

INTRODUCTION AND OVERVIEW

Since its inception in 1867 as one of the nation's original public land grant universities, the University of Illinois has witnessed significant periods of change and growth. From the "Illinois Industrial University's" first day of instruction in Urbana in 1868, to the opening of the Chicago Circle campus in 1965 and its subsequent consolidation with the University's Medical Center in 1982 to create the University of Illinois at Chicago, to the addition of the Springfield campus in 1995, the University has evolved and adapted to become one of the world's great institutions of higher education.

Today, the University of Illinois is one university with three campuses sharing a common name, mission, governing body, senior leadership, and unwavering commitment to academic excellence. As an organization, the University is *academically decentralized* because its academic excellence is built from the bottom up through superb faculty, departments, schools and colleges, and the distinctiveness of the three campuses. At the same time, the University is *financially centralized* because the Board of Trustees and senior leadership have significant fiduciary responsibilities and seek quality, uniformity, and efficiency in financial and business management operations.

Knowledge has become the most significant economic and social force of the 21st century, and higher education will see its importance and influence grow in the coming decades. However, as in other industries and sectors, extraordinary, rapid change has become a constant. This dynamic environment provides challenges and, for a great public research university like the University of Illinois, opportunities as well.

The University of Illinois' future stands on the legacy of extraordinary achievement and academic excellence provided by previous generations of faculty, students, staff, and other key stakeholders. To ensure that the University's future is "brilliant" and builds on its past and present greatness, it is essential that we have an innovative and aggressive strategic plan that enables the University to adapt to and take advantage of the opportunities presented by an expanding national and international marketplace for research and postsecondary education and training. Moreover, we must do so while addressing the parallel challenges of an environment characterized by increasing competition for the best students, faculty, staff, funding, and other resources.

The University of Illinois' strategic planning process was designed with this competitive imperative in mind. The University community has been working at a rapid pace over the past several months to develop innovative and aggressive strategies to confront the opportunities and challenges it faces. This document highlights the distinctive strategies developed by each University campus and support organization (i.e., University Administration, University of Illinois Alumni Association, and University of Illinois Foundation) in response to its own unique competitive imperative. It first provides an overview of higher education's changing environment and then describes the overall University strategic planning framework within which the University campus and support organization strategies were developed.

Higher Education's Current and Future Environment – and the University of Illinois' Place Within¹

The challenges and opportunities facing the University of Illinois grow out of the changing environmental forces acting upon it. A few of the key forces include the following:

- Aggressive competition (nationally and internationally) for students, faculty, resources, and reputation from both traditional and non-traditional providers has created a fluid educational marketplace which threatens to erode the quality of the University's academic programs.
- The growing demands for education, technological innovation in educational design and delivery, and economic development through technological commercialization create high levels of opportunity (and challenge) for the University. In particular, the market for on-demand education has expanded rapidly.
- There has been a sea change in the traditional model for financing public higher education in Illinois and across the nation. In particular, the significant shift in how the University is funded over the past few years has brought into stark contrast the alternative futures that it could face, ranging from a slow decline to excellence.

Perhaps more than any other innovation, the ongoing revolution in information and communication technologies has the potential to transform higher education and its contributions to society in education, research, service, and economic development. The University of Illinois is uniquely positioned to take advantage of these technologies through its established capabilities and excellence in the sciences, engineering, healthcare, arts and humanities, and professional fields combined with its land-grant mission and global presence. But, to do so effectively (and in a way that does not diminish its core academic strengths), the University must have a clear strategy in place.

The growing marketplace for on-demand education also presents a major opportunity for the University given its current capabilities in this area. However, it could also drain resources and adversely impact academic quality if the University does not first carefully assess its potential market niche. The University must be objective and hardnosed in determining its competitive advantage before moving to increase its presence in the on-demand education marketplace; it must then develop a focused strategy, effective structure, and appropriate incentives to support it. Ultimately, the strategy must also complement and support the University's preeminent goal of strengthening academic quality.

¹ A more detailed version of this environmental assessment can be found in the March 2005 President's Summit on Strategic Leadership agenda packet at <http://www.uillinois.edu/president/strategicplan/summit.html>.

The ever-changing environment raises a number of critical strategic issues for the University of Illinois including (but not limited to) the following:

- Who are the University's top competitors in teaching, research, service, and economic development, and who will be our top competitors in the future? How can we achieve successful displacement of our best competitors in the years ahead?
- What should we do to aggressively build the University's brand, reputation, and stature in the state, nation, and world?
- How can the University's organizational structure, culture, and operating style enhance its ability to identify and respond to strategic opportunities and challenges in an innovative and timely manner while remaining true to core academic values?
- How can we ensure a successful compact between and among the University and its stakeholders to secure the resources required for academic excellence?

The University of Illinois' Strategic Planning Framework²

The starting place for successfully addressing these strategic issues is the University's planning framework, adopted in August 2005 following significant input from the Board of Trustees and other members of the University community. This framework includes an overall mission, vision, and set of guiding values for the University, as well as an overarching set of strategies.

Mission. The University of Illinois will transform lives and serve society by educating, creating knowledge, and putting knowledge to work on a large scale and with excellence.

Vision. To create a brilliant future for the University of Illinois in which the students, faculty, and staff thrive and the citizens of Illinois, the nation, and the world benefit, a future in which the University of Illinois is the recognized leader among public research universities in:

- Teaching, scholarship, and research
- Engagement and public service
- Economic development
- Arts and culture
- Global reach
- Athletics

² The complete strategic framework can be found at <http://www.uillinois.edu/president/strategicplan/>.

Guiding Values. In all we do at the University of Illinois, we will:

- Aim high
- Strive to control our destiny
- Be accountable for our actions and exercise responsible stewardship
- Be inclusive, treat each other with dignity and respect, and promote citizenship
- Value excellence, quality and service
- Foster innovation and creativity

Strategic Intent, Goals, and Thrusts. The University of Illinois' strategic intent is to combine academic excellence with an unprecedented commitment to innovation, quality and service so that each University campus and support organization is the best among its peers and competitors and is recognized as such. The following strategic goals and related thrusts support this intent and address the strategic issues facing the University.

Strategic Goal #1: The University of Illinois will achieve and be recognized for both academic excellence and extraordinary education and development of our students.

- Create enabling conditions for greatness at all levels
- Ensure academic excellence with clear spires of excellence
- Add “personal and professional development” to our current goals of attracting and educating talented students
- Pursue growth opportunities in education, research, and health care

Strategic Goal #2: The University of Illinois will be the recognized higher education leader in innovation, quality, and service.

- Appoint and develop extraordinary leaders at every level
- Foster a University-wide culture of innovation, quality, and service
- Be a leader in science and technology
- Become an extraordinarily inclusive community
- Ensure proper incentives and capitalize on University-wide synergies
- Build brand and reputation and market aggressively

Strategic Goal #3: The priorities of the University of Illinois will reflect the most urgent needs of the state, our communities, and the world.

- Address current and emerging needs
- Leverage opportunities through engagement in Chicago and the state of Illinois, as well as nationally and globally

Strategic Goal #4: The University of Illinois will have the resources (people, money, and facilities) required for excellence.

- Make most efficient use of current resources (People, Money, and Capital Assets)
- Forge the Compact among key supporters
- Harness the power of the University's extended family and friends
- Develop new sources of financial support

The University also seeks and values stretch ideas in the strategic planning process and many have already emerged in the campus plans.

Preview of Remainder of Strategic Plans Executive Summary

The remaining sections of this document include highlights from the University campus and support organization strategic plans, including goals, thrusts, and stretch ideas, as well as the key themes and synergies among them. It also includes an overview of next steps in bringing the University's strategic plan to successful fruition. The complete University campus and support organization plans are available online at <http://www.uillinois.edu/president/strategicplan/> or by request from the President's Office.

UNIVERSITY CAMPUS STRATEGIC PLANS – HIGHLIGHTS

As noted earlier, the three University of Illinois campuses at Chicago, Springfield, and Urbana-Champaign serve Illinois, the nation, and the world through a shared commitment to the University's mission of excellence in teaching, research, public service and economic development. At the same time, each campus makes specific and differentiated contributions to the University's overarching mission and vision. The campuses are strengthened by intercampus cooperation and University-wide support services while carrying out their academic functions through delegated authority from the President and Board of Trustees.

The plans developed by the three University campuses build upon the traditional mission of the University (teaching, research, service, and economic development) through distinctive strategies that seek to extend its tradition of academic excellence. Some highlights of initiatives and stretch ideas from the University campus strategic plans include the following:

- **University of Illinois at Chicago**
 - Capitalizing on UIC's particular advantages in health and biological sciences to make it the public institutional leader in establishing Chicago as the biomedical research and development center of the Midwest.
 - Enhancing and developing academic programs that draw on the strength of UIC's cultural diversity, especially as that diversity manifests itself in a major metropolitan area such as Chicago (e.g., ethnic studies, religious studies, race and public policy, health disparities).
- **University of Illinois at Springfield**
 - Developing a "Center for Online Learning, Research, and Service" to enhance the study and application of online learning instructional design, technology, and best practices.
 - Creating a "Transitional Partnership Program" that prepares students to be college-ready as they make the transition from high school to college and from community colleges to four-year institutions.
- **University of Illinois at Urbana-Champaign**
 - Promoting innovation by creating an environment that enables breakthrough creative thinking in and across disciplines and promotes academic excellence and educational leadership.
 - Establishing new interdisciplinary initiatives to address emerging research and educational opportunities in information systems; in bringing science and technology to bear on issues of health and wellness; in sustainable energy and the environment; and developing

an outreach strategy to enhance UIUC's "Chicago presence" through targeted initiatives in P-12 education, the environment, and entrepreneurship.

In addition, each University campus seeks to engage more actively in its local community, while also preparing students for lives of impact and leadership in an increasingly diverse, "flat" world, and fostering international partnerships in teaching, research, service, and economic development that strengthen and enhance the University's global presence. The distinctive strategies included in each of the three plans also provide opportunities for innovative cross-campus synergies across the University's four core missions.

University of Illinois at Chicago

The University of Illinois at Chicago's (UIC) strategic plan builds on its key competitive strengths as providers of educational access and academic excellence to a diverse student population, as Chicago's only public research university, and as home to comprehensive, cutting-edge health care programs and services. The plan also seeks to increase UIC's visibility and image among key constituencies in the local and state communities both through its strategic initiatives and a comprehensive communications program. Through this plan, *UIC intends to be, and be recognized as, the nation's premier urban public research university.* Seven strategic goals and related thrusts in support of this intent include the following:

Strategic Goal #1: UIC will offer an outstanding education at all levels to a diverse student body.

- Enable students to succeed, from recruitment and enrollment to graduation and in their future careers.
- Maintain a strong commitment to student, faculty, and staff diversity across the campus.
- Enable students, faculty, staff, and alumni to successfully adapt and thrive to new concepts, tools, and technologies.
- Connect UIC's research and scholarly excellence directly to the classroom through increased student involvement in faculty research.
- Enrich the educational experience through engagement with the City of Chicago.
- Develop academic programs that draw on the strength of UIC's cultural diversity and presence in a major metropolitan area.
- Make UIC's intellectual vitality accessible to citizens of Illinois and beyond through online programs and other on- and off-campus offerings.
- Enrich student experiences through on-campus, out-of-classroom programs.

Strategic Goal #2: UIC will excel as an internationally recognized center for research and creativity by advancing and disseminating knowledge within and across disciplinary boundaries and by translating discovery into application, practice, and the marketplace.

- Recruit and retain the best faculty and staff through a reward structure that values excellence and innovation as the primary marks of academic achievement.
- Attract outstanding graduate students and post-doctoral scholars with a stimulating environment and competitive compensation.

- Provide the infrastructure required to support excellence in research and scholarship.
- Create new opportunities for interdisciplinary inquiry by identifying and promoting centers of excellence and creativity.
- Develop strong ties with external partners to foster basic, applied, and translational research.
- Contribute to the economic development of the State of Illinois through the intellectual capital represented by our graduates and by aggressively commercializing the intellectual property generated by UIC.

Strategic Goal #3: Through the Great Cities Commitment, UIC will engage with the people, communities, and institutions of Chicago and other great cities of the world in ways that transform lives.

- Solidify Great Cities' place at the core of UIC's research mission through excellence in interdisciplinary, engaged research in the university's arts, sciences, and professions.
- Develop collaborative opportunities with private-sector partners, civic and cultural institutions, leading non-profit institutions, and community organizations.
- Support transformation in K-12 public education.
- Serve as a source of analysis and expertise for government.
- Create public programming that draws people to the UIC campus.
- Develop international partnerships that connect UIC with other cities.

Strategic Goal #4: UIC will build areas of excellence in disease prevention, health promotion, patient care, education, and research within a highly-competitive health care market.

- Enhance UIC's leadership in educating outstanding health professionals for the State of Illinois.
- Expand access to health services to a broad range of communities, including underserved communities and neighborhoods.
- Address health disparities through disease prevention, health promotion, patient care, education, and research.
- Develop national leadership in urban health while continuing to build excellence in rural health.
- Provide leadership in health policy at local, state, and national levels.

Strategic Goal #5: UIC will be a destination where students, faculty and staff want to study, work and live and that attracts visitors from around the world.

- Provide an attractive work and learning environment that is efficient, aesthetically pleasing, environmentally sensitive, and safe.
- Use campus public spaces, such as the Jane Addams Hull House Museum, galleries, theaters, and works of public art to showcase campus life and history, to link with neighboring cultural and public institutions, and to draw visitors to the campus.
- Make the campus and surrounding areas attractive places and ensure that there is sufficient on-campus housing for students and affordable nearby housing for faculty and staff.

Strategic Goal #6: UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.

- Develop a broad base of recognition and support among faculty, staff, alumni, and students as well as in Chicago, the State of Illinois, the nation, and the world.
- Execute a successful fundraising campaign in cooperation with the Foundation.
- Work with alumni leaders in their various professional positions to increase support, visibility, and respect for UIC locally, nationally, and internationally.
- Combine a tuition policy that allows UIC to offer a world-class education with a student financial aid program that ensures access for talented students without adequate financial resources.
- Through a better understanding of the flow and use of our resources and a restructuring of allocations and incentives, create opportunities for new revenue and efficiencies in the use of existing revenue.

Stretch Goal #7: UIC will implement a comprehensive marketing and public relations program to increase its visibility and improve its image among key external constituencies.

- Create a strategic marketing plan that publicizes UIC's strengths and competitive advantages.
- Identify key campus messages and deliver them consistently.
- Cultivate relationships with key leaders to raise their awareness and understanding of UIC's strengths.
- Create a positive campus atmosphere for the community.
- Pursue broader, more positive media coverage of UIC.

Stretch ideas proposed by UIC in support of these goals include the following:

- **The globalized curriculum.** Reorganize programs of study in language, culture, art, environment, social development, and social policy to allow concentrations in the great geopolitical blocs of the globe (e.g., Latin America, Asia, Middle East).
- **Biomedical research and development.** Capitalize on UIC's particular advantages in health and biological sciences by making it the public institutional leader in establishing Chicago as the biomedical research and development center of the Midwest.
- **K-12 education.** Position UIC as a major contributor to K-12 education in Chicago, including (for example) the creation of a UIC-managed Math and Science High School with emphasis on the biological sciences and the health professions.
- **Public arts, humanities and social sciences.** Make UIC the hub of a network for public arts, public humanities, and public social sciences in metropolitan Chicago to create an agenda of social development with both local and national impact.
- **Education on demand.** UIC will become a continuing education powerhouse, offering opportunities for real-time executive-style and short-term education at market rates to Chicago-area professionals and others.
- **Freshman College.** Create a freshman college at UIC to bring first-time students of all majors together and focus attention on them as "freshmen", focusing on such key support activities as general education advising, course placement, tutoring, bridge programs, and coordination of learning centers.
- **Urban Leadership.** Establish an Institute for Urban Leadership to draw on the academic recognition UIC has earned in the fields of urban affairs by creating a forum for leaders in urban government, business, and public affairs and provide advanced training for the next generation of leadership.
- **Clusters of Excellence.** Create clusters of excellence in areas such as the learning sciences, aging, environmental sustainability, and violence prevention.
- **African-American men.** Address the growing and highly problematic gap in educational attainment on the part of African-American men by developing and implementing a recruitment, retention, and graduation program modeled on the best research into the factors that lead to success.

- **Entrepreneurship.** Fully integrate entrepreneurship education at all educational levels at UIC, and across all colleges. Make real-world learning experiences available to all UIC students, strengthen UIC's award-winning entrepreneurship program, and assist UIC students and faculty in starting actual ventures by providing access to capital markets.

University of Illinois at Springfield

The University of Illinois at Springfield's (UIS) plan sets forth a clear intent, vision, and role within the University of Illinois to become one of the top five small public liberal arts universities in the nation, while also building on its traditional strengths in public affairs, online education, and serving non-traditional students. As such, UIS will offer innovative, high-quality liberal arts education, public affairs activities, and professional programs dedicated to academic excellence, to enriching individual lives, and to making a difference in the world. Six strategic goals and selected thrusts in support of this intent include the following:

Strategic Goal #1 – Academic Excellence: UIS will achieve academic excellence through excellence in teaching and learning and excellence in scholarship.

- Expand support for faculty and student scholarship.
- Establish an “Experiential and Service Learning Institute” to foster scholarship and promote best practices in the area.
- Focus on lifelong learning and civic engagement in general curriculum.
- Establish high-visibility collaborative projects (e.g., the Emiquon Field Station).

Strategic Goal #2 – Enriching Individual Lives: UIS seeks to establish an atmosphere that contributes to the intellectual, cultural, social, and personal enrichment of all its participants.

- Establish an “Annual Campus Dialogue” on a topic of interest to encourage discussion and study of this topic by members of the campus and local communities.
- Develop a comprehensive master plan for the arts, including a new bachelor's degree in Fine Arts.
- Create more bridges to the local community with civic engagement and volunteer and service learning opportunities.
- Enhance intercollegiate athletics.

Strategic Goal #3 – Making a Difference in the World: UIS will implement a series of activities related to reflection, dialogue, and action on public policy and civic culture, resulting in engagement with the world outside the university on local, state, national, and global concerns.

- Adopt “Engaged Citizenship Common Experience” as part of the general education curriculum.
- Strengthen entrepreneurial activities in the College of Business and Management.

- Enhance faculty involvement in public policy development in Illinois.
- Create the “Illinois Democracy Project” within the Center for State Policy and Leadership to foster civic education and engagement in the state.
- Enhance international collaborations in teaching and scholarship.
- Build more bridges to the nonprofit sector in central Illinois.

Strategic Goal #4 – Strengthen Campus Culture: UIS will be known for its high level of responsiveness to students and as an institution where respect and civility prevail in all interactions.

- Create a unique culture and identity for UIS.
- Focus on civility in all interactions.
- Establish a Campus Welcome Committee as part of new employee orientation process.
- Focus on personalized customer service for students, faculty, staff, and visitors.
- Ensure environmental sustainability and preservation in all plans to enhance the physical environment.

Strategic Goal #5 – Enrollment and Retention: UIS will enroll, retain, and graduate a larger and more diverse student body engaged in classroom and technology-enhanced education.

- Improve access and opportunity for traditional and non-traditional students.
- Enroll a larger and more diverse student body.
- Retain and graduate a larger and more diverse student body.
- Provide classroom and technology-enhanced education that meets students’ educational goals.
- Sustain a thriving learning community and university.

Strategic Goal #6 – Resources and Infrastructure: UIS will make bold decisions and will find the resources to implement the goals in this strategic plan.

Stretch ideas in support of these goals proposed by UIS include the following:

- **Center for Online Learning, Research and Service.** The UIS Center for Online Learning, Research and Service will become the UIS hub for the study and application of online learning pedagogy, technology, and best practices.
- **College Preparedness: Transition Partnership Program.** UIS will be recognized as an innovative leader in creating a transitional partnership

program that prepares students to be college ready and in good academic standing as they make the transition from high school to college and from community colleges to four-year institutions.

- **Center for First-Year Programs.** UIS will become recognized as having a nationally certified program of excellence in first-year support services.
- **Annual Campus Dialogue.** A topic will be selected each year for campus-wide study and dialogue. Formats and forums will vary in order to spark interest and encourage broad participation of people on campus as well as people in the community.
- **Emiquon Field Station.** UIS will significantly expand its support of a field station at the Nature Conservancy's Emiquon Preserve, near Havana, Illinois.
- **Experiential and Service Learning Institute.** UIS will build on its 35 year success in incorporating experiential and service learning in the curriculum (e.g., the Applied Study Term for undergraduate students, the Public Affairs Reporting Program, Legislative Staff Intern Program) and foster its scholarly investigation.
- **International Collaborations.** UIS will foster new international collaborations.

University of Illinois at Urbana-Champaign

The University of Illinois at Urbana-Champaign's (UIUC) plan builds on its status as one of the nation's great public research universities with its distinctive faculty, its land-grant tradition, as well as its history of innovation and creativity in research and scholarship, educational excellence and other competitive assets (e.g., the Krannert Center for the Performing Arts, proximity to Chicago). *UIUC intends to become the indisputable leader among public research institutions, achieving global eminence and comprehensive excellence in teaching, research and scholarship, and engagement and economic development.* UIUC's plan centers on five strategic goals designed to reinforce and build the campus' comprehensive excellence and an interrelated series of five strategic initiatives that take advantage of its unique strengths.

Strategic Goal #1: UIUC will strengthen excellence in disciplines critical to national stature, while simultaneously building on our strengths in world class interdisciplinary research and scholarship.

- Increase stature of core academic programs that are critical to national stature.
- Increase stature of key professional programs.
- Promote synergies across the campus in research and scholarship in areas of high societal impact.

Strategic Goal #2: UIUC will ensure excellence in academic programs and services for undergraduate students.

- Increase undergraduate students' access to academic advisers.
- Ensure availability of small, interactive seminar courses for undergraduate students, particularly in gateway math, science, and writing courses.
- Utilize instructional technology to promote quality in large-lecture courses.
- Increase undergraduate retention and graduation rates.
- Develop undergraduate and graduate interdisciplinary academic programs that link to emerging areas of scholarship.

Strategic Goal #3: UIUC will ensure excellence in graduate education.

- Strengthen recruitment of high achieving students, particularly international students and underrepresented minorities.
- Increase completion rate and reduce time-to-degree in doctoral programs.
- Increase opportunities for cross-disciplinary doctoral education.
- Develop professional master's programs in areas of pressing need (e.g., life sciences, social sciences, humanities).

Strategic Goal # 4: UIUC will foster an inclusive campus community.

- Require a plan for creating a more inclusive campus community from each academic unit; work with each college and administrative unit to establish stretch goals for the diversification of faculty and staff.
- Increase the representation of African-American, Latina/o, and Native American faculty and academic professionals in units across campus.
- Increase the representation of women among tenured faculty members, particularly in the sciences.
- Provide recommendations and guidelines for faculty mentoring, with the goal of enhancing retention.
- Plan and develop a resource base for a new facility or facilities that better serve(s) cultural centers and ethnic studies programs.

Strategic Goal #5: UIUC will enhance the campus work environment.

- Expand training and professional development programs, childcare options, and work/life programs.
- Reward and recognize performance.

Strategic Initiative #1: UIUC will implement interdisciplinary approaches to emerging opportunities.

- We will promote emerging interdisciplinary scholarship and research in areas of pressing societal need:
 - **The Illinois Informatics Initiative** will incorporate an integrated approach to the social and technical aspects of information systems, focusing on knowledge creation in the natural sciences, the humanities, the social sciences, and the arts, and on decision support for business and government.
 - **The Integrated Sciences for Health Initiative** will integrate life sciences, physical sciences, social sciences, and human nutrition to fight disease and enhance prevention and wellness.
 - **The Illinois Sustainable Energy and the Environment Initiative** will involve working in cooperation with other universities, private enterprise, and government to position the state of Illinois as a leader in the sustainable utilization of energy and natural resources.

Strategic Initiative #2: UIUC will enhance the quality and diversity of undergraduate students

- Enhance the quality and diversity of undergraduate students through scholarships and assertive recruitment practices.
- Increase merit aid necessary to recruit the most promising students.
- Implement an enrollment management plan that reshapes the undergraduate population and capitalizes on national and international opportunities.

Strategic Initiative #3: UIUC will prepare students for leadership in a global environment.

- Create “professors of practice” within at least five colleges to lead civic engagement scholarship and education initiatives.
- Increase student engagement with faculty in research or creative activity.
- Strengthen honors programs for the most capable students through freshman honors seminars and senior-level capstone experiences.
- Create opportunities for civic engagement and/or community-based learning within 50 percent of academic units.
- Expand participation in study-abroad experiences and international internships.

Strategic Initiative #4: UIUC will strengthen and diversify the research portfolio.

- Increase, diversify, and balance the campus basic and applied research portfolio across intellectual areas and revenue sources.
- Strengthen relationships among applied social and behavioral sciences, education, and the local community to promote interdisciplinary research partnerships, enable significant new external support, and address pressing societal issues.
- Support faculty in the arts, humanities, and social sciences as they seek interdisciplinary partnerships and external funding.
- Create and foster a stronger entrepreneurial culture for commercializing technologies from faculty research and scholarship through support, training, and other incentives.
- Expand corporate research funding through enhanced corporate outreach and engagement.
- Increase awareness of research activities and results at UIUC through a marketing effort aimed at high-level corporate executives.

- Develop a presence in Washington, D.C. that strengthens and deepens knowledge of the research funding landscape and places UIUC at the forefront of dialogue on national science policy.

Strategic Initiative #5: UIUC will initiate a geographic strategy – from local to global.

- Build sustainable partnerships within the Champaign-Urbana community, including redevelopment of Orchard Downs to become the site of a model community.
- Engage Champaign and Urbana schools to strengthen P-12 education in the local community.
- Develop a strategic, coherent, and highly public presence in Chicago through:
 - Targeted initiatives in P-12 education (working with Chicago Public Schools on evaluation and math/science education), the environment (linking Extension and city managers to address natural resource challenges in an urban setting), and entrepreneurship (developing relationships between campus research centers such as Genomic Biology and the private sector).
 - A refocused and invigorated undergraduate student recruitment strategy in partnership with Chicago-land schools.
 - A strategic communication plan that effectively conveys the excellence and relevance of UIUC to the Chicago population.
- Expand institutional connections in key geographic areas by:
 - Building partnerships with Washington D.C. agencies and non-governmental organizations to expand opportunities for student internship and advanced study placements.
 - Creating a branch research office in Washington D.C. to connect UIUC's scholarly agenda with federal funding agencies and priorities.
 - Increasing the number of international students at UIUC through innovative University-industry partnership agreements
 - Strengthening the physical presence of UIUC research in Singapore and building on already strong international partnerships with an increased focus on China and India.
 - Increasing the number of international undergraduate students.
 - Maintaining the number and quality of graduate students by actively pursuing changes in federal policies that inhibit enrollment and attendance for potential international students.

UNIVERSITY SUPPORT ORGANIZATION STRATEGIC PLANS – HIGHLIGHTS

The University of Illinois' support organizations strive to be a source of competitive advantage for the University's campuses and operating units through the design, delivery, and coordination of administrative and related activities that enable campuses and operating units to fulfill their primary missions of teaching, research, service, and economic development. The support organizations and highlights of strategic initiatives and stretch ideas from their plans include the following:

- **University Administration** (including the President's Office, Vice President for Academic Affairs, Vice President for Administration, and Vice President for Technology and Economic Development)
 - Exploring the development of a fourth, virtual university campus – the University of Illinois Global Campus.
 - Aligning the roles, structure, and operating approach of the University's financial and business functions to provide maximum operating flexibility for University operating units while ensuring proper stewardship of University resources.
- **University of Illinois Alumni Association**³
 - Developing an ongoing program of public and legislative advocacy among University alumni on behalf of the University.
- **University of Illinois Foundation**³
 - Greatly expanding the role of senior University leaders (President, Chancellors, and Deans) in fundraising and providing the necessary training and support to these leaders to ensure success.
 - Adopting a comprehensive "advancement model" that ensures integration of the University's development, alumni relations, and marketing/communications functions.

³ UIF and UIAA both have separate governing boards, but are considered University-related organizations.

University Administration

President's Office. The President's Office (and reporting units) strive to be a 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. Some of the key strategic goals and "stretch ideas" identified by the President's Office in support of this role are summarized below:

- Work with the BOT chair and other trustees to implement a continuous improvement review process for board practices.
- Assist other University operating units in identifying and maximizing opportunities to generate revenue.
- Ensure effective working relationships with governmental, business, and labor leaders that enhance development and execution of the University's legislative agenda at the state and federal levels.
- Partner with a television/radio broadcast unit (e.g., WILL, WUIS) to produce a half-hour program on a regular basis featuring University highlights and achievements.

Vice President for Academic Affairs (VPAA). In order to achieve VPAA's role of fostering high quality education, research, and public engagement across the University's campuses and operating units, VPAA and its reporting units will:

1. 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".
2. Develop a strong relationship between the Institute for Government and Public Affairs and the Illinois General Assembly.
3. Consolidate and expand IGPA's educational mission, internally and externally.
4. Expand the University Press' electronic publishing capabilities and exploit UIP resources to educate the world about the cultural contributions that Illinois has made and is making to global society.
5. Expand eligibility criteria and funding for the President's Award Program.

Vice President for Administration (VPA). The strategic issues that VPA faces in fulfilling its role as a partner, leader, and source of competitive advantage for the University's campuses and 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.

Vice President for Technology and Economic Development (VPTED). The strategic issues faced by VPTED in fulfilling its mission regarding the effective 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 levels 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.

University of Illinois Alumni Association

The University of Illinois Alumni Association (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. UIAA currently faces a number of strategic issues impacting this role 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.

University of Illinois Foundation

The key strategic issues impacting the University of Illinois Foundation's (UIF) role of building strong constituent relationships and generating and managing resources that facilitate the University's excellence 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 development staff and institutional leadership.

The Foundation 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 groups in total gift support over any five-year cycle.*

NEXT STEPS

While much has been accomplished to date through the development of the University campus and support organization strategic plans, we have more to do to bring them to successful and effective fruition. This section summarizes the remaining steps to achieve this goal.

Peer Review and Certification of Plans

The peer review process will ensure that all plans are conceptually and structurally sound, demonstrate high aspirations, creativity and innovative thinking; and conform and contribute to overall University goals and strategic thrusts identified in the strategic planning framework. There will be four different peer review committees formed (one for each University campus and one committee for the University support organizations), comprised of individuals who can provide informed, constructive feedback on the strategic issues, goals, strategic thrusts, and stretch ideas currently identified within the strategic plans. This process is underway and will be completed in early 2006.

Stage 3 Planning Process

Stage 3 of the strategic planning process will involve the development of more detailed operational plans by colleges, schools, and major administrative units throughout the University. While each of these units has a unique focus, the Stage 3 planning process and outcomes must be reasonably consistent, coordinated, and well-aligned with the priorities set forth in the Stage 2 plans. At the same time, Stage 3 planning effort will also serve to further clarify, define, and operationalize the Stage 2 plans – i.e., confirming, rejecting, revising, and providing specific initiatives that are in alignment with the strategic goals, thrusts, and stretch ideas developed in the Stage 2 plans.

Resource Strategy to Implement Strategic Plans

Resources are a necessary--but not sufficient--condition for excellence. The resources needed to execute the University's strategic plan will include a mix of people, money, facilities, and technology. Obtaining these resources requires a new Compact among five key parties:

- ***State government*** continues to play a vital role in supporting core University activities.
- ***Tuition payers and their families*** carry an increasing share of the burden while we provide financial aid to ensure access.
- ***Faculty members*** do their part through excellent work and success in winning grants and contracts.

- *Donors* do their part through generous giving.
- *The University's leadership* does its part by making the best use of resources with which we have been entrusted, by aggressively cutting costs and streamlining the administrative structure, and by being creative in developing new revenue sources.

The Compact's initial emphasis (fiscal years 2007 – 2011) will be on raising incremental resources through tuition and private giving while freeing up base resources for reallocation to strategic priorities through cost reduction and other productivity enhancements. During the succeeding five years (fiscal years 2012 – 2016), the Compact will expand its focus to also include increased funding from state government, faculty grants and contracts, and new revenue sources.

Strategic Plan Implementation: Monitoring, Evaluation, and Reporting

A strategic plan is only as good as its implementation and execution. Unfortunately, many plans fail on this account. As a result, the University will be extraordinarily vigilant and transparent in monitoring implementation efforts set forth in the plans, reporting results, and taking corrective actions as necessary to ensure success. An important part of this effort will be the development of relevant, meaningful indicators/metrics of progress toward strategic plan execution. Reports to the Board of Trustees, University community, and other stakeholders utilizing indicators and/or metrics of progress will be regular and ongoing.