Engaging students for success, from orientation through graduation

OFFICE OF THE VICE CHANCELLOR FOR STUDENT AFFAIRS

FY2015 ANNUAL REPORT
Engaging students for success, from orientation…
MESSAGE FROM THE VICE CHANCELLOR

It is my pleasure to present the 2015 Annual Report for the Office of the Vice Chancellor for Student Affairs (OVCSA). Each year, we update our campus and community partners, as well as generous donors by sharing select highlights. We value the role UIC Student Affairs plays in sparking interest, inciting curiosity, and flaming the passion that develops as our students experience intellectual and personal growth. We hope you will find the narrative of individual unit accomplishments within Student Affairs, photos of our students and campus events, and our assessment efforts illuminating.

Throughout the year, UIC Student Affairs provided a welcoming, supportive environment that embraced students within the academic community. We know that engaging students early and often matters to their success in college. We work collectively with our campus partners to assist students in blazing the trail from orientation through graduation.

The UIC Experience offers a unique opportunity to broaden their horizons by exploring activities that enlighten and build perspective. The development of Student Affairs and Academic Affairs partnerships with The UIC Experience program demonstrates campus-wide interest in providing students with a genuinely individual co-curricular experience.

Donations from community members reduce financial barriers that may prevent highly qualified students from pursuing their academic goals. Your generous contributions keep the embers glowing as they aspire to pursue careers that will lead our world into the future. Alumni, colleagues, and friends assist in student success at UIC through the support of scholarships and programs.

I extend my deep appreciation for your commitment to the brilliant future of our students. Your generosity helps us touch their lives in small ways that make a difference and allows academic excellence to burn brightly.

Go Flames!

Barbara Henley
Vice Chancellor for Student Affairs
MISSION

Our mission is to foster student success and affinity by creating experiences that engage students in programs and services that support their learning and personal development.

VISION

Our vision is to be recognized as leaders who provide exemplary experiences through student affairs programs and services that support students’ success.

VALUES

Respect
As student affairs professionals, we respect and celebrate the diversity of the members of our community and strive for social justice in the assurance of fair and equal conditions within our community.

Integrity
We recognize that our integrity is founded on the maintenance of the highest ethical standards of behavior.

Responsibility
We take responsibility for our actions and act responsibly knowing that we serve as role models for our students and each other.

Excellence and Innovation
We recognize high levels of excellence can only be achieved by continuously looking for ways to improve our efforts through innovation and adoption of best practices.

Collaboration
We collaborate with other units within student affairs and throughout the university community. These partnerships leverage our combined strengths in service to the community.
Departments within UIC Student Affairs that report to the Office of the Vice Chancellor for Student Affairs are directly responsible for providing programs, services, and facilities that support student development and success.

Academic Center for Excellence (ACE)
African American Academic Network (AAAN)
Campus Auxiliary Services (CAS)
CAS Information Technology and ID Services
Campus Housing
Campus Programs
Campus Recreation
Children’s Center
Counseling Center
Dining Services
TRIO Programs
   Academic Support Program
   Upward Bound
Meetings and Conferences
Native American Support Program (NASP)
Office of Career Services
   Student Employment

Office of International Services (OIS)
Office of Publications Services
Office of Student Financial Aid (OSFA)
Office of Testing Services
Office of the Dean of Students
   Student Conduct
   Ombuds/Advocacy Services
   Student Legal Services
   Student Veterans Affairs

Retail Operations
Student Centers

Student Development Services
   Commuter Student Resource Center
   Intergroup Dialogue
   New Student Orientation
   Student Leadership and Volunteer Services
   Wellness Center

UIC Forum
UIC Pavilion
The UIC Experience program is an out-of-the-classroom learning documentation and certification program. UIC students engage in a series of out-of-classroom activities, document what they learn through reflection and meaning-making, and earn The UIC Experience Certificate.

The UIC Experience is a road map for navigating out-of-classroom urban, academic, and cultural opportunities available to UIC students. Students can self-select their activities, or they can choose a themed series of experiences to explore a particular area of interest more in depth. Students receive one certificate after engaging in two experiences from the three areas of urban exploration, inquiring minds, and community.

The UIC Experience combines the unique characteristics of UIC with seven learning domains documented in Learning Reconsidered (NASPA & ACPA, 2004). The goals of The UIC Experience program are to: (a) articulate UIC’s unique characteristics; (b) enhance student learning, resulting in student success; (c) support retention and graduation; and (d) promote student satisfaction. The UIC Experience program is a partnership between Academic and Student Affairs that provides cross-university collaboration to enhance student learning and engagement on campus.

The program’s co-curricular framework also provides multiple ways for students to articulate what they have learned through their participation in The UIC Experience program. Four documented learning projects, including a visual photo based project, a blog project, a vlog (video log) project, and a mentoring blog project are available for students to achieve higher level of engagement certificates. When students complete four themes, all four learning projects, and earn four UIC Experience Certificates, they are awarded The UIC Experience graduation cord upon graduation.

Urban Exploration, Inquiring minds, and Community are three characteristics of what makes earning a UIC degree distinct:

- **Urban Exploration:** UIC Students have the opportunity to attend a major research university in a world-class city. UIC and the city of Chicago provide a living laboratory where students can take advantage of opportunities to experience cultural, artistic, and sporting events.

- **Inquiring Minds:** UIC, as one of the top 50 research institutions in the U.S. not only teaches, but also creates new knowledge both inside and outside of classes and labs.

- **Community:** UIC is a reflection of Chicago and its diversity: racial, gender, political, cultural, and academic differences are well represented on campus.
Highlights for 2015:

- 470 students earned The UIC Experience Certificate in FY2015.
- 62% of The UIC Experience certificate awardees submitted an enhanced learning project with a total of 292 enhanced learning projects completed.
- The top four learning domains categorized from students’ descriptive answers were knowledge acquisition, integration, and application (39%), civic engagement (18%), and interpersonal/intrapersonal competence (12%) and practical competence (12%).
- Twenty-six themes were created through partnerships with Academic Affairs and Student Affairs to allow students to focus their engagement in specific interest areas.

“I feel like if you’re up to the task, The UIC Experience is a great way to get involved and get immersed! As it has done for me, it will challenge you to put yourself out there and start getting involved, start getting informed, and start getting inspired. So many college students get caught up in the library and lecture halls, and there’s no shame in that, by all means. But in all honesty, the books and classes are only part of what it means to be a college student. The other parts encompass being human, stepping out, challenging yourself personally not just academically, and exploring yourself and the world around you.”

THEMES 2014–2015 INCLUDED:

A La Carte
Asian American Resource and Cultural Center Activities
Career Planning Activities
Gallery 400 Activities
Honors Immersion Activities
Housing Activities
Ignite Leadership Activities
International Services Activities
InTouch Crisis Hotline Activities
Involvement Activities
Latino Cultural Center Activities
Library Activities
Recreation Activities
Recreation Student Employee Activities
Student Employee Activities
Student Organization Leader Activities
Sustainability Activities
Sustainability Internship Activities
UIC Business Freshman Experience
UIC Business Sophomore Experience
UIC Business Junior Experience
UIC Business Senior Experience
UIC Business Transfer Junior Experience
UIC Business Transfer Senior Experience
UIC Non-Major Business Experience
Wellness Activities
One of the ways in which the OVCSA measures the impact of our programs, services, and facilities is through tracking the magnitude of our points of contact with students over the course of the year. The following points of data showcase just a sample of the level of interaction our various OVCSA units and their staff have with students to provide them opportunities to engage on campus, obtain advocacy for their well-being, as well as support their learning and academic endeavors.

### Engaging students for success, from orientation through graduation

#### STUDENT ENGAGEMENT

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>256,849</td>
<td><strong>PEOPLE</strong> attended 114 events at the UIC Pavilion (UIC athletic events, concerts, University and high school commencements, non-UIC sporting events, and other events)</td>
<td>3,997</td>
<td><strong>STUDENTS</strong> attended Career Fairs with 694 employers</td>
</tr>
<tr>
<td>21,955</td>
<td><strong>INDIVIDUALS</strong> entered Campus Recreation facilities on campus</td>
<td>3,170</td>
<td><strong>STUDENTS</strong> lived in Campus Housing</td>
</tr>
<tr>
<td>14,188</td>
<td><strong>STUDENTS</strong> participated in volunteer efforts through Student Leadership Development and Volunteer Services, Campus Housing, Campus Programs, and Intercollegiate Athletics</td>
<td>2,961</td>
<td><strong>STUDENTS</strong> were employed on campus in a total of 4,171 student positions and of the total students employed, 1,340 (45%) were employed by Student Affairs</td>
</tr>
<tr>
<td>8,945</td>
<td><strong>EVENTS</strong> were booked on campus through Meetings and Conferences</td>
<td>2,071</td>
<td><strong>STUDENTS</strong> had “All You Care to Eat” Meal Plans with Dining Services</td>
</tr>
<tr>
<td>5,349</td>
<td><strong>STUDENTS</strong> participated in the First Year and Transfer-Readmit Orientation programs</td>
<td>463</td>
<td><strong>STUDENTS</strong> participated in the UIC First-Year Dialogue Seminar (CC120)</td>
</tr>
<tr>
<td>5,237</td>
<td><strong>GRADUATING</strong> students participated in 14 College Commencement ceremonies with 30,345 parents, families, and friends attending</td>
<td>360</td>
<td><strong>STUDENTS</strong> and guests attended the Annual Native American Heritage Event</td>
</tr>
<tr>
<td>4,572</td>
<td><strong>STUDENTS</strong> visited the Commuter Student Resource Center</td>
<td>346</td>
<td><strong>REGISTERED student organizations are supported by Campus Programs</strong></td>
</tr>
</tbody>
</table>
SUPPORT AND ADVOCACY

- **22,696** INDIVIDUAL undergraduate and graduate students were served by the Office of Student Financial Aid
- **1,110** STUDENTS were seen for individual therapy or group counseling through the Counseling Center
- **830** ADVOCACY ombuds, or student conduct cases were handled by the Office of the Dean of Students
- **275** STUDENT legal cases were assisted by Student Legal Services

LEARNING SUPPORT

- **6,259** BOOKS were rented by students through the UIC Bookstores, representing an 8% increase from FY14
- **1,197** STUDENTS utilized AAAN’s Learning Resource Center and **525** students utilized AAAN supplemental advising
- **1,046** STUDENTS had tests and exams proctored by Testing Services
- **160** STUDENTS received supplemental advising through federally-funded TRIO Student Support Services
- **132** STUDENTS enrolled in ACE Academic Skills Program (ASP) courses

STUDENT AFFAIRS BY THE NUMBERS

STUDENT EMPLOYEES
AFRICAN AMERICAN ACADEMIC NETWORK (AAAN)

• 59% of first time African American freshman engaged with AAAN through advising, programs, or tutoring.

• Hosted the largest AAAN Convocation to date with 121 graduating students participating in the event and Val Warner, Co-Host of Windy City Live, serving as the keynote.

ACADEMIC CENTER FOR EXCELLENCE (ACE)

• 234 students received academic coaching from ACE teaching staff.

• Taught two Summer College sections of College Reading for Success: American Identities (CRS) focused on critical thinking as it applies to reading of college-level essays, articles, and textbooks for incoming freshman.

CAMPUS AUXILIARY SERVICES (CAS)

• Students employed in CAS units received a total of $979,851 in Federal Work Study dollars in FY2015. This is a 14.9% increase from FY2014.

• CAS Marketing developed a new brand identity for University Village Maxwell Street including a new website and expanded social media platform use.

CAS INFORMATION TECHNOLOGY AND ID SERVICES

• Completed full data center transition with no standard business hours’ downtime.

• Implemented virtualized server environment with notable storage increases to serve future needs of OVCSA units.

CAMPUS HOUSING

• 713 social programs were hosted by Campus Housing for residents to help develop community and sense of belonging.

• The number of Housing residents who returned to live on-campus increased by 10.4% compared to FY14.

CAMPUS PROGRAMS

• The UIC Student Activities Board (SAB), the premier programming board on campus hosted a combination of 17 cultural, educational, social and entertainment events throughout the school year with 5,825 students participating.

• Hosted a Student Organization Conference for 170 student leaders, which assisted participants with building skills in leadership, team development, event planning, and organization management.

CAMPUS RECREATION

• New turf fields were installed at the Outdoor Field Complex serving the 2,284 students participating in UIC Intramurals and 184 students participating in Club Sports programs. Local school and community groups also utilize the complex.

• 2,607 participants utilized group/instructional classes, personal training, swim lessons, and Human Performance Lab testing.
CAREER SERVICES

- Experienced a 37% increase in scheduled individual career advising with staff seeing over 2,846 students this year.
- 649 interviews were held on campus by company recruiters, which is a 25% increase over FY14.

CHILDREN’S CENTER

- Partnered with the UIC Department of Pediatrics/Health Steps Program for residents to spend part of their community rotation at Children’s Center to learn about child care options, costs, government subsidy, regulations and characteristics of quality.
- Children’s Center participated as a community partnership site for preschool services for UIC affiliated children meeting low income criteria.

COUNSELING CENTER

- The Counseling Center provided more intakes this year than in each of at least the last ten years and an increase of 27% over the past five years; a trend that reflects the continuing demand and need to address the mental health concerns of college students.
- This year, the Counseling Center introduced several newer services targeting prevention and overall emotional well-being at our Counseling Center including Self-Compassion workshops, drop-in Midday Meditation, and a structured coping skills group Mood Masters.

DEAN OF STUDENTS

- Successfully opened the Student Veterans Center in Student Center East and was once again designated as a 2015 Military Friendly School – A list showcasing the top 20 percent of colleges, universities and trade schools in the country that are doing the most to embrace America’s military service members, veterans, and spouses as students and ensure their success on campus.
- Staff presented on academic integrity to over 3,000 students attending New Student Orientation sessions.

DINING SERVICES

- Provided over 672,765 meals for students that live on-campus.
- Conducted 3,661 catered events across campus.

MEETINGS AND CONFERENCES

- Hosted 3,000 student organization events.
- Began an organizational transition to become part of a streamlined organizational structure for UIC Pavilion and Campus Event Services.

NATIVE AMERICAN SUPPORT PROGRAM (NASP)

- Formed a partnership with the Latino Cultural Center, American Indian Center of Chicago Ecology/education programs, and the College of Pharmacy/Department of Pharmacognosy to create a space dedicated to traditional Indigenous medicinal plants from the local American Indian Community on the UIC campus.
- NASP is celebrating 45 years of service to students at UIC.
OFFICE OF STUDENT FINANCIAL AID (OSFA)

• Worked with Academic Affairs staff to select and begin to implement a campus wide scholarship database making one centralized location where students can view and apply for all campus scholarships.

• OFSA staff presented information on student financial aid at more than 80 events sponsored by the Office of Admissions and the academic colleges.

OFFICE OF INTERNATIONAL SERVICES (OIS)

• OIS saw a 12.12% increase in international students participating in open advising sessions as compared to FY14.

• A total of 3,577 international students, representing 105 countries and territories, made up the international student population at UIC for fall 2014, an increase of 15.5% from fall 2013.

PUBLICATION SERVICES

• Publications Services developed UIC’s first Electronic Content Management program, which will allow departments to take advantage of the next stage of the digital-document revolution.

• Publications Services assisted in the implementation of the university’s branding and graphics program by providing guidance to departments in adoption of the new standards.

RETAIL OPERATIONS

• Collaborated with the Registrar’s office to provide a direct link between class registration and textbook ordering website, providing convenience and ensuring access to the correct course materials for the class.

• The bookstore collaborated with two digital content providers and the College of Dentistry to provide required digital course content at discounted priced bundles for the students. Expansion of this initiative to other Health Science colleges is planned.

STUDENT CENTERS

• Student Centers were open on average for 17 hours a day for student use for eating, studying, lounging, and socializing. Operations staff completed 5,683 venue set ups for events occurring in Student Centers.

• Marketplace South in Student Center West was upgraded to provide seating that creates “quiet study” spaces for students and has access to power charging outlets for electronic devices.

STUDENT DEVELOPMENT SERVICES

• The Wellness Center and Undergraduate Student Government, in collaboration with other Student Affairs units, developed a Pop-Up Pantry that addressed food insecurity issues for UIC students through seven events during which 1,104 bags of food were distributed.

• Student Leadership Development and Volunteer Services actively promoted UIC Day of Service, which resulted in 330 participants servicing at 24 service sites in Chicago.
TESTING SERVICES

- Assisted the Office of Admissions with increasing the rate of ACT Residual testing for prospective students by 78%.
- 998 student course evaluation and classroom exams were scored by Testing Services, which represented a 5.8% increase over FY14.

TRIO STUDENT SUPPORT SERVICES/UPWARD BOUND

- 42.1% of the high school seniors in the TRIO/Upward Bound program completed applications to three or more colleges or universities.
- TRIO Support Services hosted 13 workshops that focused on development of academic and professional skills.

UIC FORUM

- Provided visibility for the campus by hosting several high profile events with great success, including a Mayoral candidate post-election party and three major fundraisers that attracted key corporate and political leaders.
- Focused on streamlining operations to provide more efficient service to campus and community patrons.

UIC PAVILION

- Hosted a recent high of 114 event days, representing an 18.75% increase over the three year average of approximately 96 event days.
- Hosted two sold out concerts including four-time 2015 Grammy Award winner Sam Smith, and comedian, Katt Williams.
Student Affairs units incorporate assessment into the programs and services provided to students. Assessment ranges from tracking participation rates as noted in earlier sections to measuring student satisfaction and student learning as a means to help inform staff about the students’ experience as well as provide some evidence of what students have learned. The following are some examples of where UIC Student Affairs collected evidence related to the student experience:

The **Office of the Vice Chancellor for Student Affairs** in partnership with Academic & Enrollment Services administered the Entering Student Survey (ESS), an assessment project in place since 2008 to track characteristics and trends of new freshmen at UIC. In addition this year the Transfer Student Survey was also administered, which is a new initiative to mirror the ESS, as a means to also understand the characteristics of incoming transfer students. Both surveys were administered in conjunction with the New Student and Transfer Orientation Programs over the summer. 85% of the incoming freshman and 74% of the incoming transfer students completed the respective surveys. Some highlights from the ESS include:

- 29% of the students reported that English is not their first language. Of the students who indicated that English is not their first language, over 50 languages were named.
- 52% of the incoming freshman are first generation college students.
- 51% took 3 or more AP courses in high school.
- 75% plan to earn an advanced degree beyond a bachelor’s degree.
- Academic reputation, location, low tuition, and job prospects for graduates were the most important reasons they chose UIC.
- Speaking to the diversity of UIC, 72% of the students report there is a very good chance they will socialize with other racial/ethnic groups while at UIC.

The **Student Development Services** administered an annual post New Student Orientation survey to those students who participated in an orientation program session to better understand how orientation better prepares students to begin their time at UIC. Based on the results New Student Orientation continues to be a vital program to help set up students for success in easing the transition to college. Of the students, who responded to the survey:

- 94% of the first-year students stated they felt comfortable attending their first semester at UIC as a result of their experience in the Orientation Program.
- 88% of the first-year students felt more connected to their peers as a result of their overnight experience.
- 92% of the transfer students stated they felt comfortable attending their first semester at UIC as a result of their experience in the Orientation Program.

The **Office of International Services** (OIS) provided the new international graduate students with case studies, handouts and a list of resources through their pre-orientation program to assist in their transition. A survey focused on measuring student learning that required the participants to identify at least five things they learned about maintaining immigration status, U.S. classroom culture, Academic Integrity and Cross-Cultural Awareness. 503 students attended the pre-orientation program and completed the survey. The OIS staff used this information to identify common themes of what the students learned from each of the areas presented to students.
Campus Housing annually conducts a survey to better understand the residents’ experience as it relates to their Resident Assistant (RA) and/or Peer Mentor (PM), which are both student leader positions, who help support the residents in each of the halls. Some of the findings include:

- 76.5% were satisfied overall with the performance of their RA and 81.3% were satisfied with the performance of their PM.
- 81.3% said their PM regularly provided them with information about academic resources.
- 73.9% said their RA has had a positive impact on their experience at UIC.
- 79.8% said the services and opportunities provided by Campus Housing staff positively impacted/contributed to their success at UIC.

The TRIO/Upward Bound program conducted a pre-/post- test workshop evaluation within their college readiness program to assess student learning associated with financial aid resources and how to apply for financial aid. On the pre-test, 25% of the participants indicated they were very familiar with financial aid resources and different types of loans, whereas 16% indicated they had no knowledge about financial aid loans. On the post-test, 100% of the respondents were able to distinguish the difference between Parent-Plus, Subsidized, and Unsubsidized loans. Additionally, 100% of the respondents indicated that as a result of the information received they were very confident that they could complete a financial aid application.

The Counseling Center conducted an assessment with students who received at least three sessions of treatment. Post-termination questionnaires were administered and below are some of the findings:

- 74% indicated that they had improved their ability to cope with college/academic demands.
- 94% learned one or more coping strategies to deal with other problems.
- 94% strengthened one or more self-management skills.
- 82% learned how to better address relationship problems.
- 88% learned to think more clearly and reduce distressing emotions or behaviors.
- 82% rated the services received at the Counseling Center as very good.

Campus Recreation administered the NASPA Assessment & Knowledge Consortium Survey on Recreation and Wellness in the spring of 2015 to a sample of 3,491 students who engaged with Campus Recreation during the year. The response rate for this survey was 33%. This national survey was developed in conjunction with the professional association NIRSA: Leaders in Collegiate Recreation. The survey assists in providing information on student utilization of different recreational facilities, activities, and programs; social, academic, emotional, and health-related outcomes of utilizing campus recreation; student satisfaction with facilities, activities, and programs; recreational needs and expectations of students and other constituents. Some findings from the survey include:

- 31% of respondents indicated they participated in on-campus recreational sports, programs, and/or activities 4 or more times per week.
- 88% of respondents either somewhat or strongly agreed that the recreation facilities were well maintained to encourage participation.
- 85% of respondents somewhat or strongly agreed that Campus Recreation activities and programs contribute to the quality of life at this institution.
- 64% of respondents strongly agreed that they enjoy participating in Campus Recreation activities and/or utilizing facilities.
- 68% of respondents stated that their participation in Campus Recreation definitely increased or improved their feeling of well-being as well as their overall health.
- 84% of respondents indicated that participating in Campus Recreation somewhat or definitely improved their time management skills.
SNAPSHOTS OF STUDENT LIFE
This year, alumni, colleagues, and friends of UIC, as well as various corporations or foundations made monetary contributions to UIC Student Affairs between July 1, 2014 and June 30, 2015. These donations contributed to fund UIC scholarships, the Supporting Excellence Endowment (S.E.E.) Fund, the Student Affairs Annual Fund, as well as specific UIC Student Affairs units. We thank our many donors for their generosity and ongoing commitment to UIC Student Affairs that enable us to foster student success at UIC. Such donations allow UIC Student Affairs to enhance the myriad of opportunities for students to engage, learn, and ultimately be supported during their time at UIC. On behalf of the students, the Office of the Vice Chancellor for Student Affairs extends gratitude to our alumni, colleagues, and friends of UIC for their contributions which directly impact the work of UIC Student Affairs.

Engaging students for success, from orientation through graduation

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Rivers Casino

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“I am striving to make my possibilities a reality and the journey to entrepreneurship begins with a solid education. Receiving the scholarship helped me to continue my studies without interruption.”
—Matthew Maggit (Jim’s Original Scholar)
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“I believe scholarships, like the one provided to me, are invaluable in fueling student success and creating a better prepared class of individuals to tackle our world’s problems.”
—Mit Shah (Rundgren Foundation Scholar)
One of the ways in which you can contribute to UIC Student Affairs is through the Supporting Excellence Endowment (S.E.E.). This endowment was established in 2001 by the Office of the Vice Chancellor for Student Affairs to provide scholarships for outstanding students who demonstrate strong leadership. Through these scholarships, exceptional students will be able to attend UIC, an institution dedicated to academic excellence, leadership and service. S.E.E. scholarships offer financial support to UIC undergraduates who demonstrate leadership skills through involvement in campus co-curricular or outside the classroom activities. The scholarship program recognizes the role played by students in the co-curricular life and vitality of the campus.

The S.E.E. is the first endowed scholarship program at UIC designed specifically to recognize student leaders. Since the inception of the Supporting Excellence Endowment and through June 30, 2015, 43 scholarships have been awarded to outstanding students who are leaders on campus.

“I have served as a tutor for both the Mathematical Sciences Learning Center and the African American Academic Network Learning Resource Center. I have also been able to play trumpet in the UIC concert and athletic bands. Through these activities, I have learned the importance of leadership, discipline and collaboration. With two brothers also enrolled in college, the S.E.E. scholarship was especially helpful to my family and me. The scholarship allowed me to be engaged on campus while also lifting the financial burden of my education off our minds.”

—Arun Jayaraman
…through graduation