

Annual Report to the Board of Trustees on the State of the University

John L. Anderson, President

October 23, 2014

2014



Summary

During the past year, Illinois Institute of Technology made significant gains in the areas of enrollment, fundraising, faculty hiring, research activity, campus infrastructure, financial stability, community relations, and visibility.

Our goal is to reach an undergraduate enrollment of 4,000 students within the next five years. This fall we have 3,099 undergraduates (full- and part-time), an increase of six percent over fall 2013. This increase is the result of improvements instituted in recruitment processes and increased attention to retention.

Through initiatives undertaken by the Office of the Dean of Students, as well as those connected to the Self Family and the Duchossois leadership programs, we see more students engaged in campus leadership and extracurricular activities. We will continue our emphasis on providing both a rigorous academic curriculum and opportunities for our students outside the classroom to broaden their perspectives and develop the interpersonal skills vital for career success.

The university continues to be the launch pad for economically underprivileged students. Of our domestic undergraduate students (full-time + part-time), 40 percent are Pell Grant eligible, 30 percent are underrepresented minorities, 28 percent are women, and 19 percent are from Chicago Public Schools. At a STEM-oriented institution, this record is laudable; however, we can and will do more. Educating economically underprivileged students has been, and will remain, a significant focus of our institutional mission.

We have raised \$175 million towards our goal of \$250 million for the *Fueling Innovation* campaign, which puts us on schedule to reach or even exceed our target. Our trustees have been especially generous, having contributed \$98 million—more than half of the total to date.

Support for the Innovation Center, designated a priority initiative in the campaign, has benefited from generous gifts from alumni and trustees—and we are now more than halfway to the \$40 million goal needed to construct the facility. To honor the major donors—Ed and Carol Kaplan, whose support has made this initiative a reality—the building, designed by acclaimed Chicago architect and College of Architecture Professor John Ronan, will be named the Ed Kaplan Family Institute for Innovation and Tech Entrepreneurship. Groundbreaking is anticipated in 2016. We expect the Kaplan Institute will bring together the creative elements of our education and transform our academic programs in all of our colleges through its focus on innovative processes, design methods, and tech entrepreneurship.

The *Fueling Innovation* campaign, which began in June 2010, has helped provide the necessary financial resources to fund 15 endowed professorships, 10 of which have been invested to date. We have also been fortunate to hire faculty who are likely to have long and promising careers as teachers and scholars. For example, in the past year two faculty members were awarded the prestigious Young Investigator Award from the National Science Foundation, bringing the count of such awards at IIT to eight since 2010. We attracted new leaders to our campus, including one dean, two department chairs, one endowed chair holder, the director of athletics, the director of our Center for the Study of Ethics in the Professions, and the director of the Jules F. Knapp Entrepreneurship Center.

Research awards attributed to our academic units for 2013–14 totaled \$38 million, and IIT Research Institute (IITRI) reported an additional \$17 million, for a total of \$55 million. IITRI has done an especially good job during the past fiscal year of increasing its activity in an economically constrained environment.

We continue to invest in our physical plant while institutionalizing the discipline to balance the operating budget. The future of the university is on very solid ground, placing us in a position to elevate our reputation as one of the elite institutions of higher learning with a focus on professional and technology-related programs.

Total capital investment of \$13 million, funded from generous philanthropic gifts as well as operating allocations, was used to upgrade facilities on campus, including classroom improvements, laboratory renovations, startup packages for new faculty, and upgrades to our residence halls. At our urging, and with the support of our local alderman, the City of Chicago has made improvements to State Street crosswalks and installed additional signage.

A notable project currently underway is the renovation of E1. When completed, the building will be renamed the John T. Rettaliata Engineering Center to honor our former colleague who served the university as president from 1952–1973.

The university met its FY14 operating budget targets (not counting full depreciation) and strengthened our financial stability. Financial ratios continued to show improvement; however, the balance sheet remains heavily influenced by the volatility of investment markets. Fitch reaffirmed the institution's credit rating, while Moody's reaffirmed and upgraded its outlook to stable—a positive action for the university as we move forward.

We continue to strengthen our ties to the City of Chicago and the communities in which we are located. I am especially pleased to announce the formation of the IIT Outreach Advisory Committee, whose goal is to make collective outreach efforts more effective, extensive, and visible across the institution.

Visibility for the university continues to grow. IIT “in the news” stories and mentions grew from 400 to more than 1,000 in the past year in local, national, and international media.

A campus-wide process, led by the provost and involving faculty, staff, alumni, trustees, and students, resulted in the development of the university’s new five-year strategic plan. It calls for improvements in all of our colleges, increases in research and scholarship coupled with the fundraising necessary to move the university to a new level of excellence, and the development of programs that lead to distinctive education centered upon interdisciplinary thinking.

I end this executive summary with a final thought about the future of higher education. The following is an excerpt from my president’s letter in the fall 2014 issue of *IIT Magazine*:

I have been following the recent debate about the value of a college education with great interest—and a bit of dismay. Many argue that the return on investment of time and money to earn a degree must be offset by high career earnings and low student debt. Some insist that value cannot be measured solely in monetary terms but must factor in a person’s capacity to be a global citizen and critical thinker. Still others believe that the ultimate pay-off of a college education is in the networking that takes place on campus, in the personal relationships and the professional connections students can establish and upon which they draw throughout their lives and careers.

In fact, all of these are valid criteria for return on investment.

As someone who has spent his entire adult life in academia, I would argue that the chance to build and strengthen intellectual capital is a primary reason why a college education and the overall campus experience are of great value. A student’s undergraduate or graduate years will likely be one of the few opportunities when learning and discovery come first.

2014

Education is more than a collection of courses. Its full value lies not just in what students learn in the classroom, but also in what students choose to do in the time they are on campus. If they opt to only go to classes and take exams, then the return on their investment will be disappointing.

If our students, however, use this time to think big thoughts, see where their imagination takes them, try something new, seek out challenges, become inspired, argue, wonder, discuss, and ponder, then the value of their college degree will be exactly what it should be—priceless.

While financial constraints will continue to be an issue, and the value of a college education will continue to be debated, there is no doubt in my mind that we hold the future of our institution, and of the educational experience we offer our students, in our hands. By putting forth the effort required to achieve excellence, IIT will reach the heights to which we aspire. This is our vision—and it is in sight.

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ENROLLMENT

- In fall 2014, 3,099 undergraduate students were enrolled, an increase of six percent over fall 2013. Total student enrollment is 7,898, the highest since 1950, representing 97 countries and 46 U.S. states.
- Graduate enrollment (full-time and part-time) is 4,799.
- Enrollments in Armour College of Engineering, the School of Applied Technology, and the College of Science grew significantly in the last year; this growth compensated for decreases in Stuart School of Business, the Institute of Design, and Chicago-Kent College of Law.
- First-to-second-year retention was 91 percent, exceeding 90 percent for the fifth year in a row.
- Of our domestic undergraduate population (full-time and part-time), 40 percent are Pell Grant eligible, 30 percent are underrepresented minorities, 28 percent are women, and 19 percent come from Chicago Public Schools. In addition, 31 percent of the full-time, undergraduate student body are from countries outside the U.S.

INSTITUTIONAL ADVANCEMENT

- We have raised \$175 million towards our goal of \$250 million for the campaign *Fueling Innovation*, which puts us on schedule to reach or even exceed our target.
- In March 2014, Ed and Carol Kaplan made a \$10 million challenge gift in support of the design and construction of the Kaplan Institute (formerly the Innovation Center). The top priority of *Fueling Innovation: The Campaign for IIT*, the Kaplan Institute will be the first new academic building on the Mies Campus since 1968.
- Support for the Kaplan Institute, designated a priority initiative in the campaign, has benefited from generous gifts from alumni and trustees—and we are now more than halfway to the \$40 million goal needed to construct the facility.
- Progress towards endowment and expendable funds exceeded expectations at \$86.5 million and \$54.2 million, respectively, while the total raised for capital stands at \$33.6 million. This includes the Kaplan Institute and renovations to Engineering 1 and Life Sciences, which will be known, respectively, as the John T. Rettaliata Engineering Center and the Robert A. Pritzker Research Center.

- Campaign giving by members of the Board of Trustees reached \$98.4 million, 79 percent of the \$125 million goal for trustee contributions.
- The formation of the Young Alumni Council added a new dimension to alumni involvement as did the continued addition of regional chapters, most notably in Chicago, which now has five branches.
- International alumni involvement continues to grow as evidenced by the biennial gathering of the Asian Alumni Association in Seoul and gatherings held by each of the six international chapters.
- Both the number of and attendance at events continues to grow across the country and around the world.

ACADEMIC AND FACULTY INITIATIVES

Strategic Plan

IIT's Strategic Plan, *Many Voices, One Vision*, was refreshed with a new set of five-year goals and associated metrics, and was approved by the Board of Trustees in February 2014. While our vision and mission remain unchanged, our new priorities are:

1. Grow and develop the undergraduate student body
2. Promote innovative thinking and excellence throughout the university
3. Elevate IIT's visibility and reputation
4. Enhance IIT's facilities, infrastructure, and environments
5. Develop resources to enable progress
6. Strengthen all of IIT's academic programs

■ **Key metrics of the 2014–2019 strategic plan are:**

- Increase the undergraduate student population to 4,000
 - Key activities: student admissions, retention, and placement
- Complete the Innovation Center building (Kaplan Institute) by FY17
 - Key activities: fundraising, innovation program development
- Achieve/exceed the campaign goal of \$250 million
 - Key activities: increased alumni pride, recognize successful graduates, increase visibility for the university
- Since 2010, the *Fueling Innovation* campaign has helped provide the necessary financial resources to fund 15 endowed professorships, 10 of which have been invested to date.
- In the past year, two faculty members were awarded the prestigious Young Investigator Award from the National Science Foundation, bringing the count of such awards to eight since 2010.
- Twenty-seven new faculty members, 16 with tenure/on the tenure track, were hired. Faculty hired into leadership positions include Christine Himes, dean of Lewis College of Human Sciences (from Syracuse University); Qing-Chang Zhong, Max McGraw Endowed Chair of Energy and Power Engineering and Management, and Electrical and Computing Engineering Professor (from the University of Sheffield); Sohail Murad, chair of Chemical and Biological Engineering (from the University of Illinois at Chicago); and Elisabeth Hildt, director of the Center for the Study of Ethics in the Professions (from the University of Mainz).
- We continue to expand co-terminal offerings, which give our best students the opportunity to complete their bachelor's and master's degrees while at IIT, and allow our undergraduates the ability to seamlessly move between undergraduate and graduate programs.
- The Institute of Design has taken a leadership role within our IPRO program to expose all of our undergraduates to design methodology and to introduce them to methods that focus creativity toward innovation.

RESEARCH

- Research awards attributed to our academic units totaled \$38 million.
- IIT Research Institute (IITRI) reported a research volume of \$17 million—an increase of eight percent over FY13.
- Our institutes—WISER, IFSH, and Pritzker—continue to lead our research efforts in energy, food safety and nutrition, and biomedical and bioscience research, and account for the majority of IIT’s research funding.
- Recipients of major research awards include Ali Cinar (Chemical and Biological Engineering) for his work involving an artificial pancreas (National Institutes of Health); Patrick Corrigan (Psychology) for his study of integrated health care for homeless African Americans with mental illness (National Institute on Minority Health and Health Disparities); and Carlo Segre (Physics) for work on battery technology (U.S. Department of Energy).
- IITRI studies to identify possible toxic effects of exposure to radiofrequency fields generated by wireless telephones are nearing completion. Programs to develop vaccines for bio-threat agents continue to expand.
- Key new IITRI programs (with funding agencies) focused upon:
 - A new biochemical target for oral cancer prevention (National Cancer Institute [NCI])
 - A novel endocrine strategy for prevention of prostate cancer (NCI); and
 - Toxicology and pharmacology studies of a new small molecule to treat leukemias and lymphomas in patients who have failed conventional therapies (NCI).

FACILITIES AND PUBLIC SAFETY

Facilities

- Total capital investment of \$13 million, funded from generous philanthropic gifts and operating allocations, was used to upgrade facilities on campus.
- Site selection and architectural programming for the Ed Kaplan Family Institute for Innovation and Tech Entrepreneurship have been completed. Architectural design is in progress for the building, which will be located in Morton Park on the Mies Campus.
- Hermann Hall was renovated to create three new classrooms, and the exterior ADA-accessible entrance ramp is being replaced.
- Fire sprinklers were installed in the Graduate, South, and North Halls of McCormick Student Village, bringing the McCormick residence hall complex to 100 percent complete fire sprinkler coverage.
- New space was created in the IIT Tower for Stuart School of Business computer labs.
- Renovation of Engineering 1 is underway and will be completed in summer 2015. Key classrooms are open for fall semester.
- Drainage improvements, sidewalk replacement, and exterior lighting improvements were completed for State Street Village.
- Exterior painting of Engineering 1 and Perlstein Hall was completed.
- The Mies Campus facilities condition assessment, the first phase of an integrated facilities improvement plan, was completed.
- Fast-payback energy efficiency improvements were implemented with substantial utility rebates, including lighting, insulation, and steam reductions.
- Fitness centers for student use were installed in MSV and Gunsaulus Hall.

Public Safety

- The City of Chicago added signage and restriped crosswalks on State Street on the Mies Campus.
- The Chicago Department of Transportation is continuing to evaluate changes to State Street to make the street safer for all users, including pedestrians, transit riders, bicyclists, and motorists. Changes could occur by the end of the 2014 calendar year.

BUDGET AND FINANCE

- The university met its FY14 operating budget target, continued to strengthen the financial stability achieved over the past several years, and for the third year in a row allocated operating funds to capital renewal.
- Total net tuition and fees continued to grow at a modest rate (three percent from FY13).
- The university's outstanding long-term debt principal payments increased in FY14 and will be a growing source of pressure on net operations in future years.
- Total assets grew by three percent, driven by favorable market returns on investments and gifts received through *Fueling Innovation: The Campaign for IIT*. Total net assets grew by six percent, with increased liquidity as measured by cash and unrestricted net assets.
- IIT's endowment market value increased by 9.3 percent, due to market appreciation and the receipt of gifts from the campaign.
- Fitch and Moody's reaffirmed IIT's ratings, with both listing the university's outlook as stable.

GOVERNMENT AND COMMUNITY RELATIONS

- Over the past year the Office of Community Affairs and Outreach Programs convened more than 50 events representing IIT's internal and external communities, ranging from areas within education, arts and culture, social concerns, economic and small business development, and housing and planning.
- IIT received new capital funding from the State of Illinois to support the renovation of the Robert A. Pritzker Research Center (Life Sciences building) and to construct a new food-innovation space at the Institute for Food Safety and Health.
- Working with the City of Chicago under the Memorandum of Understanding signed in 2013, IIT was able to expedite permitting and approvals for numerous capital projects.
- University Technology Park continues to grow, housing more than 400 employees and 23 companies in the past year. One company, Therapeutic Proteins, now has 180 employees.
- The IIT Outreach Advisory Committee was formed, with its goal to make our outreach efforts more effective, extensive, and visible across the campus community.

MARKETING AND COMMUNICATIONS

- Visibility for IIT continues to increase, with the number of media features and mentions more than doubling in FY14. More than 1,000 stories about the university and faculty research appeared in print, electronic, and online media, up from 400 in FY13.
- Examples of media outlets in which IIT stories appeared included *Crain's Chicago Business*, *WTTW-TV*, *USA Today*, *Bloomberg Businessweek*, *Forbes*, *Huffington Post*, *Harvard Business Review*, *New York Times*, *Al Jazeera America*, *Christian Science Monitor*, *Popular Mechanics*, *Popular Science*, *Washington Post*, *MSNBC*, and *The Economist*.
- Notable local stories included the announcement of the lead gift for the Ed Kaplan Family Institute for Innovation and Tech Entrepreneurship and the resignation of John L. Anderson as IIT's president. University Technology Park was also featured in a front-page story in *Crain's Chicago Business*.
- The video "This is IIT," which was shown at alumni gatherings and the Kaplan Institute press conference, attended by Mayor Rahm Emanuel, has been viewed more than 56,000 times on YouTube—averaging nearly 4,500 views per month since it was produced.
- *IIT Magazine* was honored with a gold medal by the Publicity Club of Chicago for excellence in writing for a story about alumnus James Young, lead guitarist for the rock group STYX.

FIGURES

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- Figure 8. Percentage of enrollment (undergraduate + graduate; full-time + part-time) that is international. Undergraduate international is 29 percent. Graduate international is 61 percent.
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- Figure 13. Timeline for *Fueling Innovation: The Campaign for IIT*. Orange line shows quarterly campaign progress (new cash gifts and pledges) since the initiation of the campaign's leadership phase in June 2010, including select commitments from lead donors received prior to that date.
- Figure 14. Annual fundraising progress (new cash gifts and pledges), including the FY15 fundraising goal.
- Figure 15. Advancement of IIT's visibility.
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Figures

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Figure 1. Endowment distribution.

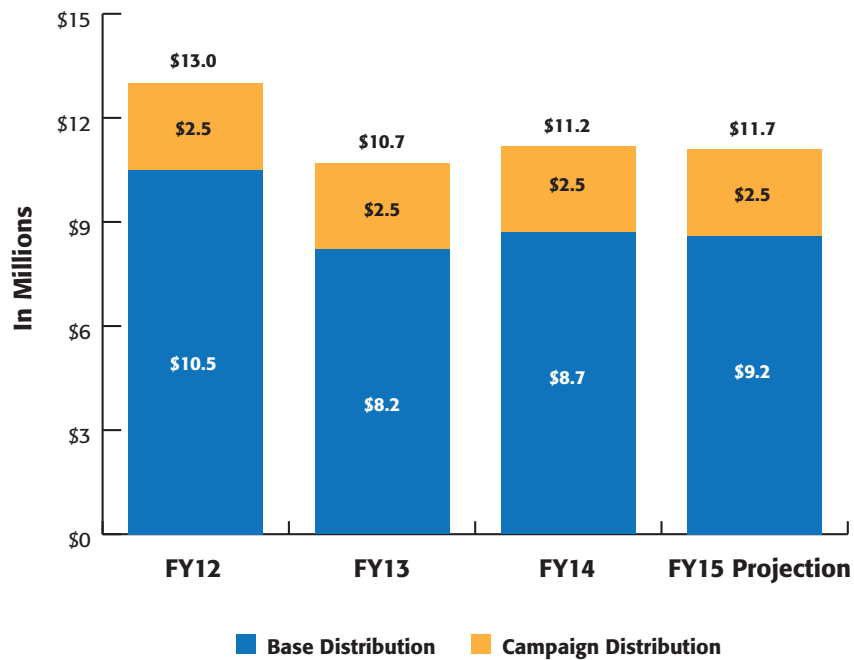
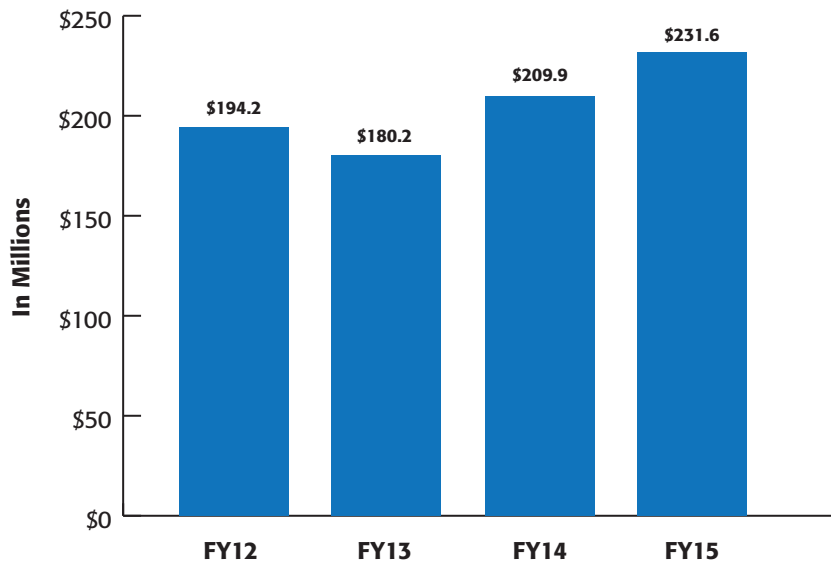


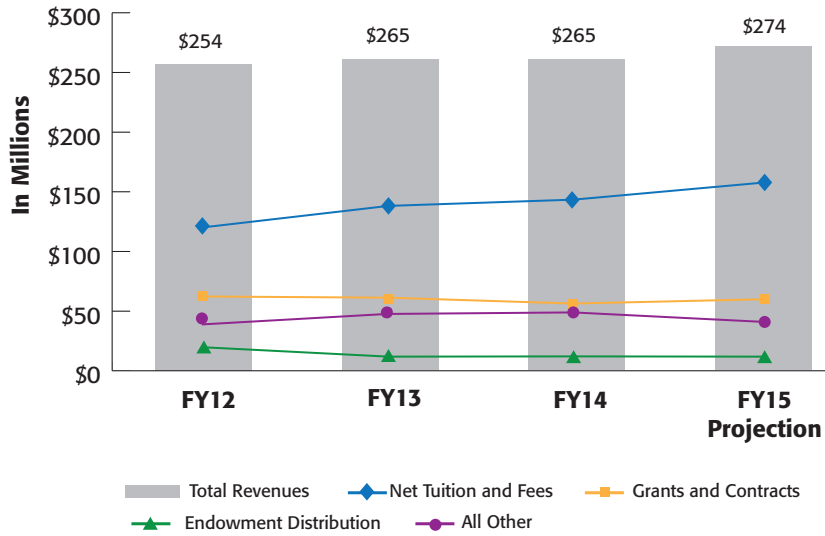
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Figures

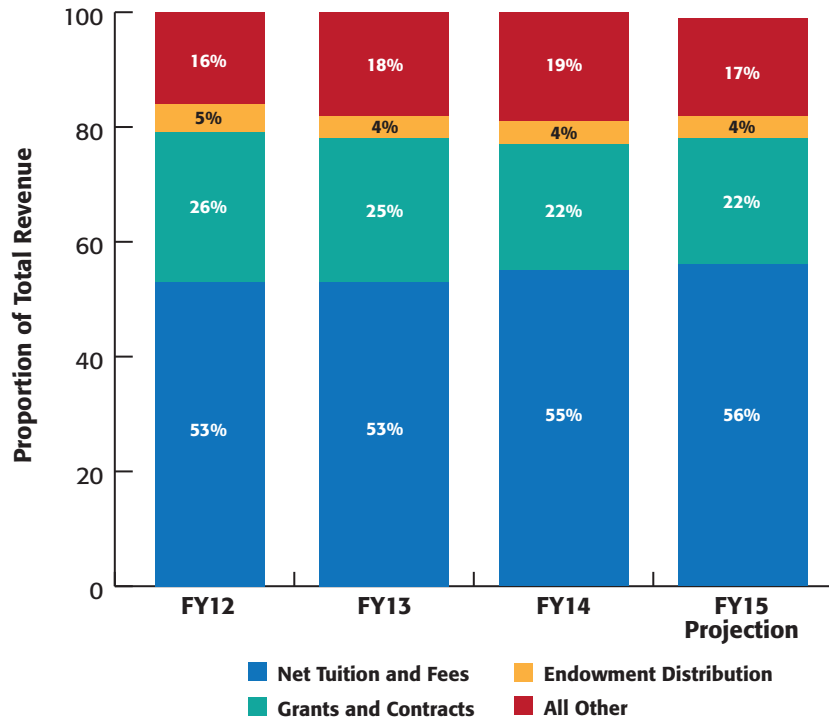
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Figure 3. Total revenue* with detail by major source.



*Includes IITRI revenue

Figure 4. Revenue sources* by percentage.



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Figures

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Figure 5. Total enrollment (full-time + part-time).

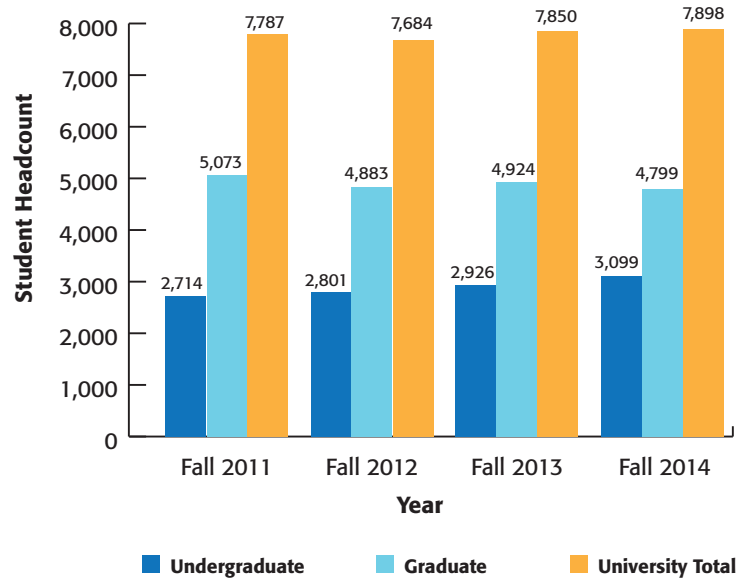
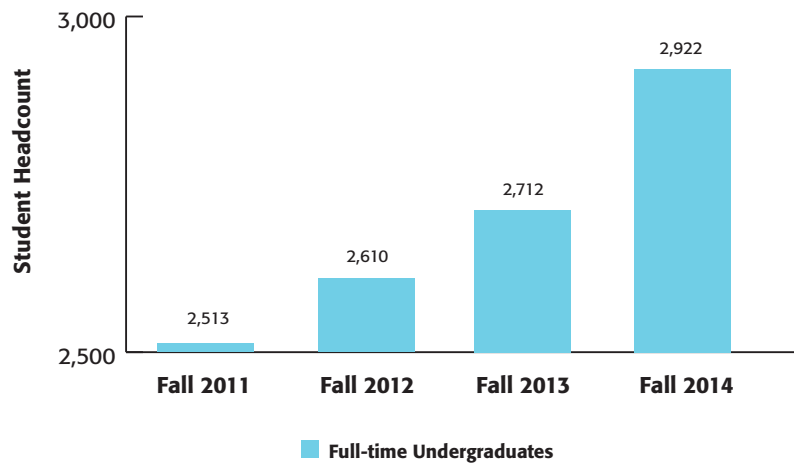


Figure 6. Full-time undergraduate enrollment.



Figures

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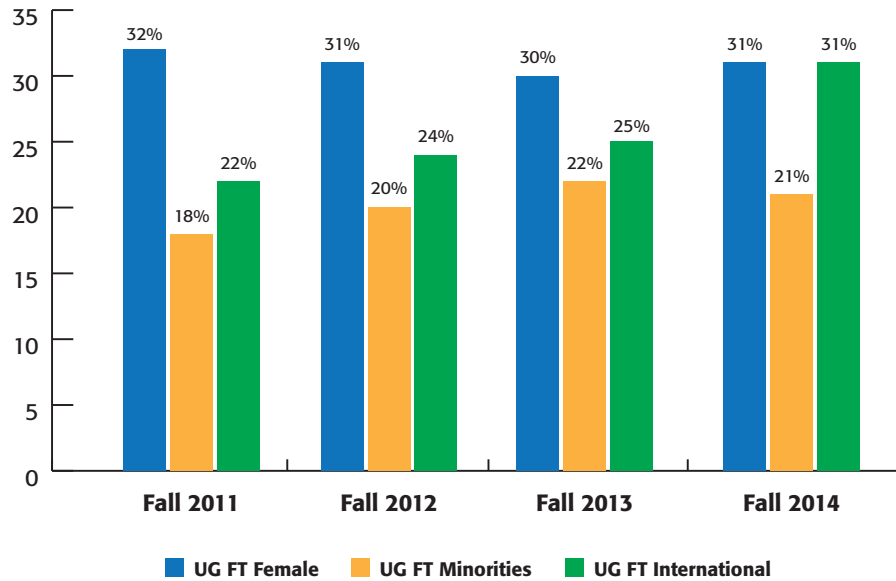


Figure 8. Percentage of enrollment (undergraduate + graduate; full-time + part-time) that is international. Undergraduate international is 29 percent. Graduate international is 61 percent.



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Figure 9. Research awards.

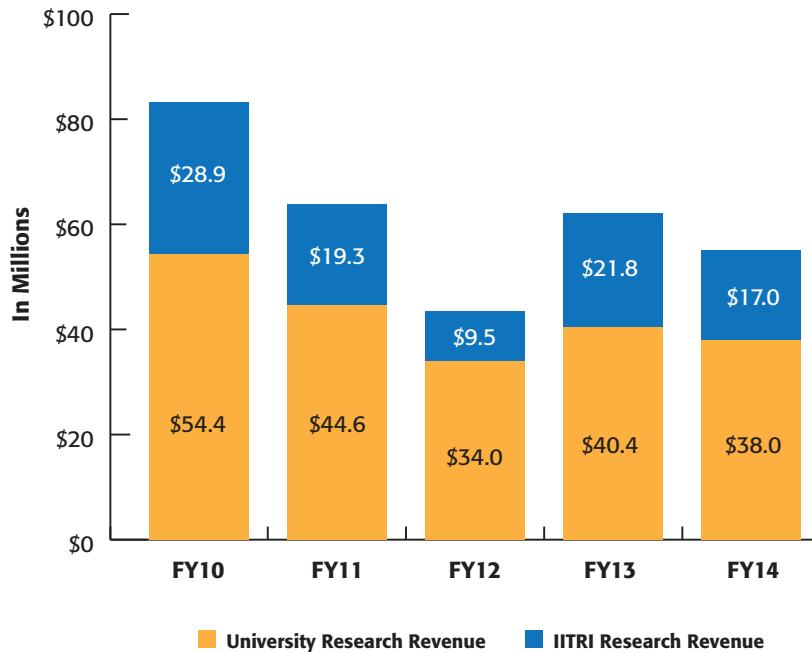


Figure 10. National accolades.

- Professor Carlo Segre was recognized as a fellow of the American Association for the Advancement of Science.
- Assistant professors Mustafa Bilgic of Computer Science and Seebany Datta-Barua of Electrical Engineering were named NSF CAREER Award winners.
- Professor Mary Rose Strubbe was recognized as a fellow of the College of Labor and Employment Lawyers.
- Provost and Senior Vice President for Academic Affairs Alan Cramb was inducted into the National Academy of Engineering.
- President John Anderson was named by President Barack Obama to the National Science Board.
- Vice President Robert Brackett, director of the Institute for Food Safety and Health, was the recipient of the U.S. Food and Drug Administration’s Distinguished Alumni Award.

Figures

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Figure 11. Full-time faculty.

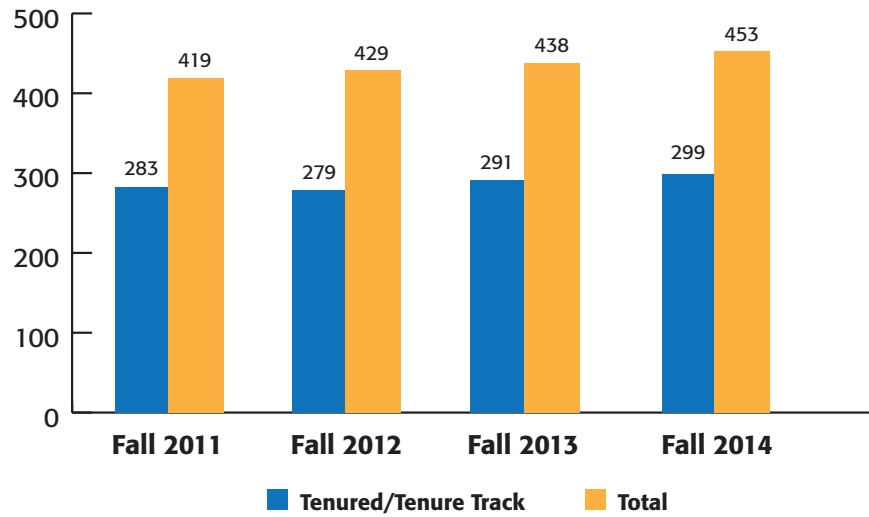
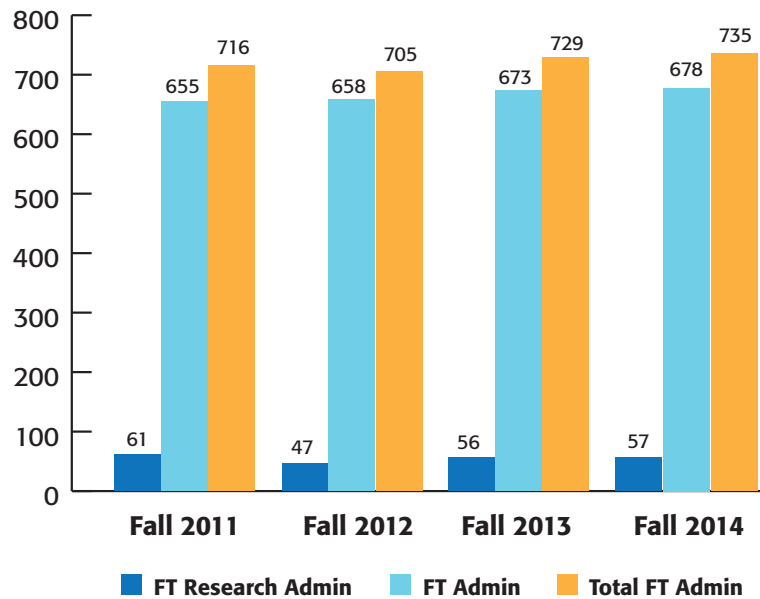


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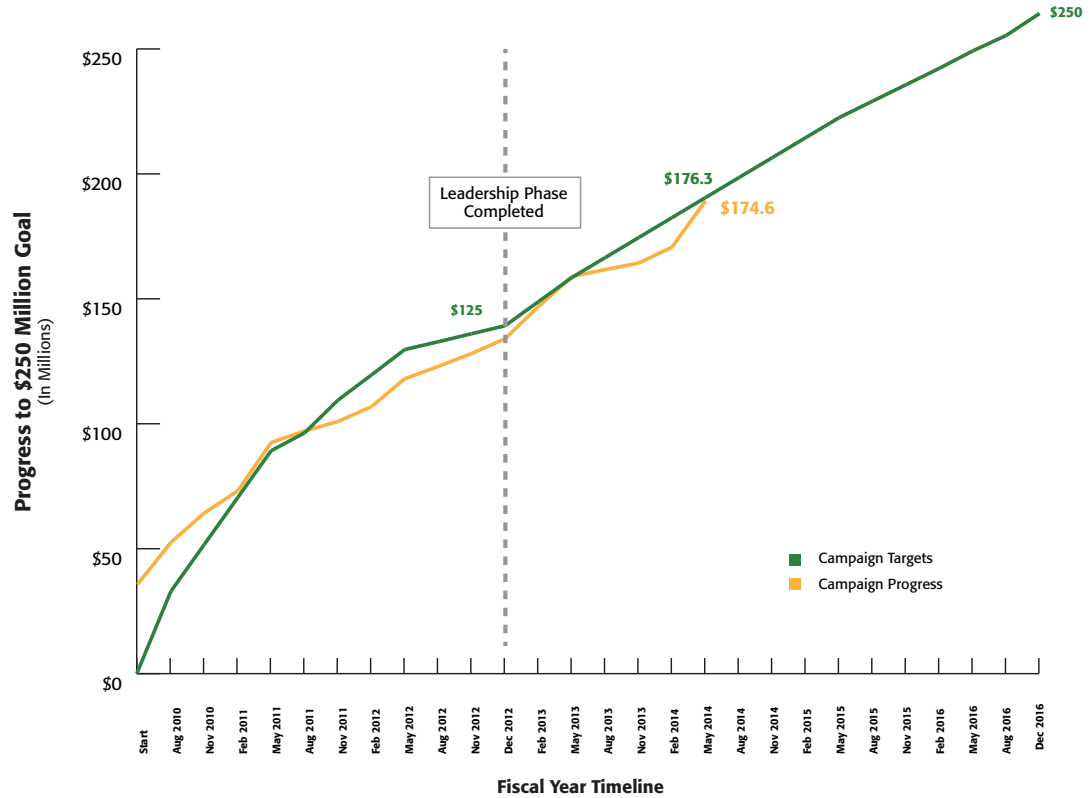
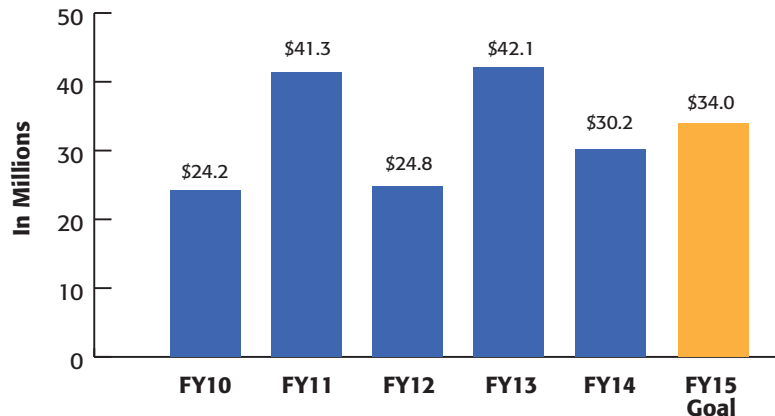


Figure 14. Annual fundraising progress (new cash gifts and pledges), including the FY15 fundraising goal.



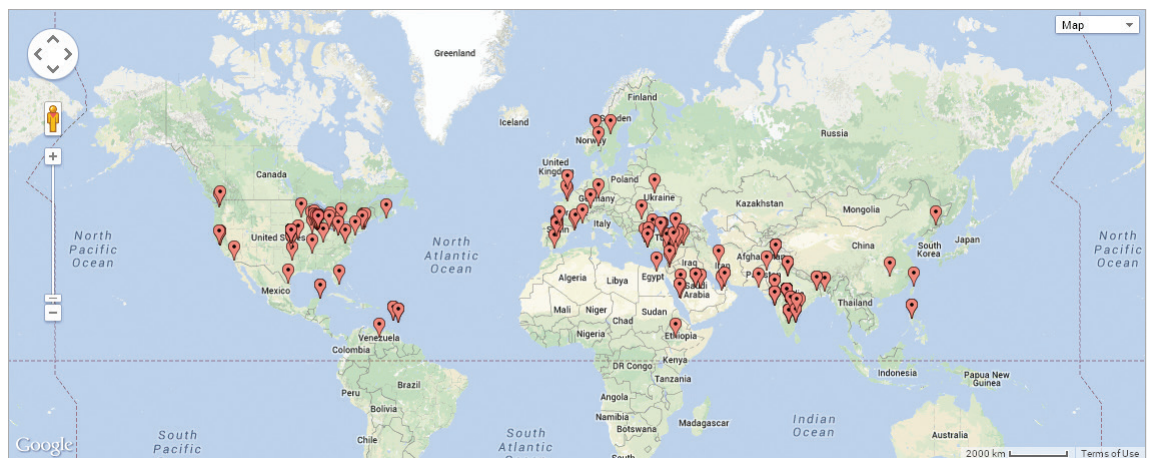
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Figures

Figure 15. Advancement of IIT's visibility.

- Congressman Bobby Rush, Mayor Rahm Emanuel, and Alderman Pat Dowell attended the press conference held on Main Campus to announce the lead gift and the architects for the Ed Kaplan Family Institute for Innovation and Tech Entrepreneurship.
- The College of Architecture's Mies Crown Hall Americas Prize brought eminent architects to campus to discuss the work of the emerging architects honored.
- IIT was ranked #1 in Illinois, #5 in the Midwest, and #24 in the nation by Payscale for the earning potential of its graduates who earned a bachelor's degree.
- The Master of Finance program at Stuart School of Business was ranked #3 in the country by the *Financial Times*.
- *U.S. News & World Report* designated IIT as a "Best Value" university.
- The Council on Tall Buildings and Urban Habitat, housed at IIT, held a press conference at the university to announce the name of the tallest building in the U.S.
- IIT played host to a regional meeting of the National Academy of Engineering and welcomed C. Daniel Mote, NAE president, as the Commencement 2014 speaker.
- Dane Christianson, ME 3rd Year, demonstrated his X-Cube on the nationally syndicated *Steve Harvey Show*.
- Research taking place at the Galvin Center and WISER was featured at the Great Lakes Symposium on Smart Grid and the New Energy Economy.

Figure 16. Live webstream viewing locations of 2014 Commencement.



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