice Chancellor for Research to the Office of the Provost, effective Fall 2016. A faculty task force, meeting during Spring 2016, recommended ways to strengthen the role of CAS as a hub for scholarly interchange and a catalyst for faculty development. Permanent space in Levis is currently being renovated for CAS.

Looking to the future

In the 2016-2017 academic year, Faculty Affairs will focus on developing a comprehensive strategy for faculty retention and recognition. The guidelines for TOP and DCAC will also be reviewed to ensure that these vital programs can be deployed effectively on a financially sustainable basis. Updated guidelines and best practices will be implemented for named faculty appointments, promotion and tenure, and faculty mentoring, and enhanced programming will be provided for unit executive officers and administrative leaders.

Educational Programs

Charles Tucker, Vice Provost for Undergraduate Education and Innovation

Kristi Kuntz, Associate Provost for Academic Programs and Policies

Deanna Raineri, Associate Provost for Educational Innovation

Kathryn Martensen, Assistant Provost for Educational Programs

Staci Provezis, Assistant Provost for Assessment

Lauren Goodlad, Provost Fellow

Kelly Ritter, Provost Fellow

Academic Programs and Policies

Of the academic programs launched in 2015-2016, the most notable was the [Carle Illinois College of Medicine](#), which was approved by the Illinois Board of Higher Education (IBHE) in March, 2016. Planning for the college continued throughout the 2015-2016 academic year, working toward a first class in Fall 2018, and a search for a founding dean was concluded with the hire of Dr. King Li, M.D., M.B.A., senior associate dean for clinical and translational research at Wake Forest University.

The Office of the Provost organized a working group to respond to state legislation requiring all public universities and community colleges to award credit to students with scores of three or higher on every Advanced Placement (AP) exam, effective for students arriving Fall 2016. Departments and colleges reevaluated their historical cutoff and credit policies, comparing course content to the AP exam content, and the updated information was available on relevant campus websites by February, 2016.

The Champaign-Urbana Senate passed the Committee on Race and Ethnicity's [proposal to revise the campus General Education Cultural Studies](#) requirement, changing from two required courses in cultural studies to three (one U.S. minority culture, one non-Western culture, and one Western culture course). The new requirement will be effective beginning with the Fall 2018 incoming class.

Academic year 2015-2016 saw an additional review of degree programs, initiated by the campus in response to a request by the Illinois Board of Higher Education. The Illinois *Public Universities' Academic Program Efficiency and Effectiveness Report* asks public universities to share information about new, consolidated, or closed programs, and to review programs with low enrollments or low degree production. Our Fall 2015 report listed seven program eliminations, one program merger and the review of 33 programs with low degree production. This review will now be conducted annually, with a final report due to the Illinois General Assembly every other year.

Looking to the future

The General Education Board and the Office of the Provost will work toward implementing the U.S. minority cultures requirement. The board will develop criteria for certifying courses in accordance with the Senate action, and will review all courses proposed for the U.S. minority culture requirement, while the Office of the Provost will convene a task force to support administrative aspects of the implementation.

Grand Challenge Learning

Designed by a campus-wide team of faculty, the [Grand Challenge Learning \(GCL\) initiative](#) stems from the 2013-2014 [Campus Conversation on Undergraduate Education](#). Through GCL, students can organize some of

their general education coursework around one of three societal grand challenges: Health and Wellness; Inequality and Cultural Understanding; or Sustainability, Energy and the Environment, planning a pathway of four courses around the theme that interests them.

In Fall 2015, the first step of the pathway was piloted with six 100-level Grand Challenge Experience (GCX) courses. Twenty-one GCX courses were offered in Spring 2016. Designed as smaller-section courses for first-year students, all GCX courses employ experiential learning: individual and group projects, artistic designs, videos, field trips, or community-engaged scholarship. GCX total enrollment for the year was 376 students.

Looking to the future

GCX courses will continue in 2016-2017, and the second step of the pathway—multi-disciplinary Critical Frameworks courses—premieres in Fall 2016. Each Critical Frameworks course focuses on a single grand challenge and is co-taught by six to eight faculty from across campus. Each course meets twice a week: once for a plenary lecture attended by all students and course faculty, and a second time when each professor meets with his or her seminar of 25 or fewer students to discuss the materials for that week. Students benefit from the expertise of a team of faculty while working closely with one professor and one group of peers for the entire semester. The third step of the pilot, to be launched in Spring 2017, will allow students to draw from the campus' portfolio of courses, and the fourth step will be an integrative learning experience.

Student Learning Outcomes and Learning Outcomes Assessment

The Provost's Office organized several cross-campus groups to reinvigorate and formalize student learning outcomes assessment.

Building on the [vision of the Illinois student](#) produced by the Campus Conversation on Undergraduate Education, in Spring 2015 the Committee on Student Learning Outcomes drafted a set of learning outcomes that all Illinois undergraduate students would achieve by the time they completed their baccalaureate degrees. The proposed outcomes, detailed in the committee's [report](#), fall into the following categories:

1. Intellectual reasoning and knowledge;
2. Creative inquiry and discovery;
3. Effective leadership and community engagement;
4. Social awareness and cultural understanding;
5. Global consciousness.

In Spring 2016 the Council for Learning Outcomes Assessment (C-LOA) was charged as a formal, ongoing faculty committee to examine and promote learning outcomes assessment on campus. C-LOA proposed that draft student learning outcomes from the Committee on Student Learning Outcomes be moved forward to adoption through our shared governance process. C-LOA also recognized the need to more formally track learning outcomes assessment on the campus.

Looking to the future

In 2016-2017 C-LOA will forward the draft student learning outcomes report to the Senate Committee on Educational Policy with the recommendation that they be transmitted to the Senate. C-LOA will continue to promote and support learning outcomes assessment at the program level by assisting with workshops and training opportunities, creating a template for collecting assessment information from academic units, and overseeing a repository for the assessment reports. The goals are for learning outcomes assessment

information from 2008 to be updated by the end of the 2016-2017 academic year and posted on a campus assessment website and to assure that assessment processes on campus are ongoing rather than episodic.

Online Education

Online education extends our university's reach off-campus and expands learning options for on-campus students. The university's strategy for online education has five elements:

1. Build a portfolio of online courses to better serve our residential students. More than 500 online courses are now offered each summer, and we have offered a Winter Session for the last two years.
2. Use high-quality online content to enrich students' in-class experience. Putting content online allows more class time for discussion, problem solving, case studies, and teamwork.
3. Build a portfolio of online courses, programs, and MOOCs¹ to promote our areas of excellence and extend our reach, both geographically and in terms of the number of students we serve. Online enrollment has almost doubled over the past five years. Our campus offers more than 30 master's programs and 43 graduate certificates. [Illinois' high quality MOOCs](#) are taught by our best faculty and, with more than 2.6 million learners to date, have positioned Illinois as a leader in online education. Revenues generated by online courses and programs have grown from approximately \$10 million in fiscal year 2013 to over \$20 million in fiscal year 2015, with approximately \$24 million projected for fiscal year 2016. Graduate and professional programs provide roughly half of this revenue, while the other half is generated by undergraduate courses, primarily during Summer and Winter sessions. Course Specializations, a thematic group of MOOCs, are also generating appreciable income. In 2015-2016 the [Illinois Online](#) portal launched, providing a single website where all courses, programs, and resources for online learners can be found.
4. Use the online environment to experiment with innovative programs. The iMBA, a fully online version of the Executive MBA, was named one of the 20 most [innovative](#) business school ideas of 2015 by Poets & Quants, and online resource for graduate business education. The iMBA welcomed its first student cohort in January, 2016.
5. Mine the data generated in these online offerings to better understand how students learn and identify best pedagogical practices that can be employed in the residential classroom.

Looking to the future

Launching in Fall 2016, [the Master of Computer Science in Data Science \(MCS-DS\)](#) is another first in the online education arena. Capitalizing on our top-five Computer Science graduate program, this 32 credit-hour master's degree will have a total tuition just over \$20,000.

In response to growing campus demand, the Center for Innovation in Teaching and Learning (CITL) has developed templates, online tutorials, and intensive workshops to enable faculty to develop their own online content for courses that do not need professional production staff. CITL is also working with campus to implement a customer relationship management platform to improve recruitment, support, and retention of our online students.

¹ Massive Open Online Courses

Enrollment Management

Keith Marshall, Associate Provost for Enrollment Management

Undergraduate Admissions

Key goals for both 2014-2015 and 2015-2016 were to increase our recruiting presence throughout the state and devote more efforts to students from underrepresented populations. Toward those goals, in 2015-2016 the Office of Undergraduate Admissions visited 46 of the 48 community colleges in Illinois, conducted a record high 964 high school visits, increased the number of outreach events in greater Chicago, and initiated campus programs specifically targeting underrepresented students. In addition, a new tele-counseling unit made over 10,200 phone calls to prospective students.

These efforts were productive in shaping the freshman class of Fall 2015, when the university enrolled 7,565 students, the second-largest freshman class in history. Illinois resident enrollments were up 11 percent and underrepresented minority enrollments rose from 15.6 percent in 2014 to 17.1 percent in 2015, with African American freshmen increasing 33 percent. Yield also increased by nearly a full point from 2014 to 33.7 percent. This is noteworthy considering yield rates have been declining steadily over the past decade.

Another important strategy towards increasing enrollments of Illinois residents and underrepresented students was to continue the development of transfer pathway programs. Building on the success of Parkland Pathway to Illinois, created in 2008, additional Pathway programs have been established at Danville Area Community College, Illinois Central College and, most recently, Rock Valley College. Students who complete the program by meeting academic standards for their intended major are guaranteed admission as transfer students at Illinois.

Financial Aid

In 2015-2016 over \$404 million in financial was provided to 23,630 undergraduate students and \$403 million was provided to 10,916 graduate and professional students. Of this, roughly \$105 million was institutional aid, while the balance came from external sources such as state and federal grants, work/study, loans, assistantships, and fellowships.

A new scholarship, the Chancellor's Access Grant (CAG), helped meet the campus' goals of increasing both Illinois residents and underrepresented populations, increasing the yield on the CAG target group from 42 to 67 percent.

The state's Monetary Award Program (MAP), an important element of access and affordability, provides roughly \$26 million annually to approximately 6,000 students on our campus, including about 45 percent of African American and Hispanic undergraduates. Though MAP is not part of the campus budget, the campus advanced these awards to our students in 2015-2016, helping our most financially vulnerable students stay in school. The state eventually appropriated funds for MAP for FY16 through stopgap budget actions in spring and summer.

Unmet need, the gap between documented financial need and available resources, is an important indicator of our overall affordability. Recent decisions to freeze tuition and invest in institutional aid have resulted in a flattening of unmet need over the past four years. Student and parent borrowing are also closely monitored as measures of affordability. For 2014-2015, 50 percent of graduating seniors took out loans during their

undergraduate career, and the average debt of graduates who borrowed was \$24,755. This debt is lower than most of our Big Ten peers, and most of our graduates are successfully repaying their student loans.

Office of the Registrar

The Registrar's office improved efficiency through implementation of two major electronic systems. The Course Inventory Management system was launched in the fall, reducing time for creation of new courses and revisions to existing courses. The Credentials RoboRegistrar allows students and alumni to order electronic and paper transcripts online. Additionally, an existing online system, the [Course Explorer](#), was enhanced with improved search functions, final exam schedules, and personalized schedule information for students.

Looking to the future

Goals for the Fall 2016 recruiting class were to build a diverse, academically talented freshman class with increased numbers of Illinois residents and underrepresented minority students. Despite the recruitment challenge presented by the lack of a state budget, as this report goes to press we know that we have met our goals of increasing the number of Illinois residents and underrepresented minority students in the [Fall 2016 freshman class](#). In fact, this is the largest freshman class in this history of the university, and we have the most diverse undergraduate population the campus has ever had. We will be seeking a similar class for Fall 2017.

2015-2016 was the second year the campus followed a single decision notification process, releasing all admissions decisions on the first Friday of February. At the request of colleges, campus will add an early decision release for the 2017 freshman class.

There will be two significant changes to the financial aid process for the coming year. The Free Application for Federal Student Aid (FAFSA) becomes available on October 1, 2016, three months earlier than in previous years, and families will be able to use their 2015 tax return data ("prior-prior year") instead of having to wait until spring for their 2016 tax year data. These changes will simplify the application process, allowing families to apply for financial aid at the same time that they are applying for admissions.

The Registrar's office is implementing a preferred name system for Fall 2016. Students may designate a preferred name that will then be used in class rosters and online phone directories. Toward the goal of optimization of classroom space, the office will collaborate with the Center for Innovation in Teaching and Learning to encourage more blended course offerings, thus reducing the need for large lecture spaces.

International Programs

Reitumetse Mabokela, Vice Provost for International Affairs and Global Strategies

Illinois International Programs (IIP) underwent a major realignment over the last year, with the goal of strategically positioning IIP to lead the campus in global prominence. The new IIP structure has seven core units:

Global Communications and Protocol (GCP) is charged to elevate the university's international reputation. In 2015-2016 GCP upgraded all of IIP's outward-facing materials, including overhauling the IIP website and updating domestic and Chinese social media. The unit also assumed management of Illinois' office in Shanghai, working with campus stakeholders to shape priorities for the Shanghai office and focus the office's mission.

Global Education and Training (GET) provides training programs for professional peers from abroad, drawing on the expertise of Illinois faculty, staff, and students. In the past year, GET provided 20 different training programs to 471 executives and students from eight countries, and participated in the U.S. State Department-funded *EducationUSA Leadership Institute*.

Illinois Abroad and Global Exchange (IAGE), formerly known as the Study Abroad Office, serves the campus' growing interest in study abroad. In 2015-2016 faculty led 20 programs for 300 students. Participation in semester- and year-abroad programming increased by nearly 200 students last year. IAGE also supported orientations for nearly 500 incoming exchange students.

To improve its budget picture, IAGE streamlined staffing, moving from 24 full-time employees to 13, for an annual savings of \$440,000. The reconfigured staff is focused on program development and management, marketing and communication, systems management and operations, business and financial expertise, and safety and security. IAGE works collaboratively with existing college study abroad units, providing logistical support as needed, and also provides full services to colleges that do not have their own study abroad offices. IAGE is supported by student fees, so there is no cost to academic units for IAGE services.

IAGE has also worked to reduce administrative obstacles students for students going abroad, obstacles that expose students to risk and the university to liability. These include a complex course-approval system, reliance on manual processes, non-standard fees, and a lack of policy and criteria for program approval. IAGE is addressing these obstacles by appointing a campus-wide study abroad committee, creating a program review committee to vet new and existing programs, and upgrading information systems that support study abroad.

Illinois Strategic International Partnerships (ISIP) negotiated 142 new or renewed inter-institutional collaboration agreements over the year on behalf of 37 different academic and administrative units. These partnerships support collaborative activities in 32 different countries around the world. Through ISIP's work, the university was nationally recognized for the *Illinois-Sweden Program for Educational and Research Exchange (INSPIRE)*, receiving the Andrew Heiskell Award for Innovation in International Education.

International Student and Scholar Services (ISSS) supports all international students, faculty, and visiting scholars, handling visa issues and federally mandated reporting. The unit helped the campus welcome a record 3,151 new international students in Fall 2015, offering orientation and social programming. Nearly

800 students used the ISSS shuttle service between Chicago O'Hare airport and campus at the start of the fall semester. ISSS is also instrumental in summer new-student orientation programs delivered in China and South Korea.

International Business Operations (IBOPS) manages financial and human resources for IIP, supporting responsible fiscal practices in all of IIP's core units.

The Office of International Safety and Security sets safety standards and provides pre-departure resources and training to our faculty and staff who travel abroad. The office also offers 24/7 support for individuals and groups who encounter difficulties while abroad.

Looking to the future

Global Communications and Protocol's focus for the upcoming academic year will be to better coordinate travel that is strategically aligned with the campus' global interests. The team is developing an information sharing system for international travel for campus leaders such as deans, the chancellor, associate chancellors, provost, and vice provosts.

Global Education and Training plans to diversify its offerings to include a wider variety of sectors and geographical regions in its clientele.

Illinois Abroad and Global Exchange aims to increase academic integration with study abroad among the colleges, and to streamline processes to promote a more accessible study abroad experience for students. IAGE will also work to ensure systematic vetting of programs, eliminate duplicative efforts across campus, and reduce institutional liability through safety and security protocols.

Illinois Strategic International Partnerships will focus on enhancing the campus' portfolio of international partnerships, ensuring a continual exchange of ideas with the top institutions in the world.

International Student and Scholar Services will build more transitional programming for international students coming to Illinois. This will involve refining our pre-departure orientation programs in China and South Korea, providing an on-campus program for international students in each of the 35 weeks that the university is in session, and pairing international students with domestic student partners.

International Business Operations will continue to assess and improve existing processes, while promoting fiscal accountability and awareness.

The Office of International Safety and Security will emphasize proactive communication, such as the office's interactive web chats for parents of students studying abroad. Such systems become invaluable when events like the November, 2015 attacks in Paris occur.

Budget and Resource Planning

Paul Ellinger, Vice Provost for Budget and Resource Planning

Vicky Gress, Executive Associate Provost for Budget and Resource Planning

Andrea Hoey, Assistant Provost and Director, Budget and Resource Planning

The 2015-2016 academic year began without a state budget appropriation, a situation that evolved into a year-long legislative impasse. The Office of the Provost worked through the year both to manage the current-year campus budget and to plan for long-term budget sustainability in the presence of declining state support. Before summarizing those actions, we provide a brief, high-level overview of the campus budget.

Overview

The Urbana-Champaign campus' operating budget for fiscal year 2015² totaled \$2.041 billion, up slightly from the FY14 budget of \$1.999 billion. Sources of funds included the following³ (amounts in thousands):

State Appropriation (GRF)	\$ 241,035	12%
Tuition	\$ 681,939	33%
Institutional Funds	\$ 156,565	8%
Grants, Contracts	\$ 453,218	22%
Gifts & Endowment Income	\$ 130,748	7%
Departmental Activities	\$ 134,482	7%
Auxiliary Enterprises	<u>\$ 243,190</u>	<u>11%</u>
Total	\$2,041,178	100%

The level of state support that the campus receives is actually greater than the state appropriation to the campus, referred to as general revenue funds or GRF. The state also makes payments on behalf of the campus for the employer portion of health and dental benefits and pensions. These payments do not pass through the campus budget. For fiscal year 2015 payments on behalf, excluding legacy payments for previous underfunding of the pension system, were approximately equal to the GRF, bringing total state support of our campus to nearly \$500 million.

State appropriations (GRF) and tuition are referred to on campus as "state funds." Together with institutional funds (primarily indirect cost recovery from research grants), these funds comprise the unrestricted component of the budget that the campus allocates for operating expenses: \$1.08 billion in FY15. Of that amount, 62 percent was allocated to academic units; 19 percent went to central administration and service units; 6 percent supported central financial aid; and 13 percent was held centrally for special initiatives, debt service, graduate student health services, and other expenses.

The fiscal year 2015 budget included a salary program (\$13.5 million) and an increased investment of approximately \$8 million in diversity initiatives across campus, a portion of which was directed toward the Targets of Opportunity Program (TOP) for faculty hiring. Of the \$66.5 million in centrally-funded financial aid, over \$21.6 million was directed toward programs that largely benefit underrepresented students. The

² Figures here are for FY15 (the 2014-2015 fiscal year), the latest data available.

³ More detailed budget information for FY15 can be found on page nine of the [Budget Summary for Operations for Fiscal Year 2015](#).

campus' financial commitment to diversity-related initiatives has more than doubled since 2011, growing to more than \$50 million annually in fiscal year 2015.

The remaining sources of funds in the university budget are restricted for items such as research grants, targeted state and federal programs, donor targeted gift support, and self-supporting activities like the residence halls.

Fiscal Year 2016 Budget Management and Fiscal Year 2017 Planning

Fiscal year 2016 started with no state budget in place. Draft budget allocations for FY16 were issued in July 2015 to units across campus. These allocations planned for a \$49 million reduction, approximately 20 percent of the campus' \$236 million state appropriation (GRF) from fiscal year 2015. The reductions were applied differentially, with cuts to the academic colleges ranging from 4.2 percent to 4.9 percent of permanent state funds (GRF + tuition), and reductions up to 7.4 percent for administrative and service units.

The campus was also able to make a few strategic investments. One of the largest was \$8 million provided as matching funds to a major gift for a campus-wide multidisciplinary design center, the [Illinois Design Center](#). The Design Center will be a central facility for undergraduate students to experience design thinking, making, and learning by addressing a wide variety of human needs in project-based collaborative teams.

In May, a stopgap bill that appropriated approximately 24 percent of campus' GRF from fiscal year 2015 was passed by the State of Illinois legislature. The resulting 76 percent reduction equates to approximately \$179 million, which leaves the campus with a cash shortfall of approximately \$140 million for fiscal year 2016. (This shortfall results after factoring in the \$49 million of budget reductions and an additional \$10 million of cost transfers from University Administration). In July, the campus received additional stopgap funding of \$129 million for FY17, resulting in an additional \$50 million cash shortfall for the coming fiscal year. The campus will continue to advocate vigorously for a meaningful FY17 state appropriation. However, if no additional funds are received from the state, campus has developed a contingency plan to cover the cash shortfall through a combination of centrally-held funds, funding from college-level and administrative units across campus, and amortizing the remaining balance over a ten-year period.

In April, 2016 colleges and administrative units presented budget plans for the 2017 fiscal year. Units were asked to plan for three possible reduction scenarios for their permanent state budgets for the 2017 fiscal year: 3, 5, and 7 percent for academic units; and 5, 7, and 9 percent for centrally-budgeted administrative and service units.

After consulting with the Council of Deans and Campus Budget Advisory Task Force (CBATF), the Provost's Office implemented a \$20 million university-wide budget reduction plan for FY17. The guiding principle of our FY17 financial plan is to combine systematic cost reductions with an opportunity to invest in strategic initiatives. From that \$20 million of reductions, the campus will create a \$2 million reinvestment pool of recurring funds to support revenue growth and reorganization proposals that help address the budget crisis. The metric-based, systematic reductions were differentially applied across colleges and units with the intent to direct funds to high-demand programs. Cuts to the academic colleges ranged from 1.8 to 5.6 percent of permanent state funds (GRF + tuition), with reductions up to 9 percent for administrative and service units.

Looking to the future

Over the last year the Office of the Provost spent considerable time addressing long-term budget matters, including charging and supporting a [Campus Budget Advisory Task Force \(CBATF\)](#), organizing town hall meetings on the budget and financial future of the campus, and focusing a Council of Deans retreat around budget and resource allocation matters. The slides from the Provost's [Open Budget Meetings](#) provide a detailed picture of our current situation and the terrain we must navigate going forward.

[CBATF's final report](#) calls for a budget model that supports long-term campus strategy, allows multi-year planning at the campus and departmental levels, is transparent, has principles that are applied consistently at all levels, recognizes and encourages good financial stewardship, provides accountability to stakeholders, assigns clear decision-making authority at each level (unit, college, and campus), and can be implemented in a phased approach.

The Council of Deans and the CBATF agree reform is needed in the ways the campus makes budgetary decisions (the “budgeting system”) and the metrics and algorithms it uses to allocate tuition (undergraduate, graduate, and online—the tuition allocation “model”) and GRF. Both the CBATF and the Council of Deans identified critical weaknesses of the current budget system and model, noting its lack of transparency, complexity, and incomplete costing, among other barriers.

For the 2016-2017 academic year the Office of Provost has launched a major project to reform the university's budget system and model. The ultimate goal is to build a more transparent and strategic budgeting system, one that ensures our academic strength, financial resilience, and long-term success. Broad participation in the reform effort from faculty, staff, and students will be critical. A [steering committee](#), chaired by Professor John Wilkin, Dean of Libraries and University Librarian, will provide overall guidance for the reform initiative.

These are all important steps toward developing a financial plan that will ensure the campus' long-term viability, allowing it to withstand possible continued de-investment by the State of Illinois while protecting critical areas of excellence and accessibility. Expecting that our state support will decline and knowing that our current undergraduate tuition rate puts us at or near the top of the Big Ten, we must look to capture philanthropic opportunities and use resources more efficiently moving forward. Through the reconfiguration of the current budget system and model; guidance tailored to the units; incentives for organizational innovation; and continued consultation with the Council of Deans, the Senate, and our peer institutions, we can remain well-positioned to continue to serve our state, the nation, and the world in the fulfillment of our mission as a preeminent land-grant institution.

Capital Planning and Space Management

Matthew Tomaszewski, Associate Provost for Capital Planning

Our campus has over \$700 million invested in 77 active capital projects, ranging from feasibility studies to construction projects. These efforts are ongoing; in the 2015 fiscal year, 58 major capital projects were completed at a value of \$73.4 million, and for fiscal year 2016 the value of projects initiated as of the time of this report was \$80 million. Project examples include:

- A new home of the Illinois Program for Research in the Humanities (IPRH) in the Levis Center. IPRH celebrated the opening of their new space in Fall 2015.
- The Chez Family Foundation Center for Wounded Veterans in Higher Education, opened in Fall 2015, exemplifying our campus' leadership in disability services and transformative learning experiences.
- Two newly renovated facilities on our historic Quad, the Chemistry Annex and the Natural History Building, which will be completed and reopen for instruction and research in the coming year.

Each of these projects is a reflection of the vitality of our campus and our potential for the future, whether in upgrading existing instructional and research facilities or developing new centers of innovation.

The campus faces many facility challenges. Most space was built prior to 1970, and our instructional methods, technology needs, and lab requirements have changed significantly since then. The age of most of our space contributes to the deferred maintenance backlog, currently over \$800 million. We are, however, making strategic decisions and investments to address the condition of facilities, including major classroom improvement efforts. Similarly, through participatory efforts with academic units, the campus is developing policies to guide our space-use decisions to ensure efficiency, transparency, and cost savings.

Many current initiatives are geared toward deferred maintenance needs in key college facilities.

- The [Campus Facilities Matching Funds Program](#) has allowed us to invest collectively in over \$94 million of critical, student-centered efforts. In the past year, over 19 of these projects are underway, equating to a \$68 million investment in identified college priorities.
- An over \$80 million effort, the [Instructional Space Improvement \(ISI\)](#) initiative, upgrades classrooms across campus at a value of \$70 million. \$46 million has been expended since 2012, with approximately 142 classrooms updated. A notable example is the [Illinois Flexible Learning Experience \(iFLEX\)](#) classrooms. These spaces provide maximum flexibility through furniture design, classroom configuration, and the use of technology to promote active learning, information sharing, and student collaboration in class. Many other ISI projects take care of basic building needs such as heating and cooling, doors and windows, life safety, and accessibility.
- The [Academic Facilities Maintenance Fund Assessment \(AFMFA\) Oversight Committee](#) selected twelve projects totaling \$40 million for FY17. These projects primarily address deferred maintenance in learning environments.

In addition to maintaining and improving classroom space, sustainability is a key ongoing initiative. In 2010, the University of Illinois at Urbana-Champaign was the first Big Ten institution to submit a climate plan to the American College and University Presidents' Climate Committee. This sustainability plan, [iCAP: A Climate Action Plan](#), outlines our targets for actions toward carbon neutrality, enhanced sustainability curricula for

students, expanded research, and programs to track these efforts. As part of iCAP, we have committed to implement a policy of no net increase in space and to establish new buildings that are net energy-neutral or that provide energy.

Toward these iCAP goals, Capital Planning and Space Management is actively engaged in energy system upgrades and major building repairs and renovations. Examples of endeavors toward these goals in the past academic year include:

- Our [Energy Performance Contracting](#) efforts, which not only reduce our energy use, but also address some of the deferred maintenance backlog by identifying key facilities long overdue for attention. Via an Energy Services Agreement executed in December, 2015, major conservation improvements are now scheduled for five facilities which will result in annual fuel cost savings of over \$480,000.
- The campus [Solar Farm](#), which opened in December, 2015 and is the largest solar installation on any Big Ten campus. The facility is expected to produce 7,860 megawatt hours, or two percent of campus' average annual electrical demand.
- The university's first ten-year [Wind Power Purchase Agreement](#), for which pricing analysis was completed in December 2015. The best balance of pricing/risk was for 25,000 megawatt hours per year, which is about 6.5 percent of the campus' annual electrical consumption.

Another ongoing initiative is the pruning of our physical inventory. Through carefully considered and targeted decommissioning and repurposing, cost savings are realized and real estate is made available for future investment. A few examples are the houses at 57 and 59 E. Armory, 512 E. Chalmers St, and 909 and 911 S. Sixth Street. Savings from these facilities totals \$35,000. In addition, the former home of Latina/Latino Studies and La Casa Cultural Latina is set to be demolished as soon as the historic murals created by artist and alumnus Oscar Martinez are removed for restoration.

Looking to the future

An initiative is underway to develop a comprehensive five-year major capital plan. This effort is being undertaken via the Facilities Planning Committee, the broadly representative group also responsible for recommending the annual list of campus major capital priorities for submission to the state. The plan will identify all campus major capital projects, prioritized in a transparent and collaborative process. This plan will allow campus to coordinate efforts, identify fundraising opportunities, and allow us to make strategic investments in the highest-priority initiatives of campus.

The campus will steward the Illinois Design Center building through design and construction phases, and will plan for the facility needs of the new Carle Illinois College of Medicine. A Provost Fellow will be selected to ensure that campus and unit capital plans are aligned with our vision for sustainability. The Instructional Space Initiative will continue, with completion anticipated in fiscal year 2018. By that time, ISI will have addressed 200 classrooms at a value of \$89 million.

Technology Services

Mark Henderson, Chief Information Officer

Renamed Technology Services in August, 2015, the office formerly known as CITES supports computing, communications and information technology campus-wide. Accomplishments for 2015-2016 include:

- Completing a [Year of Cyberinfrastructure](#), which assessed the campus's future technology infrastructure needs.
- Adding more than six million square feet of wireless coverage over a three-year period.
- Creating a collaborative IT Power Plant effort, bringing IT organizations across campus together to deliver consistent, reliable, and cost-effective technology services.
- Reducing the annual costs of delivering IT support to the College of Fine and Applied Arts, the College of Law, the Graduate College, and Office of the Provost units by more than \$600,000.
- Averaging 99.56 percent availability and 99.49 percent performance for critical IT services, including the campus network, Exchange, Google Apps @ Illinois, Illinois Compass 2G, Lync/Skype for Business, U of I Box, and VPN.

Technology Services has taken steps to contain costs throughout the past year, most notably reducing headcount and integrating small IT support units to obtain economies of scale. Savings for these changes, which total \$7 million, have been reinvested into college and student IT efforts (\$555,800) and virtualization and storage capabilities (\$550,000) that will reduce future recurring costs.

These cost-containment efforts have also enabled repayment of the FY11 Unified Communications deficit (\$948,400), a payment toward the campus research network deficit (\$487,400), and the campus supported services deficit recovery (\$475,000).

Looking to the future

Kicking off in summer 2016, [Illini Secure](#) is a five-year effort that pulls together security liaisons from each unit to promote best practices in privacy and security, assist in training and security evaluations, and increase security awareness.

By the start of the Fall 2016 semester, Technology Services plans to improved reliability and stability of the wireless network by replacing every wireless access point on campus with new hardware.

Focus on the [IT Power Plant](#) collaboration will continue, with implementation teams working to bring transformative solutions to campus. By allowing campus units to work together instead of separately, the IT Power Plant will drive down costs, reduce duplication, and free up resources.

Technology Services will initiate Web@Scale to build shared web-design and website development resources, addressing a significant need on campus.

Conclusion

The 2015-2016 annual report for the Office of the Provost reflects the work this office has done toward the realization of the University of Illinois at Urbana-Champaign's strategic plan. Though the charges of the units that make up the Office of the Provost are different, each unit makes an important contribution to the campus' goals, and all are working to realize the same vision, and all are charged to operate according to the following overarching values: transparency, stakeholder consultation, shared governance, and communication.

The unprecedented budgetary challenges faced by our campus in the 2015-2016 academic year were not just challenges, they are also opportunities. We as a campus can capitalize upon these opportunities as we embark on our next 150 years. Now is a time for all of us to give our very best to ensure that the University of Illinois at Urbana-Champaign remains an exceptional institution for decades to come.

Appendix: The Office of the Provost

The Vice Chancellor for Academic Affairs and Provost is the chief academic and budget officer of the campus. The provost oversees the campus' academic programs, develops and oversees associated policies and priorities, and manages the university's budget and budgeting process. The mission of the Office of the Provost is to ensure the quality of the educational experience for students and to sustain an environment that encourages and supports scholarly excellence. The Office of the Provost works closely with the chancellor, vice chancellors, deans, academic staff, the Senate, and various stakeholders in setting and pursuing overall academic priorities for the campus.

Major Services

Faculty Affairs and Academic Policies (Vice Provost Elabbas Benmamoun)

- Leads initiatives and programs to support faculty excellence and development
- Promotion and tenure review
- Academic program review
- Faculty hiring, retention, and diversity
- Faculty awards and recognition
- Specialized (non-tenure system) faculty development
- Human Resources
- ROTC
- Center for Advanced Study
- Illinois Informatics Institute

Undergraduate Education and Innovation (Vice Provost Charles Tucker)

- Leads development and oversight of the undergraduate experience at Illinois
- Support for innovation in classroom and in online instruction
- Interdisciplinary initiatives in curriculum and pedagogy
- Oversight and guidance for courses and programs
- Admissions, including diversity efforts
- Enrollment management strategy
- Accreditation
- Assessment

International Affairs and Global Strategies (Vice Provost Reitu Mabokela)

- Leads development of the campus' international strategy
- Oversees international student services
- Manages campus study abroad program support
- Stewards international engagement and collaboration
- Assists the chancellor and provost with international engagement and travel

Budget and Resource Planning (Vice Provost Paul Ellinger)

- Leads development of campus operating budget priorities
- Manages annual campus budgeting process
- Develops annual and multi-year funding models and analysis
- Provides general financial oversight of the campus

Capital Planning (Associate Provost Matthew Tomaszewski)

- Leads development of campus capital priorities for new facilities and major renovations
- Develops plans to fund capital projects
- Works with colleges to align their facility needs with their academic missions
- Oversees communication, implementation, and monitoring of strategically aligned policies related to sustainability and stewardship of space on campus
- Climate action plan implementation support
- Capital strategic planning
- Campus master plan support

Technology Services (CIO Mark Henderson)

- Leads development of campus IT strategy
- Office of the Chief Information Officer
- Management of the central academic IT organization (Technology Services)
- Oversight of Campus IT Council, including infrastructure governance and IT governance decisions

Colleges and Schools

- College of Agricultural, Consumer and Environmental Sciences (ACES)
- College of Applied Health Sciences
- College of Business
- Carle Illinois College of Medicine
- College of Education
- College of Engineering
- College of Fine and Applied Arts
- Division of General Studies
- Graduate College
- School of Labor and Employment Relations
- College of Law
- College of Liberal Arts and Sciences
- University Library
- School of Information Sciences
- College of Media
- School of Social Work
- College of Veterinary Medicine

Reporting Units

- Academic and Staff Human Resources
- Allerton Park and Retreat Center
- Altgeld Tower Chimes
- Campus Center for Advising and Academic Services
- Campus Honors Program
- Center for Advanced Study
- Center for Innovation in Teaching and Learning
- Center for Training and Professional Development
- Faculty Staff Assistance Program

- I-STEM Education Initiative
- Illinois Promise
- Illinois International Programs
- Division of Management Information
- Osher Lifelong Learning Institute (OLLI)
- Principal's Scholars Program
- Office of the Registrar
- Sarah "Sally" McFarland Carillon
- Office of Student Financial Aid
- Technology Services
- Office of Undergraduate Admissions
- Office of Undergraduate Research