

A STRATEGIC PLAN FOR UNIVERSITY OF ILLINOIS SUPPORT ORGANIZATIONS

EXECUTIVE SUMMARY

PURPOSE

Organizational Description. The University of Illinois' support organizations design, deliver, and coordinate the administrative and related activities that enable the University's campuses and operating units to fulfill their primary missions of teaching, research and scholarship, and service. The support organizations include:

- University Administration
 - President's Office (including Offices of the President, Secretary of the Board of Trustees, University Counsel, Governmental Relations, and University Relations)¹
 - Vice President for Academic Affairs
 - Vice President for Administration
 - Vice President for Technology and Economic Development
- University of Illinois Foundation²
- University of Illinois Alumni Association²

Mission. To provide leadership, support, expertise, and control to the University's campuses and operating units. We also serve as the University's primary point of contact and linkage to the Board of Trustees, state, and federal governments.

Vision. We will work in partnership with the University's campuses and operating units to enable them to effectively and efficiently fulfill their mission and vision, and be valued and respected by these units for our work.

Guiding Values. We are fundamentally committed to the mission, vision, and values of the University. Our guiding values also include a commitment to:

- ***Collaborative Leadership*** – We work in partnership with other University leaders to serve as a source of competitive advantage that enable the University's campuses and operating units to fulfill their mission and vision.
- ***Excellence and Expertise*** – We strive to achieve exceptional service, quality, creativity, innovation, and ongoing improvement in all that we do, and serve as a repository for expertise not available elsewhere on campus.

¹ Other offices reporting to the President that are not included within the scope of this document include University Audits, University Ethics, and University Equal Opportunity.

² UIF and UIAA both have separate governing boards, but are considered University-related organizations.

- **Low Overhead** – We value lean central support units consistent with fulfilling our mission and vision.
- **Stewardship** – We exercise appropriate controls over University resources and other assets.
- **“Best in Class”** – We strive to set the standard among central support organizations through our plans and actions.

Mandates. The University is impacted and shaped by many legal and regulatory mandates at the University, local, state and federal levels. As such, the support organizations must often interpret, practice, and enforce the many laws, regulations, and rules applicable to University operations. Balancing this multi-faceted control and compliance role with the goal of maximum operating flexibility for the University is a major responsibility and challenge shared by all of its support organizations.

STRATEGY

The collective strategy for the University’s support organizations is a composite of the specific strategic issues, goals, and thrusts identified by each of the individual organizations through their own planning processes. While each of these support organizations share a common mission, vision, and set of values, they also each have unique challenges, opportunities, and aspirations by virtue of their individual roles and functions within the University, which are summarized below.³

University Administration (UA). The UA strategy reflects that for the President’s Office, Vice President for Academic Affairs, Vice President for Administration, and Vice President for Technology and Economic Development.

President’s Office. The primary role and mission of the President’s Office is to provide leadership to the University’s campuses and operating units. The units reporting to the President’s Office strive to be a partner and source of competitive advantage for the University’s campuses and operating units by providing strong leadership, excellent support, informed expertise, and appropriate control. The President’s Office also serves as the University’s primary point of contact and linkage to the Board of Trustees (BOT), state, and federal governments. The specific strategic goals and “stretch ideas” identified by the President’s Office in support of this role and mission are summarized below:

- **Secretary of the BOT.** (1) Optimize the use of technology in organizing and disseminating information about board actions and undertakings; (2) Work with other University units to prepare materials and briefings for trustees prior to BOT meetings to make the meetings more productive; (3) Develop additional means for providing individual services to trustees; (4) Work with

³ NOTE: Many of the specific strategic issues and goals presented for each support organization have been abbreviated for the purpose of this executive summary. The full text and other supporting information can be found within the body of each support organization plan.

the BOT chair and other trustees to implement a continuous improvement review process for board practices.

- **Stretch Ideas:** (1) Develop a much more information-rich and interactive BOT website; (2) Develop a standard orientation program for new trustees; (3) Review biennially BOT bylaws and procedures for updating and consistency.
- University Counsel. (1) Provide high quality legal services in a cost-effective manner; (2) Analyze potentially expensive lawsuits and identify options for cost-effective resolutions; (3) Train and advise administrators and staff to comply with laws and avoid legal entanglements; (4) Improve systems for records management in accordance with applicable legal standards.
 - **Stretch Ideas:** (1) Assist other University operating units in identifying and maximizing opportunities to generate revenue (e.g., aggressive protection of intellectual property rights); (2) Explore alternative fee arrangements to reduce cost of outside counsel; (3) Assess alternative funding arrangements for in-house attorney salaries (e.g., centralized funding).
- Governmental Relations. (1) Assist in making “the Compact” a reality; (2) Continue efforts at the state level to obtain the best budget possible for the University, promote University initiatives, and manage legislation to the advantage of the University; (3) Enhance the University’s federal research funding and promote federal student aid programs; (4) Effectively inform candidates for public office of the importance of the University and higher education during the 2006 election cycle.
 - **Stretch Idea:** Work in concert with the Institute of Government and Public Affairs (IGPA) and the “Illinois Connection” network to optimize effective working relationships with governmental, business, and labor leaders that enhance development and execution of the University’s legislative agenda.
- University Relations⁴. The “Illinois Connection” advocacy network will: (1) Strengthen the Illinois Connection website; (2) Expand and enhance online advocacy efforts; (3) Build and strengthen the Illinois Connection identity internally and externally; and (4) Expand advocacy efforts to include federal issues.
 - **Stretch Ideas:** (1) “President’s Perspective” – An interactive, web-based communications venue where the president would post a brief essay on a topic of his choice with links to websites/articles on the topic and people would be invited to share their point of view; (2) University of Illinois Show – The University partners with a

⁴ The Office of University Relations’ strategic goals, thrusts, and stretch ideas will be finalized subject to various recommendations and initiatives forthcoming from an identification and branding study by the Lipman-Hearne consulting firm in early 2006.

television/radio broadcast unit (e.g., WILL, WUIS) to produce a half-hour program on a regular basis featuring University highlights, etc.; (3) Impact Illinois – The University hosts an annual economic summit in Chicago; (4) Meet the BOT – Within a week of the annual January BOT meeting, a full-page ad with photos and bios of each trustee runs in major circulation newspapers in markets with University campuses; (5) Academic Contest Co-Sponsorship – The University partners with *The Chicago Tribune* in sponsorship of the annual spelling bee or other high-profile P-12 academic endeavor to showcase P-16 initiatives.

Vice President for Academic Affairs (VPAA). Achievement of VPAA's overall mission to foster and finance high quality education, research, and public engagement is dependent upon its reporting units which face a variety of strategic issues relating to resources, reputation, competition, and technological change.⁵ To address these broad ranging issues, VPAA and its reporting units will:

1. Work diligently with the faculty, university leaders, and the Board of Trustees to achieve the goals set by the University's Strategic Plan.
2. Explore the feasibility of launching a major online initiative to offer educational programs globally and on a large scale by establishing a fourth, virtual campus, tentatively called the "University of Illinois Global Campus".
3. Develop a strong relationship between IGPA and the Illinois General Assembly.
4. Consolidate and expand IGPA's educational mission, internally and externally.
5. Expand UIP's electronic publishing capabilities.
6. Exploit UIP resources to educate the world about the cultural contributions that Illinois has made and is making to global society.
7. Expand the eligibility criteria and funding for the President's Award Program (PAP).

VPAA has also identified several stretch ideas within these goals including the following:

1. Adopt a new model of University outreach and public engagement for program identification, development, and delivery, where the University

⁵ The units reporting to VPAA include: University of Illinois Online; University Outreach and Public Service (UOPS); Institute for Government and Public Affairs (IGPA); University of Illinois Press (UIP); and University-wide Student Programs.

works directly with potential audiences to identify what they want and how they want it delivered (i.e., a customer-focused approach).

2. Establish new, ongoing outreach and engagement initiatives through IGPA including a major national conference, public leadership academy, President's public policy roundtable, and public policy/affairs visiting scholar's program.
3. Continue to take a leadership role in enhancing diversity in the publishing industry.
4. Implement a private fund-raising campaign for PAP.

Vice President for Administration (VPA). The strategic issues that VPA faces in fulfilling its mission of being a partner, leader, and source of competitive advantage for the University's operating units in the design and delivery of administrative services center on questions of scope, structure, communication, cost, operating flexibility, and stewardship. To address these key issues, VPA will:

1. Work in partnership with University operating units to ensure that the resources (people, technology, money, information, and facilities) required for brilliance are available.
2. Ensure that the core University functions required to provide effective service levels and meet statutory mandates will be well-run and demonstrate continuous improvement.
3. Align its roles, structure, and operating approach to provide maximum operating flexibility for University operating units while ensuring proper stewardship of University resources.
4. Enhance its recognition as a leader in innovation, quality, and service across all of its functional areas both within and outside of the University.

VPA has also identified several stretch ideas within these goals including the following:

1. Identify and maximize available University revenue sources through a combination of improved operational efficiencies and new/enhanced revenue streams.
2. Create joint VPA/campus research service units at the school/college level.
3. Continue to lead development of a strategic procurement initiative.
4. Create cross-functional VPA help desks at each University campus.
5. Enhance internal energy management programs and processes.

6. Establish cross-functional working group to explore innovative business practices.
7. Explore creation of for-profit entities to leverage University resources in the marketplace.

Vice President for Technology and Economic Development (VPTED). The strategic issues faced by VPTED in fulfilling its mission of effectively managing the transfer and commercialization of University-based technologies and intellectual properties center on sustaining performance in commercialization through proper incentives, ensuring simplicity in commercialization processes, and leveraging the University's commercialization accomplishments to enhance its reputation, stature, and resources. To address these issues, VPTED will:

1. Achieve sustainable financial success and an adequate, sustainable return on deployed public and private resources through value creation.
2. Be a recognized leader in technology commercialization and in fostering technology-based economic growth.
3. Assure excellence, high performance and continuous improvement in technology commercialization management practices, support for start-up businesses, and research park services for technology companies.
4. Achieve high level of customer and stakeholder satisfaction for services and outcomes.
5. Expand educational opportunities for University students to experience and participate in the technology commercialization process.
6. Leverage success in technology commercialization and economic development into public and private support for the University.

VPTED has also identified several stretch ideas to accomplish by 2010 including:

1. The Offices of Technology Management (OTM) will generate four times their annual operating budget (excluding patent protect working capital spending) in revenues from sale of OTM equity in VENTURES supported and other start-ups and license revenues.
2. IllinoisVENTURES will be self-supporting and experiencing financially successful start-ups at an average rate of one per year.
3. The University Research Park and its incubation facilities will: 1) have a total employment of 2,000; 2) have added key amenities (e.g. hospitality, service

and related operations); and 3) have developed special-purpose facilities to retain and/or attract technology-related companies.

4. The University will work with the Illinois Medical District so the Chicago Technology Park (CTP) will: 1) have total employment of 1,800 (including employment in the University's Research Center incubator); 2) have acquired needed additional acres and acquired/developed needed additional commercial space to retain and attract technology-related companies; 3) have add key amenities (e.g. hospitality and conferencing facilities); and 4) have elevated the reputation and visibility of the park locally, regionally and nationally.
5. The relationship between the University and the CTP will be optimized and guided by the University Research Park including requisite resources to assure CTP's economic development potential is realized.
6. At least 600 students will be engaged each year with the technology commercialization units, incubation facilities, incubating companies, and at firms in the research parks.

University of Illinois Foundation (UIF). UIF has identified four strategic issues to address in order to achieve its mission of building strong constituent relationships and generating and managing resources that facilitate the University's excellence. These issues include: (1) the widening gap between the private support growth rates of the University and its peers; (2) the insufficient size of the combined University endowment; (3) the inability to build a highly loyal donor base; and, (4) declining state revenues that are creating an ever-increasing demand for private support. To address these key issues, UIF will:

1. Adopt an "advancement model" that ensures the integration and coordination of the development, alumni relations and marketing/communication functions of the University and its supporting agencies.
2. Build capacity and leadership to secure transformational gifts, especially gifts of endowment.
3. Redefine, develop and implement more productive and cost-efficient annual fund programs that will increase both revenues and alumni participation, and decrease redundancy of effort.
4. Introduce structural/organizational change that will enhance the effectiveness of our fundraising programs and UIF's ability to educate and involve critical development constituencies.
5. Plan and execute a comprehensive, University-wide, campus-focused capital campaign to capture the resources necessary to meet the renewed vision and priorities of the University and its campuses.

6. Institute a performance management system for development staff and institutional leadership that will enhance individual and organizational productivity in building relationships and securing financial support from alumni and friends. Embraced in this initiative is the importance of delivering an improved program for recruitment, training, and retention for both our development staff as well as institutional leadership.

UIF has also identified the following stretch goal: *By 2015, the three campuses of the University of Illinois should consistently rank in the top five of their peer group in total gift support over any five-year cycle.*

University of Illinois Alumni Association (UIAA). UIAA strives to foster a spirit of loyalty and fraternity among the graduates and former students of the University and to effect united action in promoting the University's welfare. The UIAA currently faces four strategic issues related to this mission including: (1) engaging more alumni in meaningful ways; (2) instilling a lifelong, vested interest in the University among students, prospective students, faculty, and staff; (3) clarifying roles and responsibilities within a decentralized system of alumni relations; and, (4) ensuring that UIAA will have the resources needed for excellence. To address these key issues, UIAA will:

1. Build meaningful relationships with all University alumni through effective programs, communications and technologies in order to increase loyalty and fraternity with each other and with the University.
2. Work in partnership with the University and related organizations to be supportive of the University's mission for which the UIAA can mobilize alumni involvement and help affect a positive outcome.
3. Take more of a leadership role in adding value and providing strategic direction to the alumni relations efforts conducted throughout the University by serving as consultant, information resource and tool provider.
4. Be a key facilitator of an integrated effort to perpetuate a culture of citizenship and lifelong loyalty with all University students and prospective students.
5. Have the resources required for the fulfillment of its mission and the realization of its goals.