UNIVERSITY OF ILLINOIS
SYSTEM

STRATEGIC FRAMEWORK

The Public's University: Optimizing Impact for the Public Good

The Strategic Framework for the University of Illinois System 2016 – 2026

Approved on May 20, 2016

Introduction

Seeking his first seat in the Illinois General Assembly at the age of 23, Abraham Lincoln envisioned a future — he called it "the happy period" — when education would become widespread and widely regarded as a public good: "I can only say that I view it as the most important subject which we as a people can be engaged in."

With this strategic framework, the University of Illinois System — The Public's University — reaffirms the central role that education, and higher education in particular, can play in promoting the public good for the entire state of Illinois and beyond.

We can do this because of who we are and where we are.

Our System member institutions include *two* world-class research universities with extraordinary depth and breadth, a top-ranked regional liberal arts university in the state capital, and an expansive healthcare training and services enterprise. We are an indispensable presence in a global city, smaller metropolitan areas, and rural locations. We carry out our mission in the American heartland — not just the iconic center of our nation, but also a geographic, demographic, and economic microcosm for many of the challenges facing the world. Indeed, part of what will differentiate the System will be our leadership among Midwestern universities and other surrounding institutions in the economic revitalization of our region — a goal that none of us can accomplish alone.

This framework is designed to unleash the collective potential of our institutions and our geography, creating an array of reforms and solutions that are scalable and replicable elsewhere. In doing so, the System will become a model for the very best in research-intensive higher education.

We have a magnificent tradition to build on. Every day, across the System, we make the world more imaginative, more equitable, and more sustainably productive. We are a breakthrough juggernaut, expanding the boundaries of knowledge; a launchpad for the next generation of professionals in every field; and a catalyst for well-being, social mobility, creativity, and inclusivity. The University of Illinois name is a guarantor of excellence around the world; the Urbana campus is among the top Ten American University destinations for some of the best students from abroad according to U.S. News & World Report (2015).

The framework provides fresh thinking for how, over the next decade, we will leverage all of our strengths: academic excellence and world-class faculty; the aspirations, energy, and diversity of our students; the dedication of a staff that encompasses thousands of people — from facilities and services personnel to lab technicians to county Extension officers. The framework also identifies where and how we will improve: finding new efficiencies, forging new partnerships and collaborations, and defining new ways of operating within both physical and virtual landscapes. We have a long history of providing a return on investment that can be measured in global terms. But we can, and will, do even better.

Together, the member institutions of the System commit to these guiding principles, which have driven the development of the framework:

We will be relentlessly student-centered. We will offer an accessible, affordable education — one that proves transformative for young people at a critical juncture of their lives and provides our graduates with enduring personal and professional value. We want our students, wherever they come from, to see Illinois as the place where they can pursue their academic dreams and learn to lead anywhere and everywhere.

We will be where the world looks first for new ideas, creativity, and innovation — from the humanities, social sciences, and the arts to engineering, business, healthcare, and agriculture. We will be known as an incubator, champion, and magnet for research talent and entrepreneurial endeavors and we will produce knowledge that has both intrinsic and practical value — the very definition of world changing.

We will be on the front lines of protecting the public interest, a vigilant and trusted source of knowledge, expertise, and advocacy on issues of broad social concern.

We will secure Illinois' reputation as a hub of innovation — a formidable competitor and sought-after collaborator in the global marketplace. We believe a stronger Illinois can lead the way for the revitalization of the entire Midwest, recapturing the spirit of the region as a place of egalitarian ideals, new beginnings, hard work, and limitless possibilities.

We will act with integrity, accountability, fiscal responsibility, and transparency because these are the imperatives of sound stewardship of the resources entrusted to us.

We launched our work on this strategic framework in June 2015 with a process defined by openness, inclusiveness, and transparency. The ideas advanced here are the product of insights, debates, and unprecedented consensus building. We held town hall meetings throughout the state and spoke with individuals and groups at each System institution. We also solicited feedback from our university communities and the general public — and will continue to do so — via www.uillinois.edu/strategic_plan.

What you are reading now fully reflects what it means to be The Public's University, with all the responsibilities this entails and the possibilities it offers. Every line has been informed by the concerns and hopes of many stakeholders; foremost among them are the people of Illinois, whose financial support and high expectations inspire the very best in us.

This is a framework for all of us.

About This Strategic Framework

This framework sets forth the broad collective priorities of the University of Illinois System. It is intended to critically align with the strategic plans and core priorities developed by the System's member institutions. An important next step will be for those member institutions to consider how their priorities optimally fit the framework: identifying where the System's goals provide support for initiatives they wish to undertake and where their plans support the overarching System vision described here.

Our aim is to show how the System as a whole adds critical value for the member institutions — providing leadership, focus, synergies, and essential support to help them achieve their individual objectives. We are committed to revisiting our goals and reporting on progress on a regular basis. In doing so we will build consensus on the roles, responsibilities, and identities of the System and each member institution.

The comprehensive and cohesive strategic planning process that produced this framework has been possible only because each member of the System contributes a distinctive and complementary set of talents, resources, and expertise. The member institutions of the University of Illinois System include:

The University of Illinois at Urbana-Champaign (Urbana campus), ranked among the best universities in the world. The Urbana campus also serves residents of Illinois in their homes, farms, and offices across the state through the programs and services of Illinois Extension. As one of the nation's original land-grant institutions, Urbana is testimony to the benefits and impact of collaboration between the academy and the state.

The University of Illinois at Chicago (UIC), located in the heart of one of the world's greatest cities and a research institution on the leading edge of scholarship and practice for a rapidly urbanizing world. UIC is also one of Illinois' leading healthcare providers and one of the most ethnically and culturally diverse universities in the country.

The University of Illinois at Springfield (UIS), offering students a strong liberal arts core, a wide range of professional programs, and close faculty interaction. Making the most of its location in the state capital, UIS is broadly engaged in public policy and service.

The UIC-affiliated regional campuses in Peoria, Rockford, and the Quad Cities, which train healthcare professionals and researchers, while providing local communities with the highest standard of healthcare services.

Strategic Pillars

To reaffirm the central role that higher education can play in promoting the public good in the state and beyond, the University of Illinois System pledges to organize our world-class resources for the next decade around four strategic pillars:

I. An Institution of and for Our Students (*page 4*)

II. Research and Scholarship with Global Impact (*page 8*)

III. A Healthy Future for Illinois and the Midwest (*page 10*)

IV. Tomorrow's University Today (*page 13*)

We are committed to revisiting these goals and reporting on progress as well as new initiatives on a regular basis.

I. An Institution of and for Our Students

Our world-class faculty, and the many staff members who support them, are entrusted with critical and enormously rewarding responsibilities to: expand our students' understanding of life and work; equip them to be civic-minded, resourceful problem-solvers; broaden their appreciation of culture, history, and the arts; and prepare them to leave our institution ready to contribute to society. The success of the University of Illinois System in fulfilling this commitment can be seen in the lives of our nearly 700,000 alumni around the world. They are members of local school boards and heads of state; they are small business owners and lead central banks of some of the world's largest economies; they teach our children and care for those who are ill and vulnerable; they open up our perspectives with their inventiveness and creativity.

1. Reimagine student-focused teaching and learning

Building on our breadth of excellence, we will identify innovative instructional approaches that can be brought to scale across the entire System, provide incentives for the development and testing of new learning approaches, and serve as a national model of exemplary teaching and learning.

- Harness technology not only as a tool but also as an essential capacity for faculty and students — a "language" that informs the entire teaching and learning enterprise. Doing so is essential in a world in which ever-increasing amounts of information are created, organized, and distributed digitally.

- Develop innovative strategies for online and hybrid learning that attract large numbers of new students who would not otherwise enroll. We will also improve timely graduation by increasing the availability of required classes.
- Develop information and tools that make the full resources of the University (e.g., courses, research opportunities, service-learning experiences, information and data) accessible to students so that we become a next-generation model for the distributed public university system.

2. Enhance the diversity and inclusiveness of the University community

We will make the System the standard bearer for campus communities that mirror, explore, and celebrate the vast range of human experience.

- Enhance university system by normalizing the representation of historically underrepresented people throughout the university system.
- Set and pursue aggressive goals in both enrollment and hiring to ensure our universities are fully representative of the diverse composition of contemporary society.
- Make investments in student affairs and in employee support and professional development resources to ensure a welcoming atmosphere for historically marginalized and underrepresented populations who join our community.
- Continue the System's trailblazing legacy of accessibility for people with disabilities.
- Be an exemplar of effective and consistent efforts to ensure that minority-owned firms are fairly represented in contractual University work.
- Build strong connections between our universities and the increasingly diverse cities in which they are located.

3. Fully integrate global perspectives and international experience into our academic and co-curricular offerings

We must ensure that our graduates possess cross-cultural competencies so they can be confident, productive citizens of the world. Graduates with these skills will be a critical factor in the state's ability to attract multinational companies that seek a highly trained and globally sophisticated workforce.

- Conduct a faculty-led identification and dissemination of practices that effectively introduce global perspectives into curricula across the disciplines.
- Ensure that all of our students experience genuine connections to the diverse communities and cultures surrounding their universities — as well as to similar communities worldwide.
- Expand opportunities for study and living experiences abroad, "internationalization at home" programs, and foreign language study.

- Provide internships and other professional international experiences for our students by building on our faculty's global connections and partnering with alumni who hold leadership positions in governments and influential organizations in the private and nonprofit sectors around the world.

4. Grow and diversify experiential learning and career guidance

The scope of the System's connections with employers across the state and in all sectors offers our students extraordinary opportunities to explore numerous career possibilities during their education.

- Link our universities' databases of internships, co-ops, service-learning options, volunteer roles, and short- and long-term employment opportunities so that they can be accessed by all of our students. Students should be able to easily create online resumes/portfolios and match their skills to employers and volunteer-seeking organizations.
- Strengthen career guidance, co-curricular activities, and experiential programs to help students find the vocation and career that is right for them.
- Actively promote the capabilities and job preparation of our students to employers in Illinois and beyond the state's borders.

5. Strengthen opportunities for students to excel beyond the academic sphere

Our students are driven to excel beyond the classroom: they are high achievers in academic competitions, the arts, intercollegiate athletics, volunteerism, and other public-facing endeavors. Their tenacity and inspiring accomplishments help create a highly visible "front porch" for our universities — raising our state and national profiles, energizing and unifying our universities, and strengthening relationships with local communities. Their talents also provide us with valuable opportunities to showcase the System to prospective students, alumni, and donors.

- Invest in our auditoriums, performance venues, galleries, stadiums, arenas, fields, and courts, creating environments that are well equipped to help our students shine; attract artists, athletes, performers, and public intellectuals from around the globe; and encourage our communities' engagement with their local System institutions.
- Provide coaching and mentoring for students that bring out the best of their talents and character and reflect the values of the System.
- Expand our support for volunteer and service-learning opportunities that connect students to the world beyond their universities, address real needs of the communities in which we reside, and embody the System's commitment to the people of Illinois.

6. Promote engagement with alumni of the University of Illinois System worldwide

By strengthening connections with and among our nearly 700,000 alumni worldwide, we will engage them more fully as resources, guides, and mentors to current students and faculty,

while building a proud and responsive network that graduates can connect to throughout their lives. Deeper alumni loyalty will also play an important role in promoting the University to prospective students and their families and elevating our profile with local communities, business leaders, government officials, and the media.

- Take advantage of the enhanced connectivity offered by social media and other digital technologies to deepen local and global alumni engagement.
- Improve the alignment among the University of Illinois Foundation, the University of Illinois Alumni Association, and the System to maximize efficiency and reach and to prepare for the next capital campaign.
- Aggressively increase philanthropic investments across the University of Illinois System. In particular, develop specific strategies to increase alumni, corporate, and foundation giving.
- Enhance opportunities for alumni and students — our future alumni — to engage with our universities and provide philanthropic support. With a network of nearly 700,000 and growing, the University of Illinois alumni community, on its own, has the capacity to transform the System.

II. Research and Scholarship with Global Impact

The University of Illinois System is a powerhouse of discovery, problem solving, innovation, and creative production. We have given the world the graphical web browser that led to exponential growth in Internet use; created an affordable, accessible treatment for multidrug-resistant HIV that has saved countless lives worldwide; and exonerated the wrongly convicted and imprisoned through our Innocence Project. The awards our scholars have won, their reputation in professional academies, and the recognition accorded them worldwide affirm the excellence and power of the System's people and ideas.

1. **Build a System-wide culture of innovation, collaboration, entrepreneurship, and thoughtful risk-taking**

   Our faculty and students should feel empowered to study, understand, and change the world. We will be a catalyst for creative experimentation among our universities and regional campuses. We will convene members of the entire System around issues of common interest, provide incentives that encourage them to cross disciplinary and geographic boundaries, and remove administrative and structural barriers in order to improve efficiency and encourage collaboration.

   - Provide resources, support, and recognition to increase the engagement of all members of the System community in scholarship, research, and creative production.
   - Identify and enable opportunities for scholars and researchers across the System to collaborate, build critical mass, and enhance global recognition and prominence.
   - Use information technology to make the full breadth of System expertise accessible and easily navigable by faculty, students, staff, alumni, and outside partners.
   - Promote the System's research, scholarship, and creative production nationwide to raise our visibility as a powerhouse of innovation and a potential partner for businesses, organizations, and individuals wishing to build on our creativity.

2. **Identify a set of significant sociotechnical problems that the System is particularly well suited to solve**

   By convening faculty and coordinating the full extent of our intellectual capital and infrastructure, we can have a transformative impact on a number of critical challenges such as:

   - Addressing the root causes of disparities in health, education, economic opportunity, social justice, and civic participation.
   - Creating a more sustainable food supply chain to serve the planet's growing population.
   - Developing diverse and renewable energy sources and responding to accelerating climate change.
   - Ensuring that global cybersecurity balances privacy rights with the safety of our communities.

- Translating scientific discoveries and technological advances into state-of-the-art medical outcomes by delivering "precision medicine": the right care to the right person at the right time.

3. **Highlight the centrality of the humanities and arts in the human experience**
   In a technologically driven age, our research and scholarship in the humanities and arts are ever more essential. We are a wellspring for fresh insights and new, multicultural voices. We support creative work that reimagines the environment, nourishes the soul, and expands our thinking beyond the horizon of the present.

   - Sustain and promote scholarship in the humanities and the arts that enriches our perspectives on the enduring challenges of justice, violence, and poverty; health, race, identity, and religion; and global and local citizenship.
   - Stimulate interdisciplinary and cross-institution collaborations of all kinds: among faculty and students; in the classroom, studio, and archive; and within and among the humanities, social sciences, and STEM fields. We will pioneer new approaches to critical inquiry, shed new light on enduring questions, and challenge longstanding paradigms.

4. **Forge new research and development partnerships around the world**
   Increasingly, research and development will rely on a diverse base of external funding and support from non-governmental organizations and corporations outside the United States.

   - Establish and showcase public-private partnerships with companies that have significant global reach, building on existing relationships such as those connected to EnterpriseWorks Chicago and Urbana, and the Research Park at the University of Illinois at Urbana-Champaign.
   - Use these relationships to commercialize System research discoveries; incubate innovations; accelerate tech transfer; and provide training, leadership development, and internship/job opportunities for students and alumni.

III. A Healthy Future for Illinois and the Midwest

As The Public's University, we are committed to serving the people and industries across Illinois. We already provide pathways for transformation and opportunity by virtue of our academic excellence and our role as a major healthcare provider. But as the state's economy and demographics continue to change, the University of Illinois System's approach to economic development must evolve as well. At the same time, we have the opportunity to take on a leadership role among other Midwestern institutions in reinvigorating the region's economy, making it an international magnet for investment and talent.

1. Develop and invest in our human capital

We must ensure our students graduate knowing they have the capacity to contribute to and transform their communities and the world. Individual professional success is important, and we excel at preparing our students to achieve it. But we also want them to go on to lives of consequence, shaped by an appreciation of knowledge for its own sake, lifelong learning, and a sense of responsibility for the greater good.

- Nurture a problem-solving, entrepreneurial mindset through curricular opportunities, "maker spaces," and other experiences. We want our students to have the confidence, skills, and flexibility to be lifelong learners and next-generation leaders of businesses, organizations, and institutions in Illinois and the nation.
- Leverage the world-class research strengths of our universities to enhance the education of undergraduate students throughout the System by providing them direct exposure to cutting-edge research and scholarship.
- Create a culture of health and well-being for our students, faculty, and staff — one they can draw on for the rest of their lives — by modeling responsible decision-making and offering easily accessible physical and mental health services.
- Establish and coordinate a coalition of universities across the state to develop new approaches that encourage degree completion for the 1.3 million Illinois residents who have earned some college credit but no degree.

2. Increase the System's power as an engine for statewide and regional economic development

Our universities, regional campuses, and Illinois Extension sites across the state are the foundation for new partnerships and approaches that catalyze economic growth.

- Explore the creation of a new entity: the University of Illinois Innovation Network, a set of virtually connected clusters across the state. We will begin with public-private partnerships in Peoria, Rockford, Springfield, the Quad Cities, and Southern Illinois — communities and regions that are home to System members and/or key industries in the Illinois economy. These partnerships will be dedicated to promoting local development, renewing communities, and improving schools

- Leverage our centers of education, research, and innovation to promote economic development. We know from experience that the presence of a System entity can spark an influx of new residents, along with housing, retail, and commercial development. By listening and responding to local needs, we can become an integral partner in helping communities become true "innovation cities."
- Contribute to the economic, social, and political health and vitality of the greater Chicago area through the System's research, teaching, service, and partnership with local governments, businesses, and community and civic organizations.
- Reengineer Illinois Extension to reach more residents and industries regardless of their location. We will also expand Illinois Extension services in healthcare and health education, youth development, education, financial literacy, digital literacy, career planning, food/nutrition, agriculture (both rural and urban), and other areas that focus on improving human lives and building stronger communities.
- Ensure that Illinois agriculture and agribusiness can seize the opportunities of a booming global food market where Illinois' food and agricultural exports have nearly doubled in dollar value since 2007. To continue this growth, the System will collaborate with the statewide FARM Illinois association to advance its recommendations for improving the sustainability of the state's agriculture infrastructure and creating a globally resonant brand for Illinois products.
- Scout Illinois' private, public, and nonprofit sectors to identify potential partners who can work with our faculty to accelerate the translation and commercialization of ideas.

3. **Create national models for professional training, affordability, access, and positive outcomes in healthcare**

   We offer the state a remarkable health sciences and healthcare ecosystem of expertise, clinical care, and resources. We will forge new connections among the University of Illinois Hospital & Health Sciences System, our medical campuses in Chicago, Peoria, Rockford, and the Quad Cities, the newly created engineering-based Carle Illinois College of Medicine, and all System colleges involved in health-related research.

   - Develop and nurture partnerships with other Illinois academic institutions, healthcare providers, and community organizations in order to improve the quality of life and equity of care for communities we serve.
   - Partner with the System's major academic affiliate institutions (e.g., OSF Saint Francis Medical Center in Peoria) at our regional campuses to enhance patient care, conduct research, and educate medical students, residents, nurses, and other providers.
   - Test and implement care-delivery models that emphasize population health and high-quality, cost-effective care.

- Develop outreach and education programs to increase patient access to primary, specialty, and acute care services in our Chicago hospital and outpatient clinical sites.
- Leverage our academic and clinical resources and expertise to work for health equity.

4. **Improve college readiness and outcomes by building strong vertical and horizontal connections with other educational institutions in Illinois**
   By establishing relationships vertically with K–12 schools and community colleges and horizontally with the state's other public colleges and universities, we will enhance access and success for all students in the state.
   - Lead an initiative among System universities and regional campuses, the state's other public universities, community colleges, and K-12 schools to strengthen the college pipeline and establish practices that improve college preparation and completion.
   - Redouble efforts to foster a more predictable, streamlined transfer protocol for students at Illinois community colleges and public baccalaureate universities.

5. **Promote strong civic engagement among students, faculty, staff, and residents of Illinois**
   To create an engaged citizenry for the state, nation, and world, we will encourage critical discussion of civic values and responsibilities, build enduring connections with community organizations across Illinois, and connect the people of the System with opportunities for service.
   - Explore the establishment of a Lincoln Institute of Government that would draw together and coordinate the work of centers and programs across the System that focus on public policy research and civic leadership, including, for example, the System's Institute of Government and Public Affairs, UIS' Center for State Policy and Leadership and its Illinois Legislative Staff Intern Program, and UIC's Institute for Health Research and Policy.
   - Explore how the activities of the System — coursework and pedagogy, research experiences, service-learning, co-curricular activity — can be better connected to civic engagement and civic education.
   - Build on existing System-wide strengths — and our proud legacy of acting in the public interest — to make University of Illinois the go-to source for unbiased public policy research and application on key issues where we have deep expertise, such as criminal justice, K–12 education, economic development, and technological innovation.

IV. Tomorrow's University Today

The traditional models of public higher education are being challenged as never before. State funding has become more uncertain at just the time that more is being expected of public universities. The higher education marketplace has become more competitive and more global. Policy makers and public officials as well as students and families are raising serious and appropriate questions about the escalating cost of college, unacceptable levels of student debt, the readiness of graduates to enter a rapidly changing workplace, and the management practices employed at every level of the academic enterprise. It is our duty as the University of Illinois System to offer the best possible return on investment for all our stakeholders and to ensure that we are efficient, competitive, and constantly improving. In doing this, we must aggressively promote our reputation as a leading global brand in higher education and a preeminent destination for the world's best students and scholars.

1. **Ensure affordability, access, and completion, offering degrees that increase in value**
   We will use our public funding wisely and strategically to ensure that students in the System receive a first-class education at a reasonable cost.

   - Develop a System-wide strategy for affordability and access, with regular assessment and benchmarking efforts to continually improve the business model; integrate this strategy into an advocacy plan to describe progress aimed at Illinois leaders; lead a statewide discussion on how to best provide accessible, affordable public higher education throughout Illinois.
   - Conduct a comprehensive analysis of retention and completion across the System and convene enrollment and student development leaders to consider the results, share successful approaches for enhancing student success, and devise new strategies.
   - Expand and promote opportunities for lifelong and "life-wide" learning.

2. **Develop a University-state compact**
   We will develop and propose a compact to the state — The University of Illinois System 2021 Initiative — a multiyear agreement that would provide predictable state funding for the System and avert the year-to-year uncertainty that hinders our ability to plan ahead.

   - The compact would call on the state to ease unnecessary regulatory requirements — such as complex procurement guidelines — that often impede efficiency and discourage smart risk-taking.
   - In exchange, the System would pledge to meet tangible objectives that serve the state's needs in critical, measureable areas, including enrollment, graduation rates, and affordability.

3. **Create a technology platform that touches every function of the modern university environment**

   Our System-wide use of technology should touch every function of the modern university environment — enhancing communication, reducing unnecessary effort, improving responsiveness and service, and strengthening connections with other organizations, institutions, agencies, businesses, and our alumni network across the state and around the world.

   - Leverage the System's expertise in online education to increase access to higher education and degree completion for Illinois residents.
   - Develop a System-wide strength in data analytics that draws on the numerous efforts underway across our universities, informs planning, and serves as a comprehensive repository of reliable data that is easily accessible by all of our universities, regional campuses, and Illinois Extension sites.
   - Develop online tools, similar to those used for degree auditing, that provide automated progress tracking of career preparation, academic and personal advisement, and preparation for graduate study.

4. **Become a model of environmental sustainability**

   We will incorporate practices that reduce our carbon footprint and build a System-wide culture of environmental care, supporting the efforts of our universities and campuses to achieve carbon neutrality over the next three to four decades. To do this, our universities and regional campuses will actively seek:

   - Climate neutrality by increasing building energy efficiency, achieving LEED certification for construction and renovations, enhancing the efficiency of campus fleets and shuttle buses, and becoming more pedestrian and bicycle friendly.
   - Zero waste by increasing waste diversion rates, reducing bottled water use, and increasing the number of green-certified campus events.
   - Net zero water use by managing and reducing storm water runoff within parking lots and structures and reducing water use through more efficient technology and practices.
   - Campus biodiversity by promoting the use of local produce, increasing tree canopy size and the diversity of plants on campus, and using sustainable landscaping practices.

5. **Ensure our long-term financial sustainability**

   We believe that the System has offered a consistently remarkable return on public investment in terms of the innovations we have produced, the talent pool we have created, and the impact we have made on the quality of life for all Illinoisans. And we are ready to lead the way in helping Illinois grow its way back to prosperity. But we can't wait for the arrival of "better times" to get started — there will always be obstacles and challenges, and a lesser vision than that expressed here does none of our stakeholders a service. As we continue to make the

strongest case possible for public support, we remain determined to move this plan forward and ensure that the University of Illinois System overall has a sustainable long term financial foundation.

- Significantly increase private support from alumni, other individuals, foundations, and corporations by attracting major funding from donors who are excited by the ideas and aspirations delineated in this Strategic Framework.
- Increase and diversify our funding streams, including new income from sponsored research, tech transfer, alternative course delivery methods, revision to the academic calendar, and other steps.
- Improve our operational efficiency, increase our administrative productivity, improve utilization of our physical plant, and identify other means to trim our operating expenses while enhancing the quality of our teaching, research, and service.
- Build a culture of innovation, entrepreneurship, and thoughtful risk-taking throughout the System.

The Far-Reaching Vision We Deserve

Little plans have never been the Illinois way.

The University of Illinois System serves Illinois best when we support growth in all its dimensions, from the personal to the societal. Doing so requires us to be active and visible on a global scale — recruiting the best minds anywhere and inspiring them to take on the complex challenges confronting our state and the world. This strategic framework will be our roadmap.

We now embark on shaping a new future together. It will be a demanding, exhilarating journey. As The Public's University, we must affirm and earn the public's trust every day. We must take smart risks, learn from setbacks, and be more accountable and agile than ever before. The rewards for this level of dedication will be great. We will amplify our excellence in education, research, service, civic engagement, and economic development. And we will secure our role as a force for transformation and revitalization, throughout our state and around the world.

We invite you to join us.