



ILLINOIS

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

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# Campus Strategic Plan

University of Illinois at Urbana-Champaign

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March 2007

University of Illinois at Urbana-Champaign Strategic Plan  
March 2007

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University of Illinois at Urbana-Champaign Strategic Plan  
March 2007

## Section I

# Strategic Intent: Vision, Our Commitment and the Values that Drive our Goals

# **Strategic Intent: Vision, Our Commitment and the Values that Drive our Goals**

## **Vision**

Become the preeminent public research institution

## **Our Commitment**

- We embrace and advance our Land Grant mission by serving the state and the nation through education, research, outreach and economic development.
- We pursue excellence through the diversity of our students, faculty, and staff.
- We foster innovative teaching, research and engagement, demanding and rewarding breakthrough knowledge creation and learning from our faculty and students.
- Our educational programs promote innovation, cultivate justice, enhance social mobility, and improve the quality of life by responding to local, national and global societal needs.
- We are one campus dedicated to comprehensive excellence in the service of Illinois and the nation.
- We maximize our impact by carefully stewarding and enhancing the resources entrusted to the institution.

# The Values That Drive our Goals

## An **educational** environment

- that prepares our exceptional students to be innovators, entrepreneurs, creators, educators and leaders who will transform the world and conquer the challenges of the twenty-first century;
- that is dynamic and values and embraces diversity;
- that enables the successful recruitment and retention of world-class faculty.

## A **research** environment

- that enables foundational, break through research;
- that promotes health, justice, and prosperity locally and globally;
- that educates and creates the next generation of researchers who are both deeply grounded in a discipline, yet comfortable communicating across disciplines.

## A **Land Grant Tradition** re-invented for 21st century America

- that effectively puts our learning and research into the service of a just and prosperous society;
- that builds partnerships with local constituencies that strengthen the community as a living and learning environment;
- that extends beyond the boundaries of the campus and Illinois.

## **Resource** practices

- that insure sound stewardship and maximum impact;
- that develop our entrepreneurial capacity to secure new sources of revenue;
- that provide the infrastructure necessary to enable and support our educational, research, and engagement programs.

## Section II Overview



# Overview

In the beginning years of this century, Tony Leggett was awarded the Nobel Prize in Physics, Paul Lauterbur was awarded the Nobel Prize in Medicine, Carl Woese won the Crafoord Prize, Nick Holonyak, Jr. added the National Medal of Technology to the National Medal of Science he had been awarded earlier, Daniel Sullivan won a Tony Award for Best Director, Todd Martinez became the fifth MacArthur Fellow on our faculty, and Richard Powers' novel, *The Echo Maker*, won the National Book Award. Our future depends on our capacity to provide an institutional environment in which such individual creativity can thrive.

The energy and excitement of extending the frontiers of knowledge, technology, and human creativity provide the optimal environment for educating leaders and innovators. Illinois graduates thrive in the worlds of science and technology, engineering, education, public policy, government, the arts, law, business, and health care. Many remain in Illinois, effectively addressing challenges in our corporations, schools, governing bodies, and civic societies. Others achieve leadership roles in every sector of the globe. When we visualize what we hope to become, as a community, state, nation, and world, we can be assured that Illinois graduates, as they have in the past, will be instrumental in creating that future.

The University of Illinois came into prominence as a world leader over the course of the twentieth-century by building on the foundations of a great nineteenth-century ideal. The land-grant ideal has proven to be both sturdy enough and supple enough to sustain itself in the face of the enormous changes in our world since President Lincoln signed the Morrill Act in 1862. Upon this foundation, Illinois became one of the small handful of universities that created a new kind of institution, the great public research university.

Strengthening this tradition of innovation and achievement in the new century will require new forms of engagement and leadership in concert with a broad array of partners and stakeholders. Profoundly shaped by the technology revolution, generating unprecedented wealth, but facing potentially devastating crises in the environment and in the availability of energy, and torn by vast failures of understanding from one culture to another – our intensively globalized world makes new demands on our research, teaching, and engagement. A new compact with stakeholders will help Illinois regain public support and increase private assistance.

An intellectual culture that serves society and advances knowledge across a broad spectrum of disciplines is distinctive to the great public research university. To advance our place in this dynamic, we must provide imaginative, superior undergraduate and graduate education even as state resources decline. We must build on excellence across a daunting range of disciplines, and be ready to advance the cutting edges of research even when they cut across traditional disciplinary lines. We must continue to thrive in a research-funding environment dominated by the great federal agencies, but also recognize the importance of partnerships with the private sector. We must maintain and grow the research capacity of key areas where external funding opportunities are limited because knowledge in these areas is vital to our understanding of humanity. We must build relationships that enhance the international dimensions of our research and teaching missions. We must open up new worlds of research and learning for our faculty and students. We must find the right balance between setting priorities and remaining responsive to the creativity of faculty initiative. We must attend rigorously to ethical considerations essential to

the integrity of our research, teaching, and engagement missions. We must always remember that our public land-grant status makes the betterment of humanity our fundamental business.

Accomplishments in research and scholarship at Illinois traditionally have resulted from directions chosen by our faculty and supported by the University. This fundamental model for creative accomplishment will continue to serve us well. Although by its very nature, the creativity and spontaneity of daring, innovative, high-risk research cannot be captured fully or anticipated adequately in long-term plans, we must be positioned to recognize the centrality of faculty-generated research initiatives and be prepared to take the risks that supporting the exploration of powerful new ideas entails.

We seek a breadth of excellence found only in the very best institutions. This strategic plan presents our understanding of what our principal challenges are and how we will meet them. Of course, any such plan must remain a work in progress even as it is implemented, sufficiently flexible to respond effectively to emerging challenges and initiatives.

### **Interdisciplinary Initiatives and Comprehensive Excellence**

We will nurture our great disciplinary strengths, sustaining discipline-based scholarship that continues to generate new insight. We will also recognize and support the great advantages of focus and coherence brought to us by our centers, labs, and institutes. More than ever, we must be prepared to facilitate boundary-crossing interactions among departments and colleges when new knowledge and sharpened engagement with problems of the larger society are the reward.

Information technology (IT) has become a ubiquitous, indispensable component of research, information management, and decision making. Illinois, a world leader in information technology, will develop an integrative approach to the study of knowledge creation and decision support systems. The *Illinois Informatics Initiative* will focus on emerging applications areas in the natural sciences, the humanities, the social sciences, and the arts, and on decision support in areas such as business processes and disaster response. We will extend the synergy between humans and computers and will provide opportunities for cross-disciplinary interaction both on our campus and around the world. We will create new degree and certificate programs that will accelerate the integration of IT into all curricula on campus and will produce the next generation of leaders in the IT revolution.

Illinois has the potential to deliver new technologies and novel therapies for human health. We will create the *Integrated Sciences for Health Initiative* through a unique blend of our strengths in the life sciences, the physical sciences, engineering, social sciences, and human nutrition to combat disease and provide innovative approaches to health and wellness. We have particular strength in the areas of neuroscience, cancer, infectious disease, imaging, and health informatics. We will extend our core capabilities by enabling our faculty and students to work with experts in human biology and clinical practice. Building on these collaborations, we will establish new multidisciplinary educational and research paradigms, overcome barriers to innovation, and increase the impact of Illinois research on human health.

Through the *Illinois Sustainable Energy and the Environment Initiative* we will assemble other leading universities, corporations and private enterprises, and government in the state to develop new technologies, models, and practices that will shape national policy, promote responsible stewardship of resources, and build the Sustainable Energy and the Environment Initiative. In

this initiative, we will both pursue the discoveries of basic science and seek to understand the social aspects of life in a complex society, focusing on key areas such as power generation and networks, transportation and portable energy, water supply and use, and landscapes and urban architecture. We will transform the campus into a learning laboratory for demonstration of sustainable technologies while we develop curricula to prepare students with skills required to tackle the challenges of a sustainable society. We will position the state of Illinois as a recognized leader in research, education, and practices to promote sustainable utilization of energy, water, and land.

As principal agents of personal and collective transformation, research and education in the Humanities and the Arts represent a fundamental domain of the contemporary academy. A university of global stature must recognize and nurture the modes of understanding the Humanities and the Arts bring to the sources, the dynamics, and the destinations of powerful dimensions of contemporary life. As Illinois cements and enhances its position as an international leader in higher education, our campus's Humanists and Artists are poised to participate in this process, educating and shaping the citizens who will transform our world through the twenty-first century. The goal of the *Humanities and the Arts Initiative* is to strengthen Illinois's place as an international leader in the learning and creativity the Humanities and Arts must contribute to developments that will reshape the personal, familial, local, national, and global worlds we inhabit.

Our strongest departments are equal to any in the nation, and must be sustained at that level. In order to secure our position as one of the nation's very best comprehensive public research universities, however, we must invest significantly in areas in which we already are near the top tier, but fall short of the best of our peers. Several of our departments in those core disciplines of the humanities, the social sciences, and the life sciences that figure prominently into the overall reputation of a comprehensive university are poised to move up in national reputation, and in doing so, to bring up the overall reputation of the University. Aggressive strategies already under way to strengthen our enterprising Colleges of Law and Business will similarly contribute to our climb toward national prominence among public research universities.

### **Excellence in Undergraduate and Graduate Education**

Illinois will compete for the best students in the state, the nation, and the world. We have a rich tradition of attracting excellent students, but face an increasingly competitive environment that necessitates a more assertive recruitment model shaped to promote excellence through diversity. Our plan outlines revamped student recruitment practices, including strategic use of merit aid, an expanded capacity to provide need-based financial aid, and increased outreach efforts to reach target student populations. We are committed to providing sufficient financial aid to insure that students from low-income families who are granted admission are not deprived of an Illinois education solely for personal economic reasons. We will reshape our undergraduate student body through an enrollment management plan that modestly decreases the size of the freshman class and strategically expands the transfer student population. At the graduate level, we will dedicate greater resources to fellowships that enable us to compete more favorably for the top graduate student talent crucial for faculty research, undergraduate teaching, and our standing as a world-class university.

We must provide high-quality, engaging educational experiences to attract and optimally serve our students. It is a critical time to invest strategically in our academic programs and services to

ensure an educational experience that prepares students for lives of impact and leadership in an increasingly diverse, globalized world. To prepare students for leadership roles in this world, which is changing at an accelerated rate, we will provide an education that emphasizes the capacity to adapt learned knowledge and skills to address new situations that, in turn, require the acquisition of new knowledge and skills. We will adapt our educational models to provide more effectively the interdisciplinary knowledge base and preparation needed by today's researchers and professionals. At both the undergraduate and graduate levels, we will increase opportunities for cross-disciplinary education in areas of pressing need and interest, as detailed in the plan.

Essential academic services, such as access to advising and mentoring, will be strengthened, as will the quality of instruction in both large-lecture and small-course formats. We will place particular emphasis on meaningful honors programs, expanded opportunities for students to engage with faculty in research and creative activities, and increased options for study abroad participation. To prepare students for the community responsibilities demanded of them in an increasingly diverse, rapidly changing world, we will establish Illinois as the leading public research institution that engages students in civic commitment and community-based learning experiences. We will expand internship programs and add "professors of practice" to assist us in realizing this goal.

### **A More Influential Chicago and International Presence**

We will capitalize on our existing partnerships in Chicago and throughout the world to increase recognition of the relevance of our science, technology, and scholarship in solving pressing societal problems. Our plan emphasizes strategic strengthening of links with Chicago, Washington, D.C., and targeted global partners.

Our extensive yet largely under-recognized presence in Chicago reflects connections selected and directed largely by individual faculty interests. This approach, although fundamental to our ongoing institutional culture, has not optimally served us in developing a coherent, and sustained Chicago presence. To capitalize fully on Chicago's potential, and to serve more effectively our Chicago-area constituencies, we will supplement faculty-selected connections with strategic, focused initiatives in three specific areas that are of greatest concern to Chicago's citizens - education, environment, entrepreneurship. Chicago is a vital partner for our advancement as a globally preeminent university. Nearly 60% of our students graduate from Chicago-area high schools, supplying us with many of our brightest and most diverse students. The Chicago area is a dynamic and growing urban environment that provides an outstanding platform to conduct integrative research and engagement. By effectively connecting with Chicago, we will sharpen our recognition as an institution that benefits the area and strengthen private and public partnerships that support the work of the campus.

Similarly, Illinois has a significant international presence. The international environment offers expanded research opportunities for our faculty as well as access to an enormously talented student pool. With our rich history of institution building throughout the world, a wide array of partnerships are situated for expansion. We recently launched a number of new programs, including jointly administered degrees with universities in Poland (Business) and Singapore (Chemical Engineering), and we see significant potential for expansion in this area. Our refined Asia strategy will sharpen our focus on both student recruitment and research partnerships. We will expand programmatic offerings in Singapore through a physical presence. In China, we will build on extant research partnerships and serve additional graduate students and post-doctorates,

and in India, we will build new research and educational partnerships. We are assertively moving into the undergraduate arena in international student recruitment, using creative approaches such as a joint industrial affiliates program and articulation agreements with Chinese universities that bring students here for degree completion in conjunction with a private sector experience.

### **Maintaining and Expanding Campus Facilities**

We face critical challenges in providing the facilities and environment that optimally support the development of knowledge, creative endeavors, educational experiences, and engagement with the public. As stewards of the capital resources entrusted to us, we have a responsibility to maintain and use them efficiently. This is a matter of accountability to those who have supported the creation of our facilities, as well as recognition of the importance of our physical facilities in attracting outstanding faculty, staff, and students and providing them with an environment in which they can be productive.

We have a deferred maintenance backlog of approximately \$450 million at Urbana and a strikingly insufficient day-to-day maintenance budget. To address these issues we will:

- ∞ Lend our full cooperation to the University-led program to reduce deferred maintenance
- ∞ Implement a program to restore and reprogram existing campus space
- ∞ Significantly increase funding for the day-to-day maintenance functions of our building and grounds units

Because our programmatic ambitions also require new facilities, we must supplement the state's contributions with private and institutional resources for new facilities in key areas of need.

We face increasing pressure to be more efficient with facilities resources. We must, for example, ameliorate the effects of rising energy costs. The initial steps in this process are to better understand our costs, and to act on conservation opportunities, such as performance-based contracting, certified construction, and renovation and creation of an energy-rate structure model that provides clear and compelling incentives to conserve energy at the level of each department and unit.

### **Investing in our Community**

Over the next five years, we must continue to provide an environment that attracts the most creative and capable individuals. As the principal employer in the community, we have a particular responsibility to support, sustain, and expand excellence in our schools and in the arts and creative venues through which the community connects with the University. Our plan details new approaches to strengthening partnerships with local schools. We aim to work in collaboration with public school colleagues to create and sustain programs that address issues of particular importance for our community.

Our plan builds on the contribution of our cultural assets—the Krannert Center for the Performing Arts, Spurlock Museum, and the Krannert Art Museum—to promote a vibrant and exciting future in our cities. The links they provide to our community build on the creative, scholarly, and educational missions that shape the University's commitment to preserve, promote, and extend the arts and culture. More than simply venues to display or perform great works, they provide welcoming, enriching environments in which cultural artifacts, traditional works of art, and experimental pieces are made accessible and comprehensible. At once showcases for the creativity of our faculty artists and performers, for practicing artists from

around the world, and for traditional masterworks and objects that originated in cultures far removed from our own, these educational and research entities that can make the mysterious comprehensible and bring out the extraordinary in the apparently ordinary. They are powerful anchors for the cultural life of the University and the area.

We also recognize the crucial role of athletics in exemplifying the spirit of competition and in connecting the University with its alumni and its extended community. Campus athletic events bring together students, alumni, and admirers of the University from around the region and across the state. Sports broadcasting and reporting in local, state, and national media bring favorable public attention, not just to the prowess of our athletic teams, but also to the stature of the University as a leading academic institution. The link through athletics helps focus the loyalty of thousands of Illinois' admirers.

We will create a more inclusive campus community through the recruitment and retention of a more diverse student body, faculty, and staff. Although the racial and ethnic diversity of our student population compares favorably with our benchmark peers, we do not yet reflect the diversity of the state, and have significant potential to create a more inclusive community of faculty and staff. The rich and vibrant mix of ideas and expression that is created when individuals from a range of backgrounds come together is crucial to our aim of institutional excellence. We also will reinforce our comprehensive core excellence by enhancing our campus work environment.

The redevelopment of Orchard Downs will serve as an example of the best that the campus and the community have to offer. We see Orchard Downs as the site of a model community that includes environmentally sensitive planning and construction, a center for lifelong learning, and the neighborhood and wellness amenities that allow people of all ages to live healthy, community-based lives. We also see Orchard Downs—in its partnership with the campus and its world-class education, athletics, and arts facilities—becoming a magnet community for alumni, other supporters of the University, and highly accomplished faculty, ages 50 and above, who want to live near, benefit from, and support our great institution.

The continued development of the Research Park is also a critical element of our strategic plan. Over the next five years, the Research Park will expand to an employment base of over 2,000 (from the present 1,000), providing development space for Fortune 500 corporations drawn to the community by access to world-class students, research technologies, and faculty expertise. The Research Park will also expand its role as the home for startup companies, particularly those based on Illinois technologies. The success of our plan for the Research Park rests on:

- ∞ Expanding amenities such as retail and restaurant space, bike paths, and landscaping
- ∞ Sharing the benefits derived from the Research Park with the developer
- ∞ Providing mechanisms to reduce infrastructure costs
- ∞ Continued transformation of the campus to embrace and derive value from strong interactions with corporate research and development

### **Advancement and Development Strategies to Support the Plan**

To succeed in our bold vision for the campus, we must secure the resources to support our initiatives. In support of our development goals, the plan calls for reorganization of specific development functions to capitalize on the success of the past, to better coordinate efforts with

the alumni, and to target specific areas for growth as they fit the multiple missions of the University. We have created a new position of Vice Chancellor for Advancement (VCA). This individual will provide coordination and leadership for the campaign, will report jointly to the Foundation and the campus, will be engaged in establishing strategic communication approaches, and will work closely with the Chancellor on major gifts.

Over the next five years, we will focus on strengthening relationships with the private sector. We have a solid foundation on which to expand corporate partnerships, both through philanthropy and by increasing the range and number of contractual research relationships with corporations. Our capacity to expand partnerships is significant, particularly if we are able to accomplish our goal of diversifying our research portfolio with attention to the array of possibilities in the corporate arena. To achieve this goal, we are forming a separate office of Corporate Relations. The director will report to both the Vice Chancellor for Research (VCR) and the VCA and will coordinate efforts to expand corporate connections in units across campus.

### **On Our Watch**

Illinois will create and sustain the changes critical to extend and strengthen our traditions of excellence. We recognize that our institution must evolve in order to educate, equip, and inspire the creative leaders of tomorrow, and to foster new discoveries that will, quite literally, change the world. Our plan outlines new ways to excel in our most central missions, highlighting our vision for achieving greater institutional excellence. Over the next five years, society will make endless demands on the research, teaching, engagement, and economic development missions of the world's great universities. Illinois will seize upon these challenges as opportunities to provide leadership and discovery, reshaping again the power of the public research university to serve the complex, interconnected global community in which we live.

# Section III

## The Illinois Planning Strategy

Benchmark Peer Analysis  
Distinctive Assets



# The Illinois Planning Strategy

The University of Illinois at Urbana-Champaign planning strategy is organized to reflect the four-part mission of the institution: research and scholarship, education, engagement, and economic development. The planning strategy is designed to provide a thoughtful examination of the current performance of the Urbana campus, compared with benchmark competitors, and to identify those areas that are both most pressing and most promising as the institution strives for preeminence during the next five years. The essential components of the planning strategy are:

- ∞ The identification and analysis of competitive peer institutions for benchmarking purposes
- ∞ An evaluation of the strengths, weaknesses, opportunities and threats facing the Urbana campus
- ∞ An analysis of the distinctive competencies of the institution—those features that differentiate us from competitors
- ∞ The strategic goals that the Urbana campus will achieve during the next five years

## **Benchmark Peer Analysis**

Progress toward each of our strategic goals will be measured against a group of selected top public research institutions.

A list of institution-wide peers is a somewhat artificial construct; the peers selected by any individual college or department might vary significantly from the campus-wide list because few institutions are excellent in every discipline.

### **Benchmark Peers**

University of California at Berkeley  
University of California at Los Angeles  
University of Michigan at Ann Arbor  
University of Texas at Austin  
University of Wisconsin at Madison

### **Distinctive Assets**

Illinois offers an education distinctive in its excellence, comprehensiveness, and affordability. Our unique assets can be summarized in the following way:

- Access to comprehensive research and teaching of exceptional quality at a significantly lower cost to students than private universities
- Our status as a land-grant institution
- A strong quality of life for our faculty and students, combining ready access to the urban resources of Chicago, St. Louis and Indianapolis, and local availability of world class arts, cultural activities and athletics
- A faculty and student population that embraces global diversity
- One of the most extensive libraries in the world
- Leading research centers and institutes including the National Center for Supercomputing Applications (NCSA) and the Beckman Institute
- A tradition of aspiration to high academic achievement
- An entrepreneurial environment supportive of risk and innovation

## Section IV

# Strategic Goals

<b>Goal I</b>	Leadership for the 21 <sup>st</sup> Century
<b>Goal II</b>	Academic Excellence
<b>Goal III</b>	Breakthrough Knowledge and Innovation
<b>Goal IV</b>	Transformative Learning Environment
<b>Goal V</b>	Access to the Illinois Experience

# Strategic Goals

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

### *Initiatives*

- Promote intercultural scholarship and learning
- Increase student engagement with faculty in research or creative activity, especially at the undergraduate level
- Strengthen honors programs that draw and serve our most capable students
- Expand participation in study-abroad experiences and internships that involve international placements
- Provide internship, practicum and other experiential learning opportunities

## Goal II: Academic Excellence

### *Initiatives*

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

## **Goal III: Breakthrough Knowledge and Innovation**

### ***Initiatives***

- Initiate and facilitate interdisciplinary programs, including the following:
  - Illinois Informatics Initiative
  - Integrated Sciences for Health Initiative
  - Illinois Sustainable Energy and the Environment Initiative
  - Humanities and the Arts Initiative
- Strengthen and diversify the research portfolio by proactively pursuing alternate funding sources, including an expansion of corporate support
- Increase the Illinois presence in Washington DC, Singapore, China and India
- Strengthen our rich ties to Chicago
- Partner with local constituencies to make the Champaign-Urbana area a vibrant environment that can serve standard for other communities

## **Goal IV: Transformative Learning Environment**

### ***Initiatives***

- 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, academic professionals, administrators and staff to strengthen the learning environment
- Enhance public good facilities (e.g., Library, Krannert, etc.)

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

### ***Initiatives***

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

## Section V

# Allocating Resources

# Allocating Resources

## Overview

Illinois can only achieve its land grant vision of turning new knowledge into a better quality of life for its community by preserving strong programs, revitalizing others and initiating new transformative educational and research activities. This implies a wise utilization of existing resources and creation of new revenue streams. As we embark on ambitious plans for the next five years, it is critical that we use resources wisely, emphasizing innovation, productivity and efficiency to enable investment in creative, high potential activities and ensure excellence in essential functions. It is also imperative that we strengthen income streams to maximize opportunities. There is significant potential to expand income from gifts and endowments. Enhanced activity in external grant funding, particularly in the area of corporate partnerships, will be instrumental. Reasonable tuition and fee increases are expected over the next five years, and collaborations with the state of Illinois on specific initiatives of importance to the state and region are also anticipated. Thus, as we move to realize the vision of preeminence for Illinois, the success of our plans will be supported by both innovative and efficient use of available resources, and creative efforts to expand our resource base.

To enable the implementation and success of the campus strategic plan, the campus budget model is under reform. All campus units reporting to the Provost have been asked to show in their annual budget what they are accomplishing to forward the goals of the Strategic Plan. A Budget Advisory Group is creating the new model to guide the budget process. The Budget Advisory Group is conducting its work through three subcommittees: (a) state and tuition revenue allocation, (b) indirect cost recovery distribution, and (c) general resource allocation principles. The new budget model aims to improve clarity and transparency in processes of garnering and allocating resources, provide incentives for innovation, efficiency and effectiveness, and connect the budget process with strategic plan implementation.

## Guiding Principles for Resource Allocation

To guide resource allocation over the next five years, we will:

- ∞ invest in programs and initiatives with the will, energy and vision to transform the institution;
- ∞ evaluate proposed investments in terms of potential for enhancing excellence throughout the institution;
- ∞ remove barriers to creativity and create stronger incentives for efficiency and productivity;
- ∞ infuse a culture, throughout the institution, where critical analysis and monitoring of progress toward goals informs resource allocation decisions;
- ∞ engage our faculty and leaders in investment and resource allocation decisions;
- ∞ enable resource allocation decisions at every level of the institution (campus, college, department);
- ∞ create opportunities for new investments by concluding or reducing activities that are no longer instrumental; and
- ∞ share financial responsibility for new activities as a tool for promoting efficiency and shared commitment to excellence.

## Section VI

# Progress Indicators



# Progress Indicators

## Overview

To monitor achievements relative to the goals and strategic initiatives of campus' strategic plan, progress indicators have been defined. A set of metrics have been developed that include both descriptors of progress and the resulting impact of the university's efforts. In addition, each college/ unit has created metrics aligned to each of their strategic priorities.

The progress indicators for each goal are:

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

- 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

### **Goal II: Academic Excellence**

- # of national academy members or other nationally recognized honorary memberships
- # of faculty in leadership positions or with fellowship status in societies
- % of underrepresented faculty and staff
- Student quality (e.g., HS rank, ACT score and graduate student indicators)
- Student to faculty ratio
- Total expenditures compared to total budget
- State expenditures per IU

### **Goal III: Breakthrough Knowledge and Innovation**

- Total sponsored research expenditures by source
- Sponsored research expenditures by per faculty FTE
- Number of publications/ citations per faculty FTE
- Total revenue from licenses/ patents
- Total number of start-ups
- Impact on societal needs (illustrated by examples)

### **Goal IV: Transformational Learning Environment**

- Level of deferred maintenance (FCI)
- Energy consumption
- Percentage of section under 20 students
- State expenditures per student

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

- Total financial aid
- % of student receiving financial aid
- % of under-represented students
- # of distance learning IUs
- % of faculty involved in civic engagement