

University of Illinois at Chicago

# Campus Update

Jerry L. Bauman

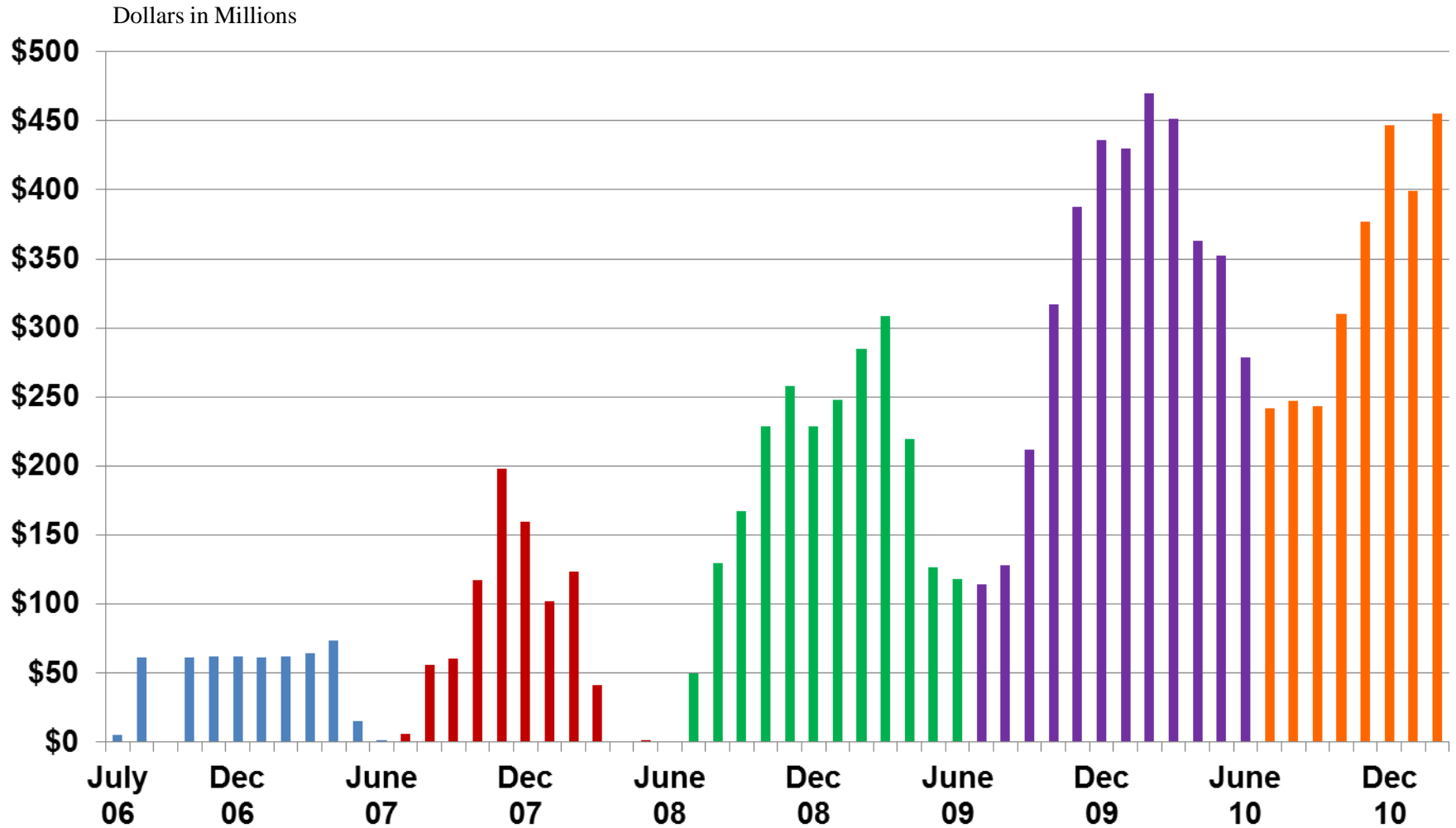
Interim Vice Chancellor for Academic Affairs and Provost

2011 Bringing Administrators Together Conference



# UI Month End GRF Receivable

## Fiscal Year 2007 through Fiscal Year 2011



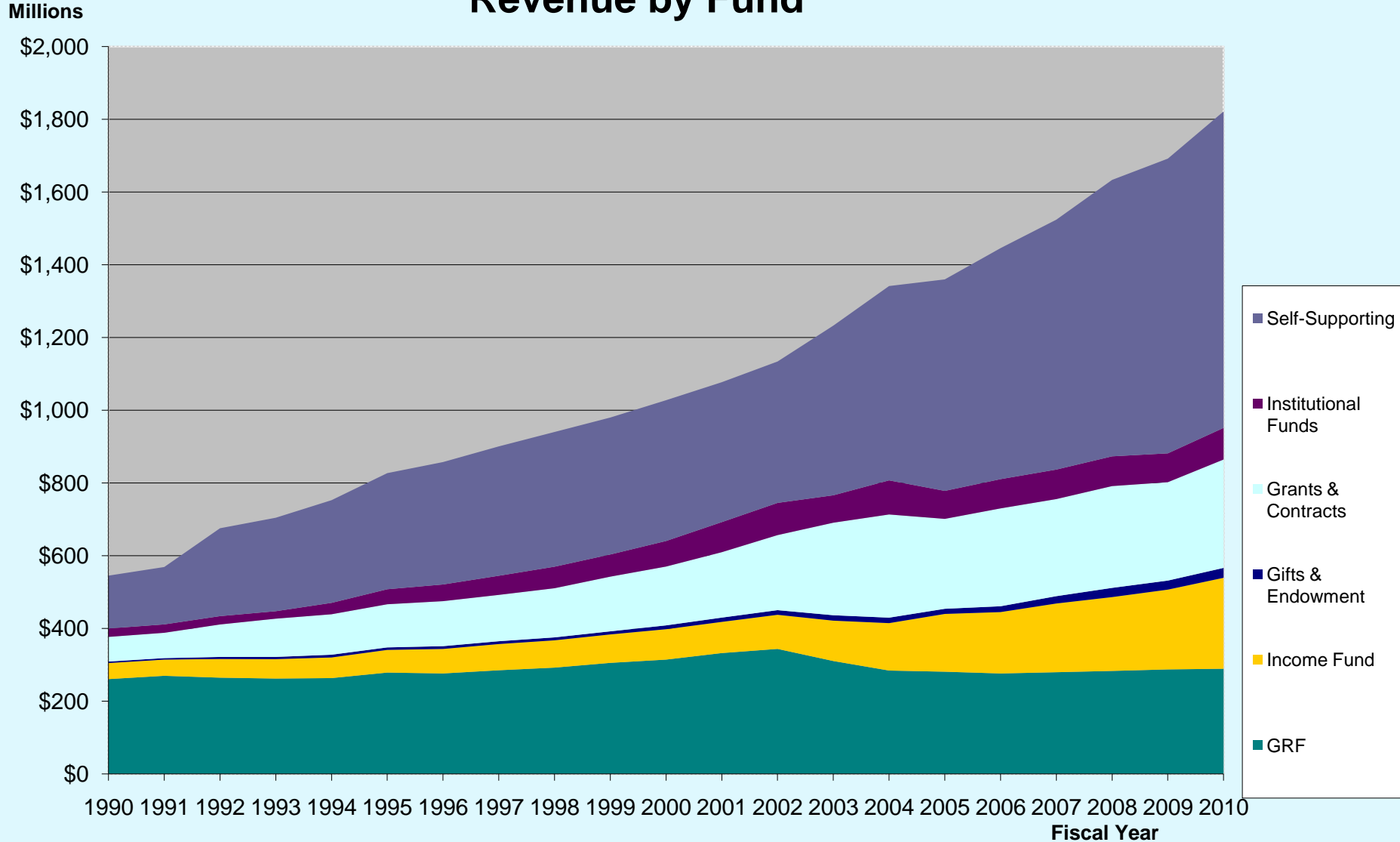
\* The first five months of FY11 had receivables from FY10 outstanding at the end of the month. The receivable amount for each month in millions was as follows: July \$193; August \$119; September \$33.1; October \$10.9; November \$10.9.

Projected Illinois deficits in FY2011 and FY2012 with & without changes enacted  
January 11, 2011

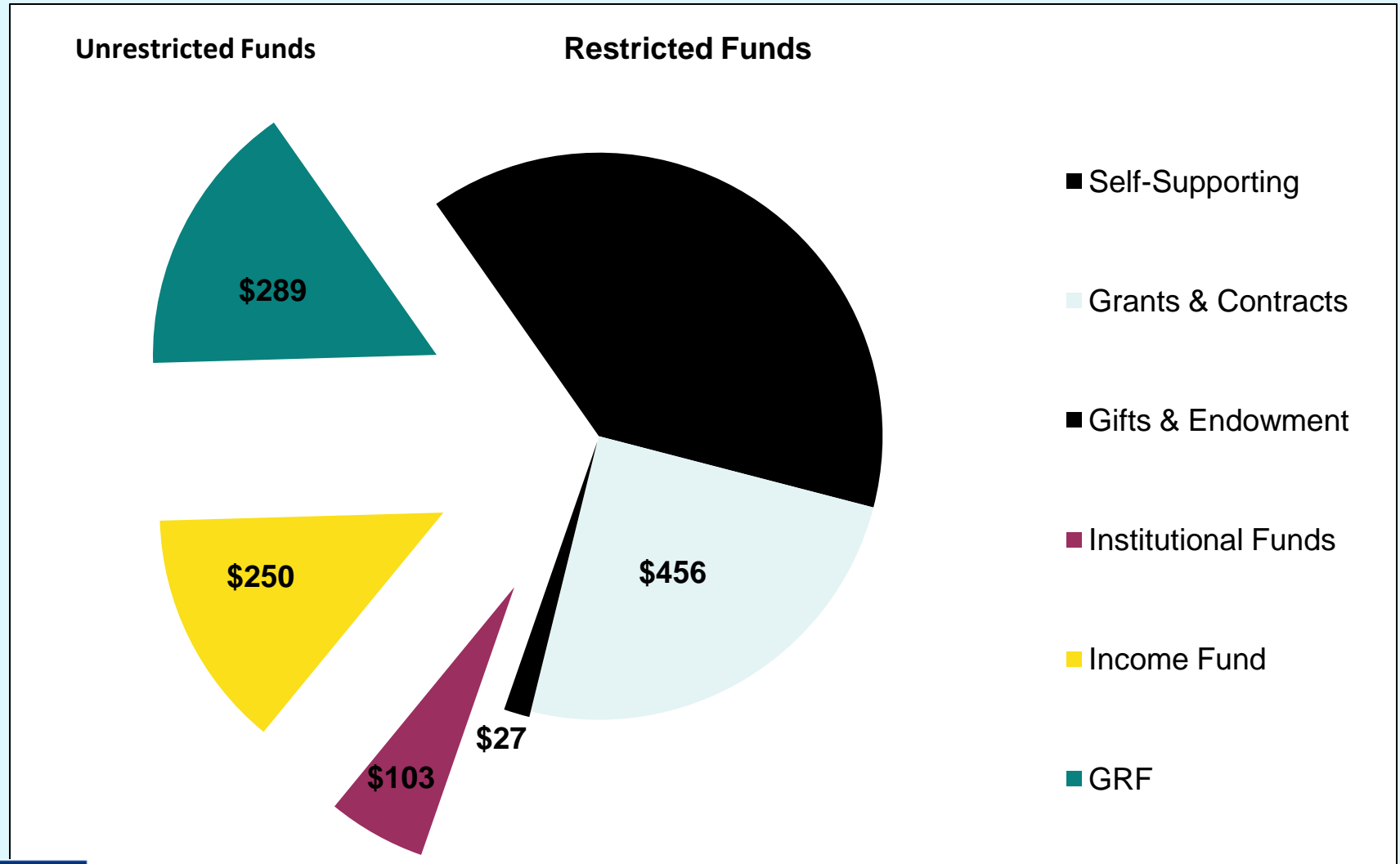
	FY11	FY12	Notes
	(\$ bill.)	(\$ bill.)	
Baseline budget gap without new law	-10.9	-11.9	IGPA estimates using Fiscal Futures Model with "consolidated funds budget" data
<b>Continuing revenues</b>			
Income tax increase	3.7	7.7	Estimated additional revenue from both the personal and corporate income tax changes plus estate tax (effective half of FY11)
<b>Spending changes</b>			
Across-the-board		0.3	New law caps general fund growth at 2%, which decreases non-pension non-debt spending by 1%
Service (FY11) pension bonds		-0.6	Assumes eight year payback at 5.0% interest
<b>Operating deficit (subtotal)</b>	-7.2	-4.4	
<b>One time revenues</b>			
Tobacco securitization & interfund borrowing	2.2		Previously legislated for FY11
New pension borrowing	3.7		Required pension payment of \$3.5 billion is less than the \$3.7 billion borrowed.
<b>Remaining cash deficit</b>	-1.3	-4.4	
<b>Backlog carried in</b>	-6.0	-7.3(?)	

Source: Institute for Government and Public Affairs (IGPA)

# University of Illinois at Chicago Revenue by Fund



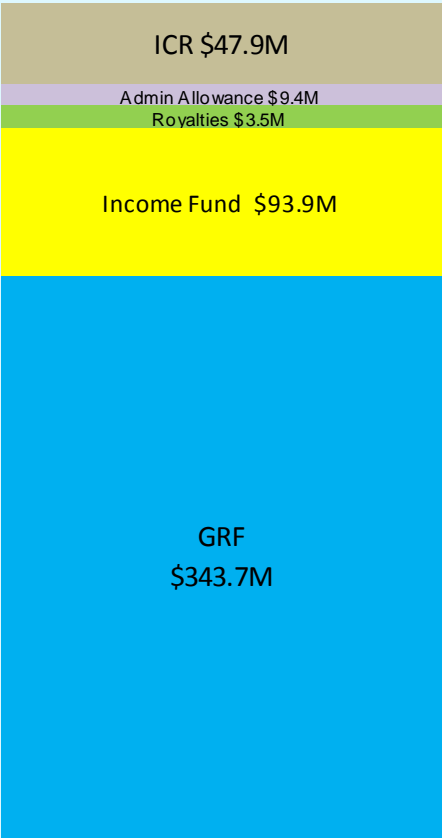
# University of Illinois at Chicago Revenue by Fund



# UIC Unrestricted Funds Budget

**FY2002**

**Revenue**



**\$498.4M**

**FY2010**

**Revenue**



**\$611.8M**



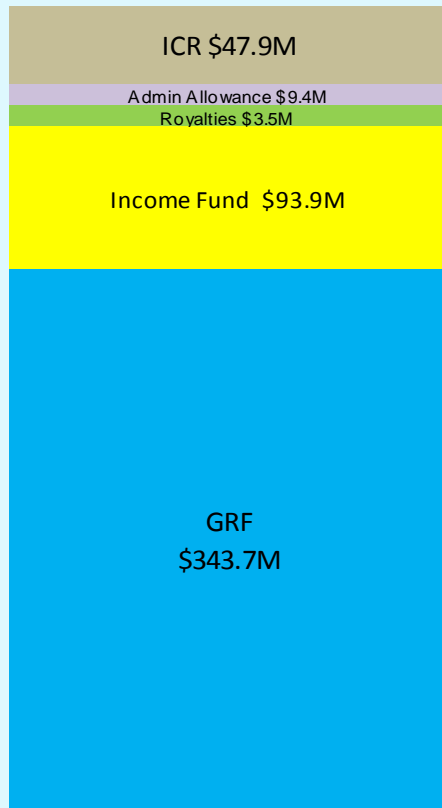
*Adjusted for inflation....*

# UIC Unrestricted Funds Budget

(Constant Dollars)

**FY2002**

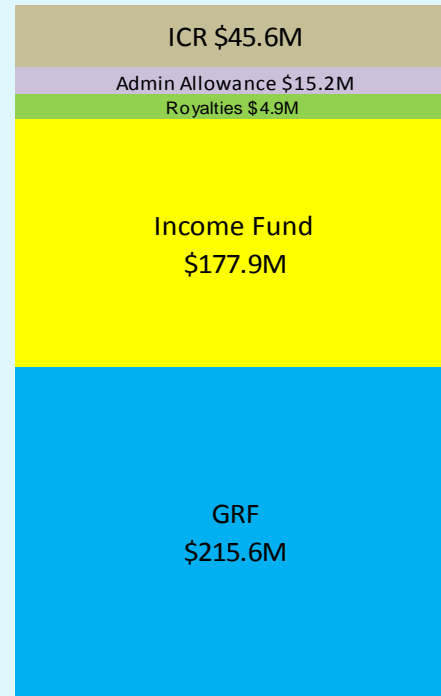
**Revenue**



**\$498.4M**

**FY2010**

**Revenue**



**\$461.8M**



# Budget Goals:

- **Ensure the quality of academic programs** – provide faculty and physical resources appropriate for high quality academic programs
- **Grow the research enterprise** – done in a cost effective manner
- **Support diversity** – build it into decision process
- **Ensure the integrity of the physical infrastructure** – coordinate infrastructure renewal and replacement with institutional priorities
- **Support access** - income and its correlates, race/ethnic

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
<b>Uses</b>		
<b>Net</b>		

# The University of Illinois at Chicago

## Budget Planning

### Increments/Decrements

<b>Sources</b>		
	State Appropriation (GRF)	(XXX,XXX)
<b>Uses</b>		
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
	Campus-wide Costs	<b>XXX,XXX</b>
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
	Campus-wide Costs	<b>XXX,XXX</b>
	Salary Program	<b>XXX,XXX</b>
<b>Net</b>		



**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
	Campus-wide Costs	<b>XXX,XXX</b>
	Salary Program	<b>XXX,XXX</b>
	Strategic Investments	<b><u>XXX,XXX</u></b>
	Subtotal, Uses	<b>XXX,XXX</b>
<b>Net</b>		

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
	Campus-wide Costs	<b>XXX,XXX</b>
	Salary Program	<b>XXX,XXX</b>
	Strategic Investments	<b><u>XXX,XXX</u></b>
	Subtotal, Uses	<b>XXX,XXX</b>
<b>Net</b>		<b>(XXX,XXX)</b>

**The University of Illinois at Chicago  
Budget Planning  
Increments/Decrements**

<b>Sources</b>		
	State Appropriation (GRF)	<b>(XXX,XXX)</b>
	Tuition	<b>XXX,XXX</b>
	Reallocation	<b><u>XXX,XXX</u></b>
	Subtotal, Sources	<b>XXX,XXX</b>
<b>Uses</b>		
	Tuition Distribution to Colleges	<b>XXX,XXX</b>
	University-wide Costs	<b>XXX,XXX</b>
	Campus-wide Costs	<b>XXX,XXX</b>
	Salary Program	<b>XXX,XXX</b>
	Strategic Investments	<b><u>XXX,XXX</u></b>
	Subtotal, Uses	<b>XXX,XXX</b>
<b>Net</b>		<b>0</b>

## FY 2011 Budget Planning

- Base budgets reduced 5.6%, driven by...
  - UIC's share of \$46.4M GRF cut
  - No general salary program (1% allowance for exceptions)
  - 9.5% tuition rate increase, enrollment growth
  - Reallocation for campus costs (financial aid, R&R)
- Implement additional expense reductions of 4.7%

## FY 2012 Budget Planning

- Phase 1: 4.7% reduction to budgets
- Phase 2: 8.8% additional reduction, total driven by...
  - UIC's share of potential GRF cut
  - Salary program
  - Modest tuition increase, flat enrollment
  - Reallocation for campus costs (financial aid, R&R)
  - Strategic investments

# CHANGE

## State

Pension Law

Procurement Law

Civil Service Audit

## University

Administrative  
Review and  
Restructuring  
(ARR) calls for  
\$60M in savings

### **One University:**

Chancellors also  
Vice Presidents

**Campus functions  
now report to UA: IT,  
HR, Clinical, others**

New VP for Health Affairs,  
VP for Research, Executive  
Director of HR, Executive  
CIO, Executive Director of  
Labor & Employee Relations,  
Executive Director of  
Enrollment Management

## UIC

### **Five Task Forces:**

Academic Directions  
Internal Administration  
External Administration  
Information Technology (done)  
Records Management (done)

### **Major Searches:**

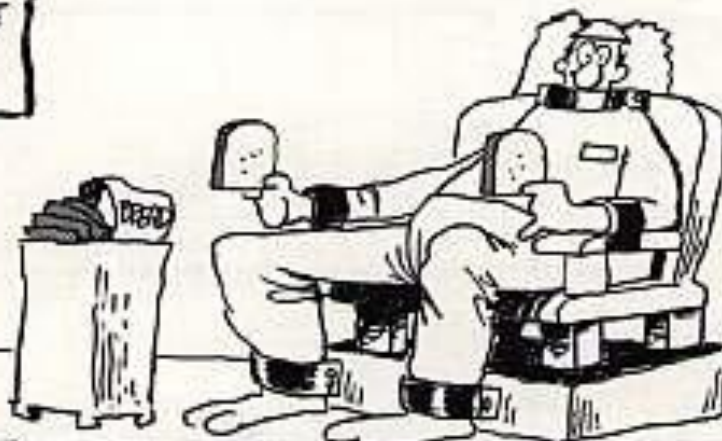
VCAA/Provost  
Deans of Applied Health  
Sciences, Business  
Administration, Graduate  
College, LAS, Medicine

# New Fund-flow Models

- **Tuition** – revenue distributed based on instruction.
- **ICR** – revenue to colleges & departments increased from 30% to 47.5%. Revenue to VCR and VCAS linked to research growth.
- **RA tuition remission** – share to colleges increased from 50% to 75%, to college where student is enrolled.
- **GA tuition remission** – Employing unit partially compensates home college for revenue lost to student's tuition waiver.
- **Cross-college instruction** – colleges compensated for teaching other college's graduate students - facilitates interdisciplinary collaboration.
- **Usage charge** – units that incur deficits pay an interest charge as disincentive.
- **Rent less, renovate more** – bring units back on campus, use former rent funding to renovate their campus space.
- **Space economy (in progress)**: distribute O&M, utility, and occupancy expenses to units based on square footage, not State budget.
- **Centers**: new shared governance, funds flow models support interdisciplinarity.

# **UIC: The Lean Machine**

MAKING THE BEST  
OF A BAD  
SITUATION



ON OFF  
LIGHT - DARK

JEFF  
MARTIN

9-26



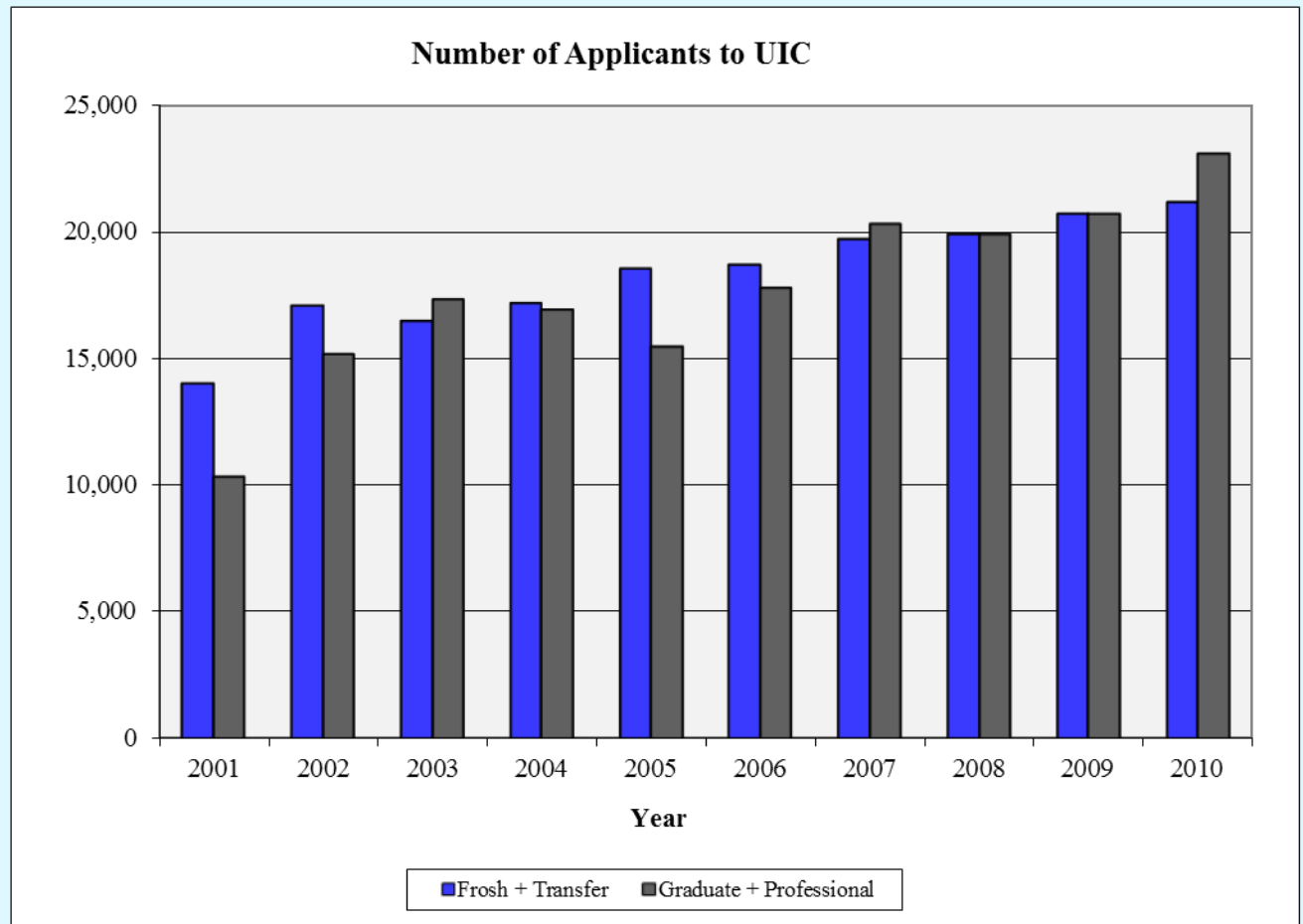
# Number of Applications Up

Batch  
admissions  
began 2005

Enrollment  
Targets

Online Degree  
Audit Reporting

**UIC is a  
destination of  
choice for  
students**



# Six-Year Graduation Rate at 53%

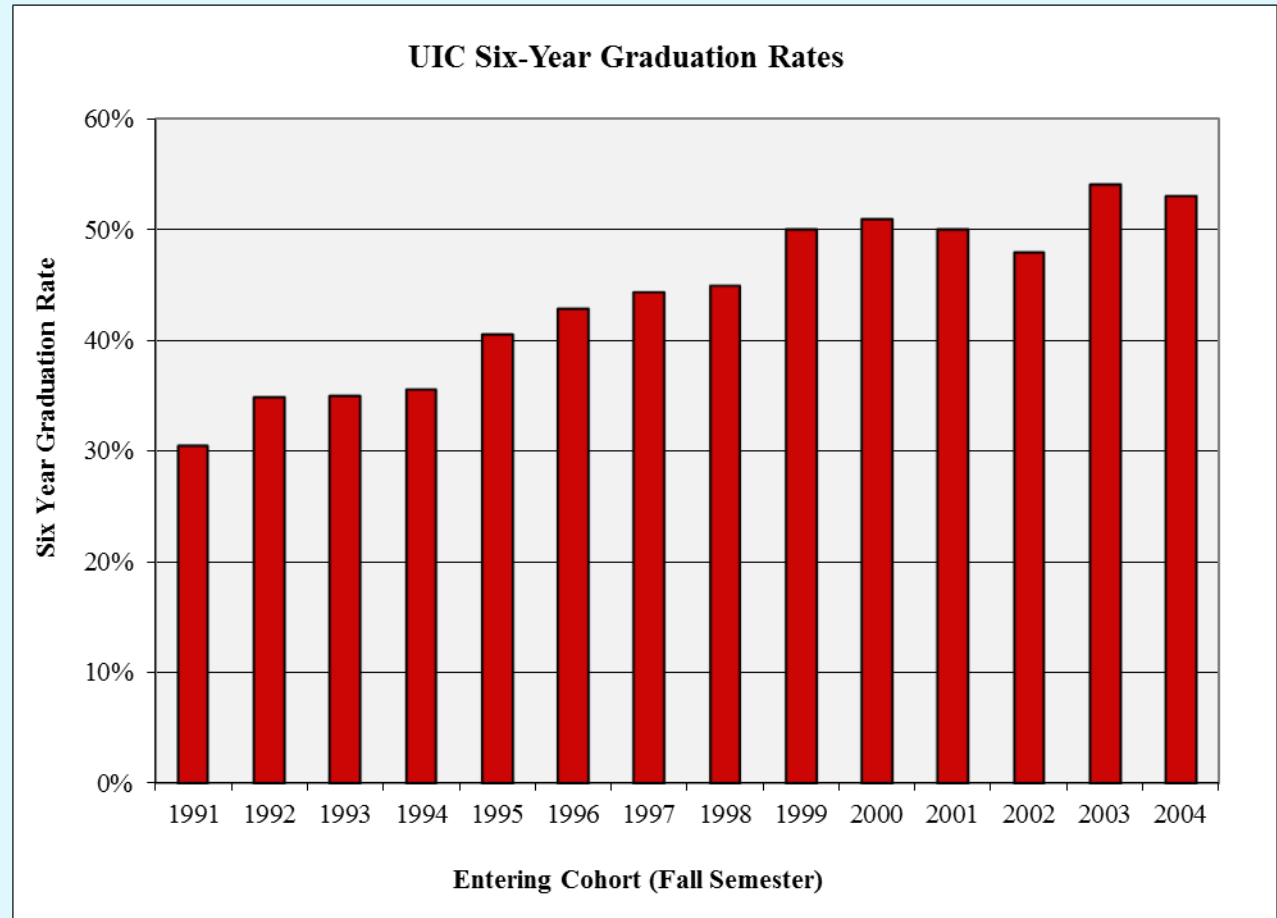
Math Learning  
Center

Science Learning  
Center

Sandi Errant Port  
Language and  
Culture Center

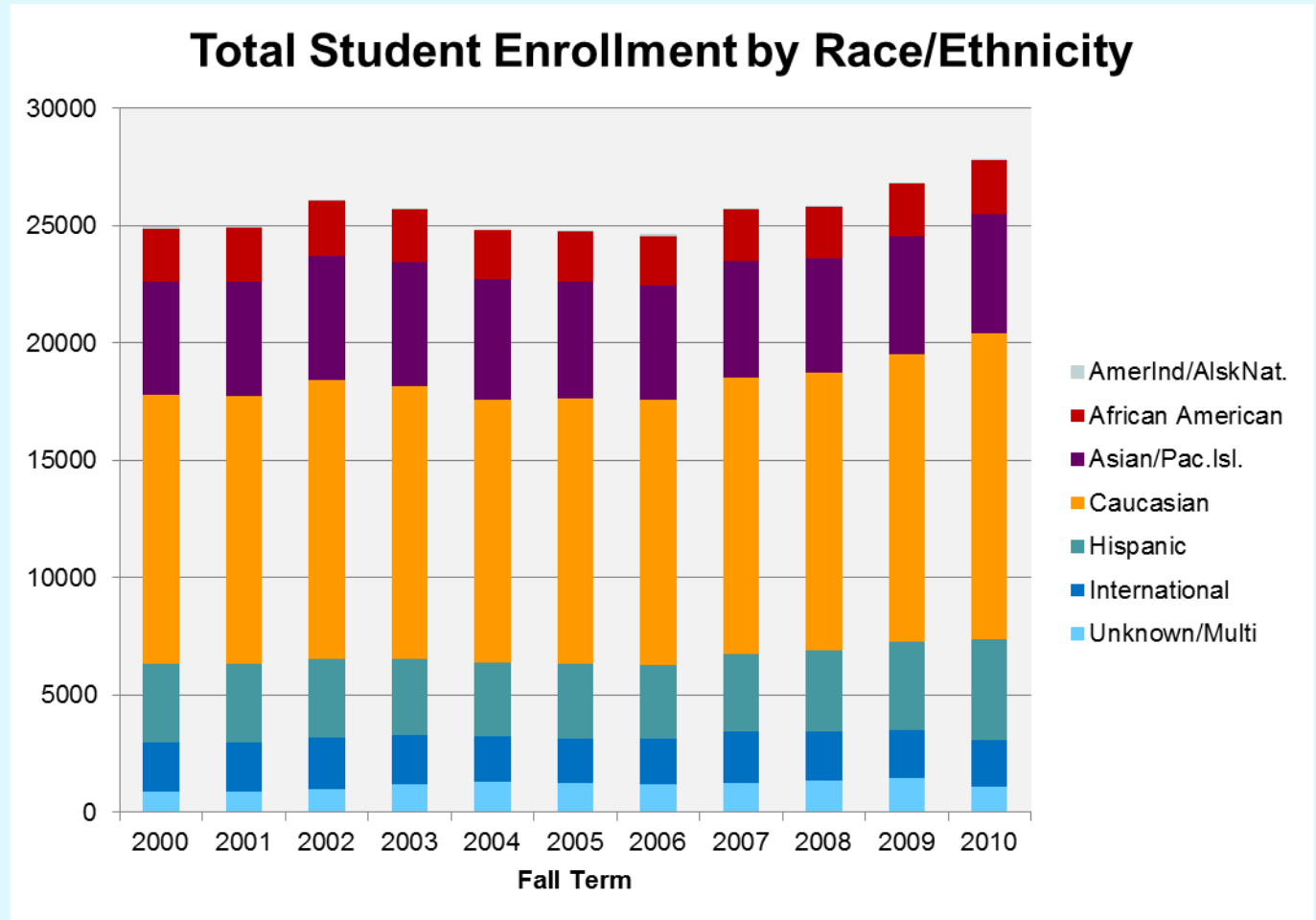
Online and Midterm  
Grades

Transfer Student  
Center



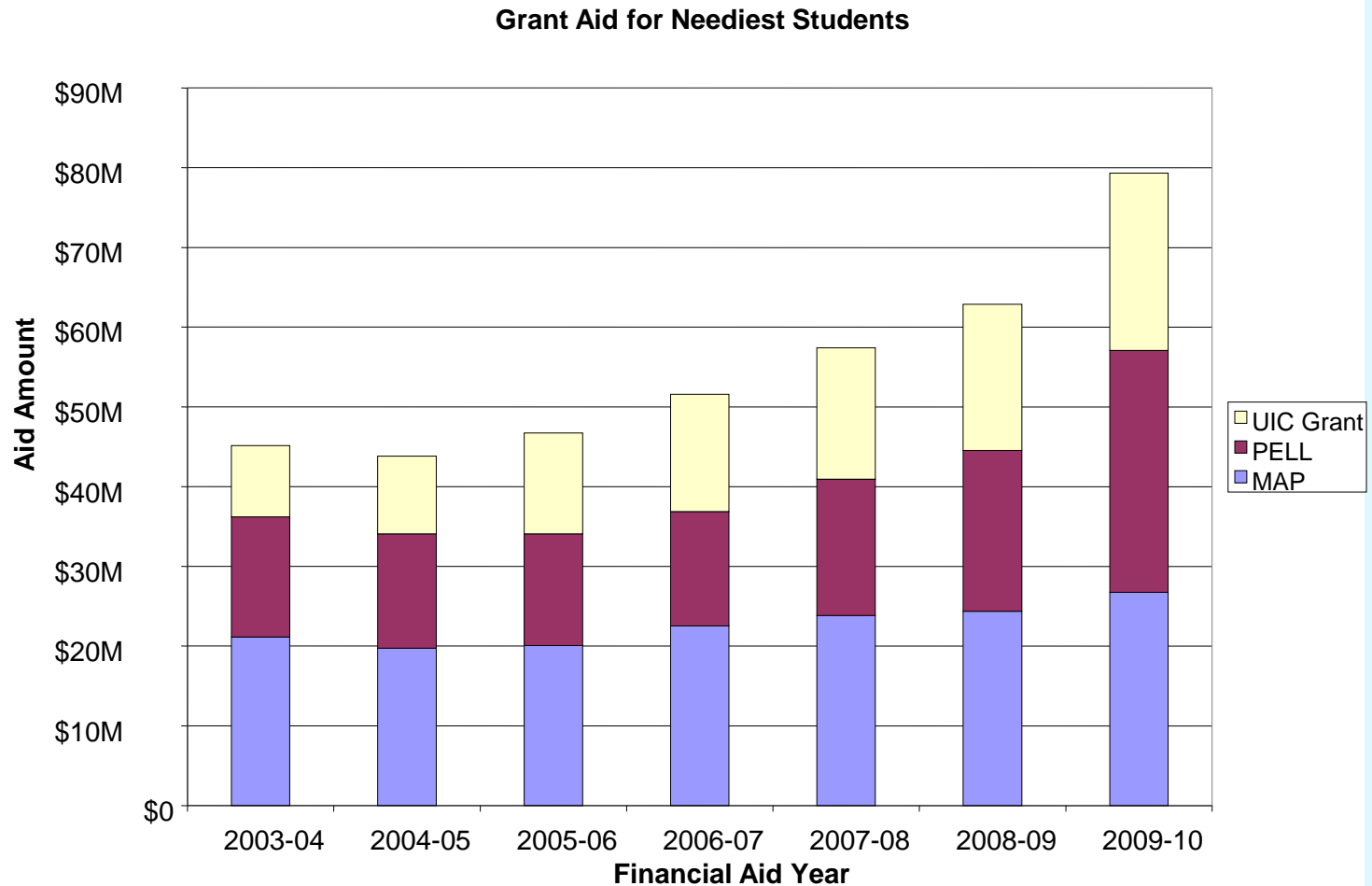
# Student Diversity Maintained

US News: UIC  
top 20 in racial  
diversity among  
national  
universities;  
no ethnic  
majority among  
undergraduates



# Student Financial Aid Need Almost Doubled

US News: UIC  
top 30 for  
**economic**  
diversity  
among national  
universities



# Diversity Strategic Thinking and Planning

*“Diversity will remain one of UIC’s singular strengths, a fundamental part of our identity and an extraordinary opportunity for the institution. “ - R.M. Tanner, Preface to “Through the Lens of Diversity”*

DSTP launched January 2009. Chairs: William Walden (Special Assistant to the Provost for Diversity) and Lon Kaufman (Vice Provost for Planning & Programs)

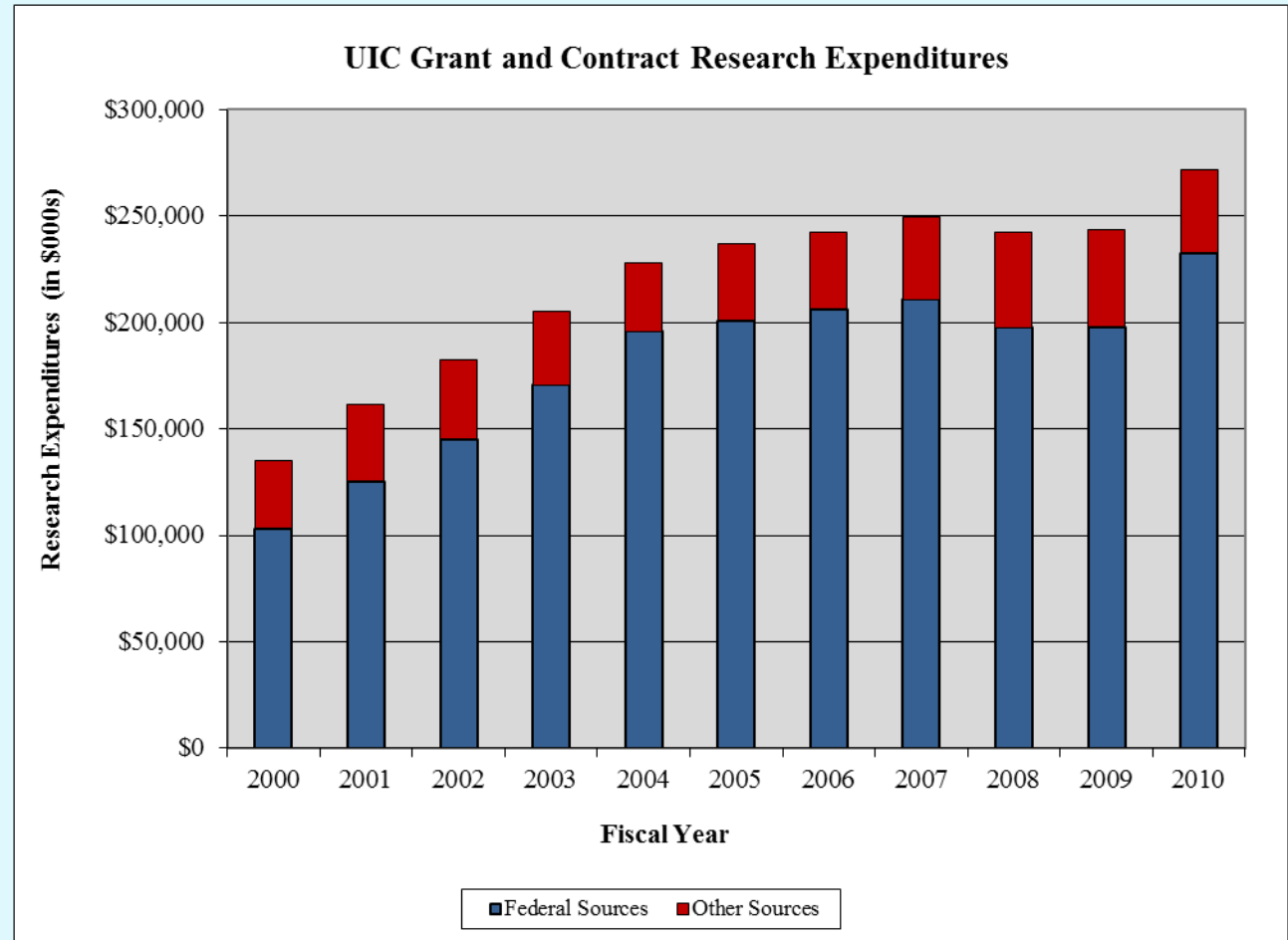
Increase numeric representation, fully realize the benefits of our diversity , integrating diversity into our daily activities

Colleges, departments, vice chancellor units all submitting plans

- Phase I: Diversity Strategic Thinking  
**Report “Through the Lens of Diversity” Issued March 2010**
- Phase II: Diversity Strategic Planning  
**Report expected this summer**

# Grant and Contract Research Expenditures

FY08 ranked 52  
among U.S.  
universities; up  
from 72 in FY96  
(per NSF)



# Research

## Research and Scholarly Themes (from OVCR)

- Community Disparities
- Biomedical Discovery
- Urban Resilience and the Global Environment

Advisory Councils developing white papers and RFP's in all three areas

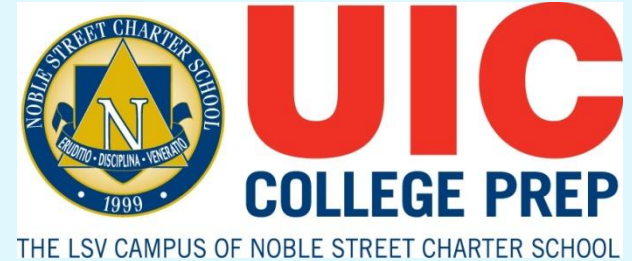
**Focus on applied, interdisciplinary research**

**Record grants for centers: CCTS (\$20M), LSRI (\$19.2M)**

# UIC College Prep High School – est. 2008

## Access for Students

- Admission by lottery, not testing
- 83% qualify for free or reduced lunch
- ~1/3 have parents who did not attend college
- ~1/3 do not speak English in the home.
- Primarily Latino (~70%) and African American (~25%)



## Excellence in Education

- Applications up 250% from 2008 (from 440 to 1100)
- Increased capacity from 550 to 800 students
- Highest one-year gains on standardized tests from 9<sup>th</sup> to 10<sup>th</sup> grade for all CPS high schools.
- Highest ACT *Plan* exam results in CPS non-selective enrollment schools; eighth highest among all CPS high schools.
- UIC faculty designed specialized health science curriculum
- 54 of 172 juniors now take college freshman English



# UIC College Prep High School



# Newly Constructed Buildings

- New Research Buildings:
  - College of Medicine Research Building
  - Westside Research Office Building
  - Center for Structural Biology (900 MHz spectrometer, 1st in the world)
  - Center for Magnetic Resonance Research (9.4 Tesla magnet)
- Medicine and Pharmacy - Rockford (2010)
- South Campus Development (2008):
  - 21 reused buildings/facades
  - 1500 units student housing, 930 units private residences
  - Retail
- Marie Robinson Hall (2001)
- Thomas Beckham Hall (2003)
- James Stukel Towers (2007)
- UIC Forum (2008)
- Student Recreation Centers, East and West (2006)

## **Student Residence Beds:**

**2000: 2,358**

**2010: 3,792**

# Major Building Renovations

- Grant Hall (**Geothermal HVAC**)
- Lincoln Hall (**Geothermal HVAC**, UIC's 1<sup>st</sup> **LEED GOLD** building)
- Douglas Hall
- Lecture Center F
- Sports and Fitness Center (West Side)
- UIC Pavilion main entrance
- University Hall Plaza redesign
- Rebecca Port Center (University Hall)
- Student Center East – lounges, enclosed east patio
- Polk Street Residence Hall
- Common use classrooms: 53% renovated, 57% have multi-media equipment – a \$6M investment
- **Energy projects** – 47,500 new light fixtures, metering for 23 buildings (electricity, chilled water, hot water/steam)

# Major Capital Request Summary

## FY2010 – FY2012

### (in thousands)

Project	Approp.	2010			2011			2012		
		Requested	UA Approved	Received	Requested	UA Approved	Rcv'd	Requested	UA Approved	Rcv'd
Adv. Chemical Techology Orig. FY02 Remainder	58,000.0									
Dentistry Modernization (FY10 Approp.)	20,000.0		20,800.0							
Repair & Renovation		8,300.0	8,331.8 *	4,165.9	24,000.0	24,000.0	0.0	24,000.0	24,000.0	
Adv. Chemical Technology Supplemental		30,000.0			43,000.0	43,000.0	0.0	43,000.0	43,000.0	
College of Pharmacy Renovation & Addition		120,000.0			73,200.0	73,200.0	0.0	75,500.0	73,200.0	
UIC Hospital Modernization		200,000.0	0.0		30,000.0	30,000.0	0.0	40,000.0	40,000.0	
Science & Engineering Lab Phase I		35,000.0			35,000.0	35,000.0	0.0	36,500.0	35,000.0	
Stevenson Hall Classroom Modernization		19,000.0			19,000.0	19,000.0	0.0	23,000.0		
Utility & Mechanical Upgrades Energy Efficiency		0.0			17,000.0			18,000.0		
Façade Repair Program		0.0			60,000.0			62,500.0		
Medical Sciences Building Modernization		21,600.0			21,600.0			22,000.0		
CAHS Building		0.0			20,000.0			0.0		
College of Medicine at Rockford Building		14,250.0	14,820.0	14,820.0	0.0			0.0		
UH Façade Repair Building Renovation		12,000.0			0.0			0.0		
Central Utility Plant Renewal & Modernization		0.0			0.0			20,000.0		
<b>Total</b>		460,150.0	23,151.8	18,985.9	342,800.0	224,200.0	0.0	364,500.0	215,200.0	TBD

\* Increased to \$12,393,000 following IBHE Review

# Combined FY12 Capital Request Summary

Priority	Project	Urbana	Chicago	Springfield	Total
1	Repair and Renovation	\$33,600	\$24,000	\$2,400	\$60,000
2	Advanced Chemical Technology Supplemental		43,000		43,000
3	Natural History Building	58,500			58,500
4	Pharmacy Renovation & Addition		73,200		73,200
5	Main/Undergraduate Library Redevelopment	50,000		51,000	101,000
6	Hospital Modernization Phase I		40,000		40,000
7	Disability Research, Res & Educ. Serv. Bldg.	50,000			50,000
8	Science & Engineering Lab Renovation Phase I		35,000		35,000
9	Burrill Hall Remodeling	27,000			27,000
10	Stevenson Hall Classroom Bldg Modernization		19,000		19,000
		\$219,100	\$234,200	\$53,400	\$506,700

\* Dollars shown in Thousands

Table 1 - Sorted by Funding Source

		<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Total FY12-16</b>
AFMA	<b>Annual increment</b>	\$8.4	\$8.7	\$9.1	\$9.4	\$9.8	\$45.5
	<b>Projects:</b>						
	Science & Engineering Lab						
	Pharmacy electrical/HVAC						
	ADA Projects						
	<b>All Projects:</b>	\$8.4	\$8.7	\$9.1	\$9.4	\$9.8	\$45.5
OCLE	<b>Annual increment</b>	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5	\$12.5
	<b>All Projects:</b>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
UA Passthrough	<b>Annual increment</b>	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$24.5
	<b>Projects:</b>						
							\$0.0
							\$0.0
	<b>All Projects:</b>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Campus R&R	<b>Annual increment</b>	\$8.0	\$10.0	\$12.0	\$14.0	\$16.0	\$60.0
	<b>Applications/Projects:</b>						
							\$0.0
							\$0.0
	<b>All Projects:</b>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>GRAND TOTAL</b>							
	Programmed	\$8.4	\$8.7	\$9.1	\$9.4	\$9.8	\$45.5
	To be programmed	\$15.4	\$17.4	\$19.4	\$21.4	\$23.4	\$97.0
	<b>Total</b>	<b>\$23.8</b>	<b>\$26.1</b>	<b>\$28.5</b>	<b>\$30.8</b>	<b>\$33.2</b>	<b>\$142.5</b>

# Principles:

- **Focus on deferred maintenance** – “fix what is broken” and prevent more deterioration. This will enable us to use the O&M budget for routine maintenance, which will extend the life cycle of systems and improve performance
- **Address life safety and code compliance** – make the campus a safe and accommodating place to work
- **Use a “complete system approach”** – repair and/or replace whole systems
- **Improve energy efficiency** – make investments that save money in the long term and leverage campus resources with ESCOs, where appropriate

## Category Key

### Building System Condition

Describes the overall condition of the 6 major building elements, broken down into the following four rankings:

- 1 Critical:** This system poses a potential risk to human safety and/or the continued successful operation of other systems within the building. Elements of this system should be replaced within 0-2 years.
- 2 Replace:** This system is approaching the end of its intended lifespan and should be considered for replacement in the next 3-5 years.
- 3 Repair:** While the system is generally in working order, there are some elements that need repairs to keep the system from degrading further. Repairs may be required in 5-10 years.
- 4 Maintain:** The systems appear to be in standard working condition and only require typical maintenance.

## Typical Sheet

UIC East

University Hall



**601 South Morgan St.**  
Built: 1963  
Square Footage: 275,225  
Primary Use: Office

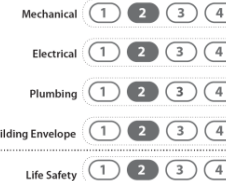


Facility Rating

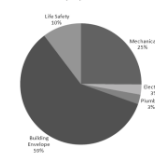
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601

### Building System



### Cost Distribution by System



### Critical Issues

- C1. The building facade has extensive concrete spalling which poses a risk of falling debris to pedestrians.
- C1. A main electrical switchgear is positioned in a puddle of water caused by a leak in a wall that needs to be waterproofed. The switchgear does not sit on a housekeeping pad and poses a risk to operating personnel as well as the potential for short circuiting and fire. This could lead to the loss of building functionality.
- C4. The Outside Air (OA) dampers are currently stuck in the open/closed position. Due to this issue, it is difficult to maintain adequate ventilation and a significant amount of energy is being lost. Additionally, the coils could freeze and lead to a loss of building heat and possible loss of building usage.

### Building Comments

- Mechanical:** This building is served by plant provided chilled water (CHW) and high temperature hot water (HTHW) heat exchangers which are original to the building. CHW and HTHW pumps are also original to the building, but have been rebuilt. The piping is original and shows rust and insulation damage. Asbestos is present in original pipes and fittings. AHU's and EF's are original to the building and some have exposed belt drives with no covers. OA dampers are non-functional for the most part.
- Electrical:** The electrical service for the building is not on a raised equipment pad. In addition, water is entering through the electrical equipment and pooling around the electrical panels. The electrical panels are exposed to water, creating a potential safety hazard to the building engineers. The lighting has been mostly retrofitted with energy-efficient T-8 fixtures.
- Plumbing:** Domestic water Heat Exchangers are original to the building. The domestic water piping for the main system is mainly galvanized. In portions of the building where there has been renovation or alteration work, or where galvanized piping leaked, new copper piping has been installed.
- Building Envelope:** This building has a severe spalling problem. Many chunks of concrete have fallen from the facade resulting in the requirement of a safety canopy to be installed to protect the public from falling concrete. Extensive concrete repairs are required to correct the spalling problem.
- Life Safety:** The building has an addressable fire alarm system and a fire pump that serves a standpipe system. However, no sprinkler system is installed in the building.

### General Comments



# Process:

- **Determine return on investment (ROI)** – use data from the Wight Report
- **Establish academic and research priorities** – ensure compatibility with campus strategic directions
- **Consult broadly** – C/VC, deans council, space committees and research advisory committee
- **Strategic Facilities Planning Group** – analyzes input and establishes recommendations
- **Decision-making** – Chancellor and Provost review input, consult with others and make final decisions

YOU  
ARE  
HERE

