

# Illinois' Strategic Plan

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# Why Strategic Planning

- Helps people create an identity for the near and long term future of the institution
- Creates a directional document, to guide while not limit future opportunities
- Enables the university to align strategic objectives with financial and human resources
- Provides a mechanism to continually review and ensure excellence in all missions of the institution

# Barriers/ Common Responses to Strategic Planning in Higher Education

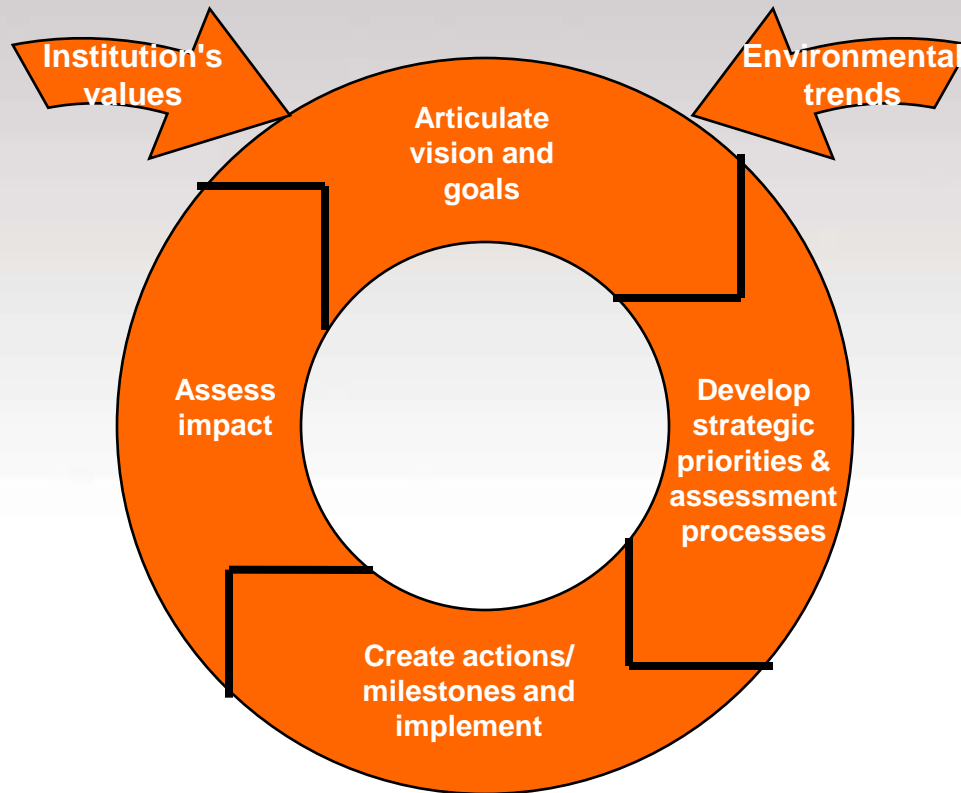
*A corporate/business approach, not applicable to higher education*

## Responses

- I don't see my college/unit in the strategic plan?
- If my initiative is not mentioned, is it not important?
- What are the “consequences” of not making progress on the metrics?

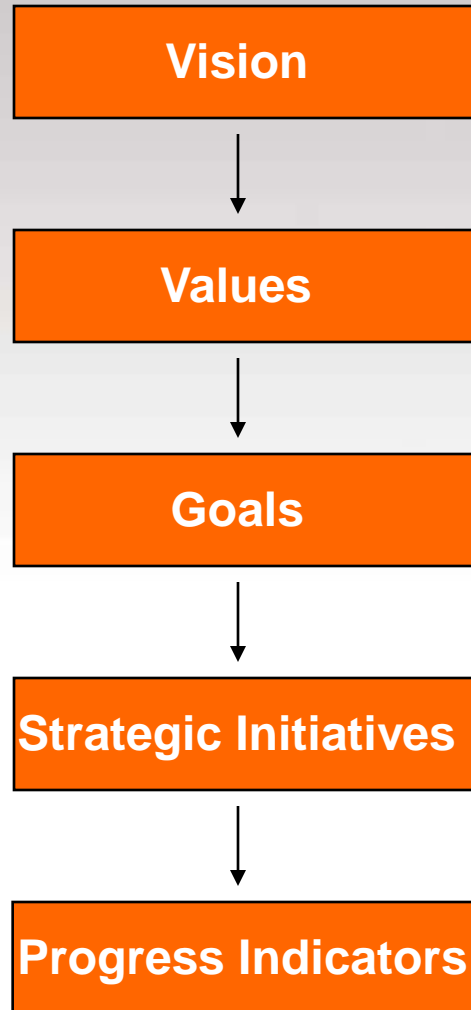
**Outcome: Strategic plans are created and sit on shelves**

# Cycle of Strategic Planning



The strategic planning process will involve continuous assessment of the institution's progress towards its goals, considering both changes in the institution's values and the environment in which it operates

# Strategic Planning Framework



“Preeminent Public Research Institution”

- Our Commitment
- The Values that Drive our Goals

5 campus goals

Aligned to the relevant goal

- Campus-level
- College/ unit specific level

# Campus Vision & Goals

## Preeminent Public Research Institution

**Goal I:** Leadership for the 21<sup>st</sup> Century

**Goal II:** Academic Excellence

**Goal III:** Breakthrough Knowledge and Innovation

**Goal IV:** Transformative Learning Environment

**Goal V:** Access to the Illinois Experience

## Goal I: Leadership for the 21<sup>st</sup> Century

- **Promote intercultural scholarship and learning**
- **Increase and enhance undergraduate research or other creative opportunities**
- **Strengthen honors programs**
- **Expand study-abroad experiences**
- **Increase the capacity for effective communication across cultural and linguistic boundaries**
- **Provide internship, practicum and other experiential learning opportunities**

## Goal II: Academic Excellence

- **Recruit and retain exceptional faculty**
- **Increase the diversity of faculty and staff**
- **Strengthen recruitment of high achieving students, particularly of underrepresented populations**
- **Position the academy to meet 21st century opportunities**
- **Develop interdisciplinary academic programs in emerging areas of scholarship**
- **Increase opportunities for cross-disciplinary doctoral education**
- **Develop professional master's programs in areas of pressing needs**
- **Maximize our impact by stewarding and enhancing our resources**

## Goal III: Breakthrough Knowledge and Innovation

- **Initiate interdisciplinary programs to address global societal needs**
- **Strengthen and diversify the research portfolio**
- **Increase the Illinois presence**
- **Strengthen our rich ties to Chicago**
- **Partner with the local community**

## Goal IV: Transformative Learning Environment

- **Repair, reprogram and maintain campus facilities at a level consistent with a world class academic enterprise**
- **Increase energy conservation**
- **Build and enhance living/ learning communities**
- **Invest in educational technology**
- **Embrace the diversity of students, faculty and staff to strengthen the learning environment**
- **Enhance public good facilities (e.g., Library, Krannert, etc.)**

## Goal V: Access to the Illinois Experience

- **Increase merit and needs based aid to recruit and retain the most promising students**
- **Increase the diversity of the student population**
- **Increase and excel in distance learning**

# Strategic Planning Framework Summary

## Preeminent Public Research Institution

Vision

Values

Strategic Goals

Strategic Initiatives

Progress Indicators

- Embrace and advance our Land Grant mission
- We pursue excellence through the diversity of our students, faculty, and staff
- Create educational programs that cultivate innovation, justice, enhance social mobility and quality of life by responding to local, national and global societal needs
- Demand and reward breakthrough knowledge creation and learning
- As one campus, achieve comprehensive excellence in the service of Illinois and the nation
- Maximize our impact by carefully stewarding and enhancing the resources entrusted to the institution

**Leadership for the 21st century**

**Academic excellence**

**Breakthrough knowledge and innovation**

**Transformative learning environment**

**Access to the Illinois experience**

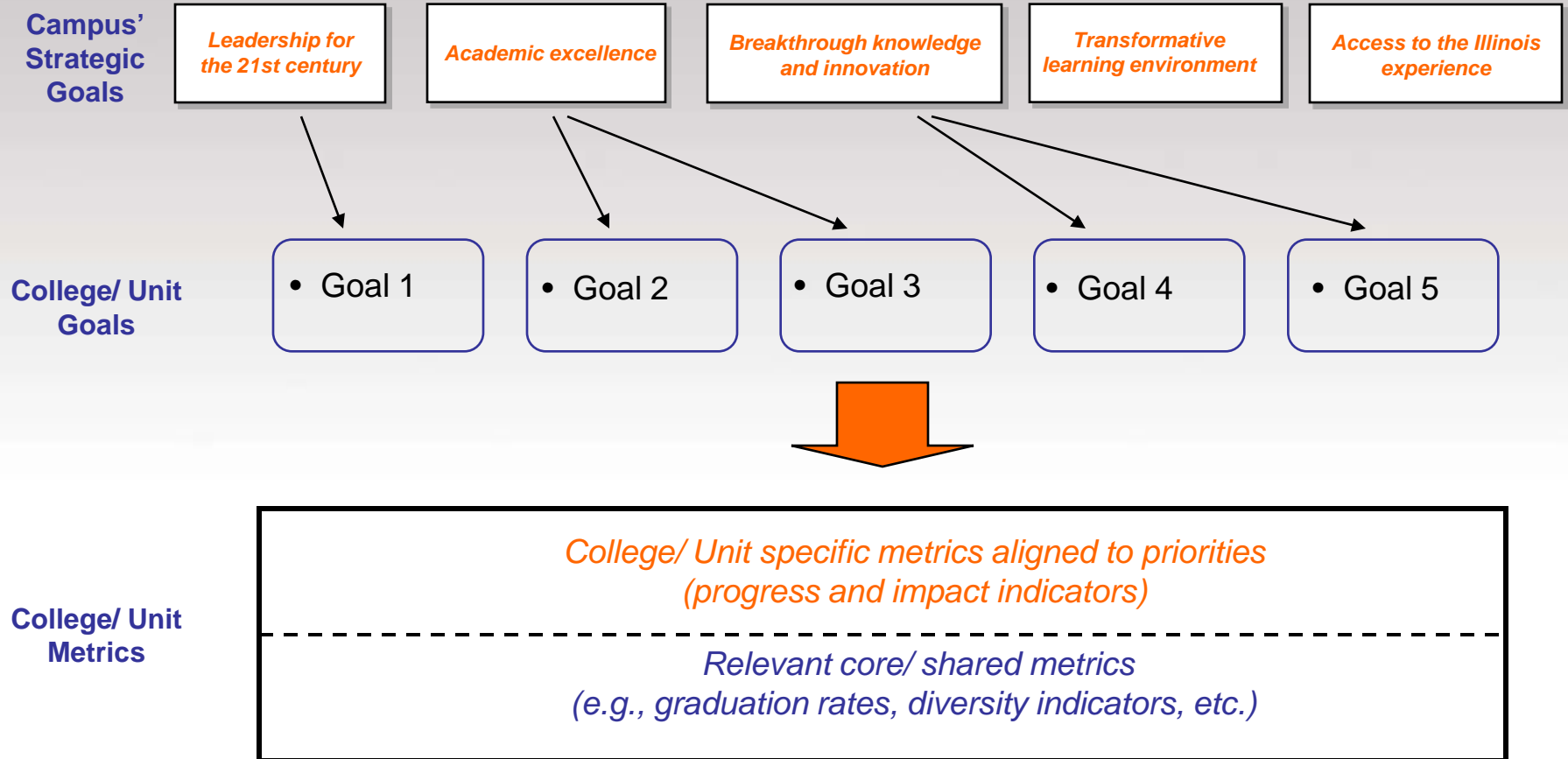
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- Increase and enhance undergraduate research or creative opportunities
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- Increase the capacity for effective communication across cultural and linguistic boundaries
- Provide internship, practicum and other experiential learning opportunities
- Recruit and retain exceptional faculty
- Increase the diversity of faculty and staff
- Strengthen recruitment of high achieving students, particularly students of underrepresented populations
- Position the academy to meet 21st century opportunities
- Develop interdisciplinary academic programs in emerging areas of scholarship
- Increase opportunities for cross-disciplinary doctoral education
- Develop professional master's programs in areas of pressing needs
- Maximize our impact by stewarding and enhancing our resources
- Initiate interdisciplinary programs to address global societal needs
- Strengthen and diversify the research portfolio
- Increase the Illinois presence
- Strengthen our rich ties to Chicago to increase the prominence of the institution and to foster corporate partnerships
- Partner with the local community
- Repair, reprogram and maintain campus facilities at a level consistent with a world class academic enterprise
- Increase energy conservation
- Build and enhance living/ learning communities
- Invest in educational technology
- Embrace the diversity of students, faculty and staff to strengthen the learning environment
- Enhance public good facilities
- Increase merit and needs based aid to recruit and retain the most promising students
- Increase the diversity of the student population
- Increase and excel in distance learning

- Graduation rate
- Retention rate
- % of students with a global experience
- % of undergraduates with a research experience
- % of students with an internship or practicum experience
- Student placement percentage
- # of national academy members or other nationally recognized honorary memberships
- % of underrepresented faculty and staff
- Student quality<sup>1</sup>
- Student to faculty ratio
- State and tuition budget in constant dollars
- State and tuition budget in constant dollars per student
- State and tuition expenditures per IU
- Instructional units per faculty FTE
- Total sponsored research expenditures by source
- Sponsored research expenditures by per faculty FTE
- Total revenue from licenses/ patents
- Total number of start-ups
- Research Park activity
- Impact on societal needs<sup>2</sup>
- Level of deferred maintenance (FCI)
- Energy consumption
- % of sections with under 20 students
- State and tuition expenditures per student
- Total financial aid
- % of student receiving financial aid
- % of under-represented students
- # of distance learning IUs
- % of faculty involved in engagement

<sup>1</sup>- may include HS rank and ACT & graduate student indicators

<sup>2</sup>- may be a qualitative measure, illustrated by examples

# College/ Unit Level Plans



# Common Framework to Assess Strategic Plan Progress

What are your unit's goals and how would you know whether you are making progress towards them?

**Goal**

**Metric**

# Strategic Plan Resources

[www.strategicplan.illinois.edu](http://www.strategicplan.illinois.edu)

Includes:

- The campus strategic plan and progress indicators
- Summary of 30 college/ unit strategic plans
- Listing of each college/unit goals and metrics
- List of strategic plan contacts for each college/unit

# Key Messages

- Strategic planning is a necessary and continuous process
- Strategic planning and resource allocation decisions will be aligned
- The strategic plan is a “directional” document
- The strategic initiatives are dynamic and the priorities are driven by vision and energy of faculty and staff
- Progress indicators (i.e., metrics) enable us to identify achievements and address barriers
- Opportunities exist for all to participate



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