

**UIC Strategic Planning**  
**Strategic Plan Executive Summaries**  
**June 30, 2006**

This section contains a compilation of the Executive Summaries of the UIC Campus Plan and the twenty-four Unit Plans.

It is hoped that this compilation will provide a useful summary of the many diverse components of UIC's plans. It is aimed at bringing the key elements of each plan together in one place such that trends, coherence and consistency will be apparent.

The section contains summaries from the following plans:

- UIC Campus
- Office of the Vice Chancellor for Administrative Services
- Office of the Vice Chancellor for External Affairs
- Office of the Vice Chancellor for Human Resources
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Student Affairs
- Office of External Education
- Office of Development
- U of I Medical Center
  
- College of Applied Health Sciences
- College of Architecture and the Arts
- College of Business Administration
- College of Dentistry
- College of Education
- College of Engineering
- College of Liberal Arts and Sciences
- College of Medicine
- College of Nursing
- College of Pharmacy
- College of Urban Planning and Public Affairs
- Graduate College
- Honors College
- Jane Addams College of Social Work
- School of Public Health
- University Library



## UIC Campus

The intent that informs every aspect of the Strategic Plan is for UIC to become, and be recognized as, the nation's premier urban public research university. Advantaged by its location in the heart of Chicago, UIC has already achieved this standing in the State of Illinois and arguably in the Midwest. Nationally, it is within the handful of institutions for which such aspiration is plausible.

UIC shares in the overall mission of the University of Illinois, which is to transform lives and serve society by educating, creating knowledge, and putting knowledge to work on a large scale and with excellence.

### **For UIC, this mission is expressed as:**

UIC provides the broadest access to the highest levels of intellectual excellence. UIC's mission is:

- To create knowledge that transforms our views of the world and, through sharing and application, transforms the world.
- To provide a wide range of students with the educational opportunity only a leading research university can offer.
- To address the challenges and opportunities facing not only Chicago but all Great Cities of the 21<sup>st</sup> century, as expressed by our Great Cities Commitment.
- To foster scholarship and practices that reflect and respond to the increasing diversity of the U.S. in a rapidly globalizing world.
- To train professionals in a wide range of public service disciplines, serving Illinois as the principal educator of health science professionals and as a major healthcare provider to underserved communities.

This renewed statement of mission results from an inclusive process of strategic thinking and planning across the UIC campus begun in 2003. This planning document also results from this process and represents the UIC component of the University of Illinois Strategic Plan, UIC's response to President B. J. White's initiative of early Spring 2005. Building on UIC's 2010 Strategic Thinking exercise<sup>1</sup>, the UIC Plan has been created by the UIC Planning Council in conjunction with other campus leaders.

The plan is based on, and responsive to, principles deeply held at UIC and expressed in the phrase "Access to Excellence." This sentiment is reflected in the vision of UIC:

UIC will be, and be recognized as, the nation's premier urban public research university.

UIC seeks to embody the ideal of a public university: to cultivate the highest intellectual ambitions of faculty, students, and staff and, at the same time, contribute to the making of a more egalitarian society. We will be a resource and destination accessible to all who share our ambitions and have the desire to excel. We seek to be both a leading research university and a great urban institution, taking advantage of the opportunities and needs presented to and by the State of Illinois and the City of Chicago. We believe that for this commitment to be meaningful in the twenty-first century, it must be both local and global, a commitment not only to Chicago but to all "Great Cities." Whether in the surrounding communities or on the other side of the globe, in our own library or on the worldwide web, in the single-investigator laboratory or at an international research center, we are dedicated to creating, sharing, and applying the knowledge the twenty-first century demands.

In order to achieve this vision, UIC must resolve the tensions that exist between aspects of our mission: between the very varied histories and cultures represented by our campus units, and between the campus and its environment. All this lies on top of the usual tensions among disciplines, between disciplinary and interdisciplinary study, and between pure scholarship and application. As simply put in the UIC 2010 Strategic Thinking Report, the message is that UIC will be distinguished by the ways in which we address

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<sup>1</sup> Please see <http://tiger.uic.edu/depts/oaa/2010/report.html> for UIC's 2010 Strategic Thinking report.

these tensions and their resolution through the precept of "Access to Excellence." UIC's challenge is to continue to offer access for qualified students while maintaining excellence in an era of comparative decline in State support.

In light of these factors and UIC's intent, the following goals have emerged from UIC's strategic planning process:

1. UIC will offer an outstanding education at all levels to a diverse student body.
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.
3. Through our 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.
4. UIC will build areas of excellence in disease prevention, health promotion, patient care, education, and research within a highly-competitive health care market.
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.
6. UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.
7. UIC will implement a comprehensive marketing and public relations program to increase its visibility and improve its image among key external constituencies.

We have chosen to articulate a set of actions to move UIC towards its goals in two categories: first, as a collection of targeted actions designed to address specific goals, and second as "Stretch Ideas," which are ambitious undertakings that could potentially significantly reshape UIC as an institution. The "Stretch Ideas" are not yet commitments; rather, they will be studied carefully in the coming months to assess their amenability to becoming fully developed proposals.

The goals and actions set out in this document are not meant to be comprehensive. Rather, the campus level document is intended to serve as a guide for the development of the steps we must take to reach our vision for UIC. The detailed actions will emerge in a process of iteration between the campus and units level, and a stronger sense of priority will be imposed as the available resources become known.

Indeed, finances are a particular challenge for UIC. Sustained shortfalls in general revenue funding from the State of Illinois and recent rapid cost increases in the healthcare arena are causing an erosion of our core programs and physical environment. The realization of our aspirations and goals will require both a restoration and augmentation of prior funding levels through the identification, development and utilization of new revenue sources.

It is nevertheless clear that UIC's characteristics and location open up a range of opportunities for the generation of support. Increasingly we will turn to private philanthropy, entrepreneurial interpretation of our mission, and to the beneficiaries of our efforts in research, education, and patient care for the support UIC needs to thrive. We most strongly believe UIC has a glowing future ahead as the public research university in the City of Chicago, with a prime location and an essential mission for the State of Illinois.

## Office of the Vice Chancellor for Administrative Services

The Office of the Vice Chancellor for Administrative Services is a service enterprise that is driven by the mission and goals of the campus and the agendas of UIC's colleges and departments. VCAS units will support this campus' mission and the varied agendas of campus units within the constraints of its physical, political, and fiscal environment.

The mission of the Office of the Vice Chancellor for Administrative Service is to provide a safe, secure, functional and attractive environment to support the teaching, research, public service, and health care goals of the University of Illinois at Chicago.

The VCAS Strategic Plan was developed over a six-month period by a team that included representatives of the major VCAS units (Facilities Management and Capital Programs, Police, Environmental Health and Safety, Facility and Space Planning, and Budgeting and Administrative Services). Each of these units conducted internal SWOT and benchmark analyses, and collaborated on preparation of overall VCAS goals, strategies, and action plan components. Additionally, the services of a facilities analysis consultant, Sightlines, LLC, was secured to conduct a comparison of our investment in our physical plant to over one hundred other campuses in their data base.

Our vision is to build and maintain flexible service systems and facilities that can be adapted to meet the evolving needs of the campus. Through the wise stewardship of the University's physical assets, we will deliver high-quality services and facilities that advance the multiple missions of the campus and continue to improve our environment.

UIC's Chicago campus has over 100 buildings located on 244 acres of land for a total of 14.4 million gross square feet (GSF). UIC's buildings include 81 state-supported facilities with a gross floor area of 8.3 million GSF (See Appendix A for UIC Square Foot Tables). UIC's campus also features a system of open space and recreational space that is available to campus and community users.

UIC is a public university that operates in a complex political environment which includes a multi-campus university system, its Board of Trustees, a state Board of Higher Education, and city, county, state government, and the Illinois Medical District that is a delegate agency of the City of Chicago for the purposes of zoning and development. In addition, UIC's workforce is highly unionized.

The Office of the Vice Chancellor for Administrative Services recognizes that UIC operates in an environment that is influenced by global, local, intellectual, institutional and fiscal forces, as noted in the campus strategic plan. Because VCAS supports the colleges and departments units that are responsible for delivering the teaching, research, service and patient care missions of UIC, VCAS units too must respond and adapt to the continuing evolution of UIC's academic programs, the changing modalities of healthcare delivery, the increasingly sophisticated demands of our research faculty, and the changing nature of our public service activity. To a large extent, VCAS units have not been engaged by its clients in systematic, proactive planning to anticipate new demands associated with changes in the "products" delivered by UIC's departments and service units. The key to success for UIC will be systematic, proactive planning to anticipate new demands for state-of-the art facilities and services.

Benchmark analysis of our activities indicates that the higher levels of service required to support an urban campus with aspirations to be a "destination where students, faculty, and staff want to study, work, and live and that attracts visitors from around the world (UIC Goal 5)" will require significant additional resources. The goals that we have stated with respect to stewardship of resources, safety and security strategies, and emphasis on facility renewal reflect the fact that our current operation and future intent is to be find new, innovative ways to support the campus goals.

We recognize these constraints as limitations on short-term actions, but also as opportunities for development of creative partnerships. For example, we have partnered with the Illinois Medical District to achieve mutual objectives regarding campus development and district safety and security, and we have developed a multi-party partnership with the City of Chicago, the State, and the private sector to achieve the redevelopment of our south campus. As stated in our action plans and milestones, we plan to continue to work to identify points of agreement and mutual interest in working with other entities.

*GOAL 1: Continue to improve our campus environment through wise stewardship of the University's physical assets and delivery of high-quality services that advance the mission of the campus community.*

*GOAL 2: Provide an aesthetically pleasing, environmentally sensitive, and safe physical environment for everyone at UIC.*

*GOAL 3: Build and maintain flexible service systems that can be adapted to meet the evolving needs of the campus.*

*GOAL 4: Develop and retain a VCAS workforce that is known (internally and externally) for its technical competence, professionalism and commitment to service excellence.*

The VCAS plan sets forth a vision for effectively supporting UIC's mission of teaching, research, service and patient-care. This plan identifies actions which, given appropriate resources, will improve the condition of the campus and the environment in which students, faculty and staff pursue the multiple missions of the campus.

VCAS needs input from stakeholders regarding unit and campus priorities. We intend to initiate dialogues with colleges and administrative units regarding their current service and facility needs and those associated with high priority goals and action plans. These dialogues will focus not only on their desires, but also on choices that must be made regarding service, maintenance and facility upgrades given existing and projected budget constraints.

## Office of the Vice Chancellor for External Affairs

The intent that informs every aspect of the Strategic Plan is for UIC to become, and be recognized as, the nation's premier urban public research university. Advantaged by its location in the heart of Chicago, UIC has already achieved this standing in the State of Illinois and arguably in the Midwest. Nationally, it is within the handful of institutions for which such aspiration is plausible.

The mission of the Office of the Vice Chancellor for External Affairs is to support and promote the University of Illinois at Chicago's core mission of teaching, research and public service. To fulfill this mission, the Office of the Vice Chancellor for External Affairs must proactively build and maintain relationships between its neighboring communities; state, local and federal officials; by civic, corporate and community organizations and by alumni and internal constituents.

The mission statement was derived from an inclusive planning process at UIC that began approximately three years ago. The document also represents a response to the 2010 Strategic Thinking exercise, and the plan that was created by the UIC Planning Council.

Through strategic, innovative marketing and communications techniques, the Office of the Vice Chancellor for External Affairs will actively engage all of its units in helping UIC attain recognition as a leading urban based research institution. The Office will also be readily identified by the campus community and our external partners as the place where issues that affect all of these constituents can be effectively addressed and resolved.

The critical factor that will determine the success of the strategic goals of the Vice Chancellor for External Affairs, will be one - resources.

Current staffing levels in Public Affairs, Community Relations, and Corporate and Civic Relations can provide support to the campus' more ambitious goals to the extent that there is a consensus and willingness to forgo other responsibilities being provided by these units.

Internal review of both personnel and fiscal resources will be examined to identify opportunities for improved efficiencies.

Our strategic goals:

*8. UIC will offer an outstanding education at all levels to a diverse student body.*

- Formalize the plan for the math and science high school for Fall 2008
- Continue overhaul of campus admissions materials, including possible ad campaign to raise awareness of UIC programs and building image of quality

*9. 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.*

- Aggressively publicize UIC research excellence in local, state, national and international print and broadcast media
- Resume UIC annual report with research focus for distribution to key stakeholders and prospective donors

*10. Through our 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.*

- Publish updated version of 2003 Great Cities Report, high-end publication with shelf life of 2-3 years targeted to opinion leaders, policymakers, donors and prospects and expand the annual publication of the Great Cities database.
- Continue to support programs that provide significant opportunities to draw important community stakeholders to campus, such as Black History Month, Unity Month Kickoff, the Daley Urban Forum and the Great Cities Winter Forum

- Coordinate the MAFBE certification process revisions and coordinate between the State and the City of Chicago.
  - Negotiate intergovernmental agreement between the university and the City of Chicago.
11. *UIC will build areas of excellence in disease prevention, health promotion, patient care, education, and research within a highly-competitive health care market.*
- Provide strategic and tactical support to the Illinois Bill of Health
  - Continue aggressive media relations support of the UIC clinical enterprise, focusing on impact placements in major Chicago print and broadcast news outlets
  - Encourage university-based health providers to participate in community-sponsored health fairs and faith-based ministries
12. *UIC will be a destination where students, faculty, and staff want to study, work, and live and that attracts visitors from around the world.*
- Self-guided walking tours of the campus, which entails:
    - Creation of a plan to maintain and improve our public art
    - Identification of points of historic interest
    - Telling the story of our unique architecture
    - Development of materials, including markers, brochures, and podcasts, to introduce points of interest along the walking tours
      - In coordination with the College of Architecture and the Arts, support an international architecture competition for a major building at UIC.
13. *UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.*
- Support upcoming fundraising Campaign (scheduled launch spring 2007) through:
    - development of publications and Web materials advancing college and campus objectives
    - publicizing major gifts
    - serving on President's Advancement Council.
    - Serving on university liaison committee to Lipman Hearne, campaign communications consultants
14. *UIC will implement a comprehensive marketing and public relations program to increase its visibility and improve its image among key external constituencies.*
- Creation of a separate division of marketing and appoint a director reporting to the VCEA
  - Continue working with colleges to develop greater consistency in use of UIC logo system and graphic identity standards
  - Begin process of comprehensive redesign of primary UIC Web site

The strategic plan for the Office of the Vice Chancellor for External Affairs was developed to be supportive of the campus strategic plan. UIC is an influential and dynamic public, academic and research institution. As campus issues are prioritized and the climate is feasible, OVCEA may realize the goals set forth in this document. Additionally, finances continue to be a concern, without adequate funding, there continues to be an erosion of core programs.

The Office of the Vice Chancellor for External Affairs has actively, and will continue, to promote inclusion of all community, and civic and corporate partners who share in the achievement of the goal of the strategic plan. As appropriate, the external entities will be drawn in to share the strategic objectives.

## Office of the Vice Chancellor for Human Resources

The strategic intent of UIC Human Resources is to restructure and reposition HR to best meet the challenging human capital management needs inherent in the UIC Strategic Plan. Through leadership and innovation UIC HR will improve the quality and value of HR core services provided to colleges and units while also establishing UIC as a preferred and widely recognized employment destination. Our four strategic pillars (in order of priority) include:

- Strategic Pillar: Excellence in HR Business Practice
- Strategic Pillar: Overcoming Barriers to High Performance
- Strategic Pillar: Destination Employer
- Strategic Pillar: Innovation in Human Capital Management

The mission of UIC HR is to shape the context of work in order to help attract, motivate and retain highly qualified faculty and staff.

UIC HR will fulfill this mission by:

- Pursuing superior performance and service standards for the core services we provide.
- Collaborating with HR practitioners in UIC's academic and administrative units, and University Administration partners to achieve greater efficiency and effectiveness in HR.
- Maintaining compliance with regulatory and policy requirements to manage risk and promote UIC's reputation as a credible and ethical institution.
- Constantly seeking to achieve a suitable balance between the interests of employees and the aspirations and goals of the University and UIC.
- Supporting the creation of a distinctive employment experience that attracts the right talent and inspires individuals to pursue personal growth and professional achievement.
- Making expertise in human resources management available to HR practitioners in UIC's academic and administrative units thereby enhancing the practice of HR management across the campus.

**The UIC HR Strategic Plan was developed through an inclusive and multi-disciplinary process involving members of HR leadership from the campus and the medical center, and a diverse committee of campus stakeholders (peer review).**

The vision of UIC HR is to be recognized both internally and externally as a model for the Human Resources profession among urban public higher education institutions operating an academic medical center. We will be known for:

- Achieving standards of superior performance in human resources service delivery that draw interest and accolades internally and externally.
- Providing innovative HR programs to help attract and retain the brightest and most enthusiastic talent to the campus.
- Enhancing the reputation of the UIC as a leading urban employer where each employee contributes the full extent of his or her potential and is encouraged to achieve rewarding personal and professional fulfillment in a welcoming and inclusive atmosphere.

To support the creation of a high performance organization and a desirable employment destination, UIC HR must implement multiple organizational initiatives requiring broad collaboration with UIC colleges, schools, administrative units and UIC's large, decentralized HR service network.

Most prominent among our challenges are the complex, pervasive regulatory and administrative requirements of our employment environment. UIC HR must demonstrate leadership and innovation to effectively minimize these burdens allowing internal clients greater flexibility to focus on their core work. In addition, UIC HR must help create the future UIC workforce. A distinctive employment brand with

sustaining programs is necessary to attract and retain highly motivated employees with the necessary skills to support UIC's strategic ambitions.

In the process of identifying our strategic goals, we sought alignment with UIC's future strategic direction. As with the UIC plan, goals denoted as "Stretch" are ambitious and present the greatest challenge and the greatest potential value for UIC.

Strategic Pillar: Excellence in HR Business Practice (Aligned with UIC Goal 6)

Goal 1: UIC HR will achieve "outstanding" Client Services ratings for the Core Services UIC HR provides.

Strategic Pillar: Overcoming Barriers to High Performance (Aligned with UIC Goal 6)

Goal 2: UIC HR will remove programmatic barriers to high performance.

Goal 3: UIC HR will remove systemic barriers to high performance

Strategic Pillar: Destination Employer (Aligned with UIC Goal 1,3,4,5,7)

Goal 4: UIC HR will be recognized as a destination employer characterized by a distinctly competitive employment culture. (Stretch)

Strategic Pillar: Innovation in Human Capital Management (Aligned with UIC Goal 2)

Goal 5: UIC HR will advance the capabilities and contributions of UIC's workforce, and in doing so, redefine the role of HR in urban public higher education institutions operating academic medical centers. (Stretch)

The purpose of this plan is to provide direction and to reconcile tension between overwhelming needs and limited resources. Outcomes of this plan will be the redefinition of UIC HR and the identification of new income sources for supporting HR services and programs at UIC.

While our challenges are daunting, we are convinced of the criticality of a skilled and motivated workforce as integral to UIC's future success. We recognize our leadership role is to set overall HR direction and to work collaboratively with UIC colleges, schools, administrative units, and the UIC HR service network, to pursue important human capital opportunities and challenges facing UIC.

## Office of the Vice Chancellor for Research

The Office of The Vice Chancellor for Research has developed a series of actions that will support and facilitate the strategies embodied in UIC's goal to **"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."**

The Mission of the Office of the Vice Chancellor for Research is to facilitate and support research of superior quality.

A committee appointed by the Vice Chancellor for Research reviewed the campus's strategic planning document and highlighted on those areas involving research. Those highlighted areas were then evaluated in terms of which required a proactive program within the OVCR and which required a mechanism to be reactive to the needs of the campus. The underpinning philosophy of the proactive and reactive components of the plan was the need to facilitate and support research of superior quality while assuring the effective stewardship of resources and the integrity of the process and procedures. The plan was then distributed to the unit directors whose feedback was incorporated into the final document that was forwarded to the campus.

The OVCR's Vision is to create an environment that provides the necessary support structure to assure the continued growth of the institutional research program, that facilitates interdisciplinary collaboration, and that assures effective stewardship of our resources and the integrity of our processes and procedures.

The most critical factor in implementing the actions needed to achieve our goals is the identification of the source of funds necessary to carry them out. UIC's financial challenges have hit the OVCR especially hard. Without tuition or other income streams available, the full impact of the State budget reductions have hit the office at a time of a large increase in the UIC research program which we must support, and at a time of increasing regulatory complexity. The Strategic Plans for the UIC colleges indicate a continued substantial growth in research at UIC. In order to implement the actions identified, and to provide the support need to assist the Colleges, and the Campus, of achieving their goals, new resources will be required.

1. Improve the current environment of communication and cooperation that optimizes institutional resources and encourages collaborative research.
2. Expand the capabilities of the Research Development Service in order to improve the infrastructure for identifying resources and preparing funding proposals for interdisciplinary research centers.
3. Streamline the process for transmission and implementation of proposals for funding.
4. Strengthen ties with key research partners in order to expand the research support infrastructure and encourage inter-institutional collaboration.
5. Increase the institution's role in hosting and co-sponsoring research related conferences and symposia.

We have identified a number of actions intended to achieve the goals we have identified and thereby assist UIC in achieving its goal to excel as an internationally recognized center for research.

The goals and actions set forth in this document are intended to serve as a guide for those responsible for creating and maintaining an environment that provides the necessary support structure to assure the continued growth of the institution's diverse research program. As the research programs at UIC adapt to the priorities of the various regulatory and funding agencies, the actions detailed in this strategic plan will also have to adapt in order for the institution to remain competitive and attain its goal of the nation's becoming the preeminent urban research institution.

The resources necessary to maintain this environment include facilities and equipment to maintain to effectively manage the core support services that should be in place to provide cost effective support to the greatest number of users. They also include the human resources with the necessary expertise to provide sophisticated research support services and to provide training and compliance programs that are required

by the various regulatory, funding and accrediting agencies. These are essentially a “cost of doing business” and must be supported at level that assures the continued success of the externally funded research program.

UIC’s location within the Illinois Medical District and in the City of Chicago offer unique opportunities for working with other institutions to optimize the use of existing resources for supporting the ever demanding technological needs to conduct research. The recent success of the Chicago Biomedical Consortium could provide additional opportunities to share resources and thus reduce the cost to the institution. It is also important that when seeking external support for research that the proposals contain budgets that accurately reflect the cost of doing business. This could result in the recovery of more of the actual, direct costs of research. In turn, those budgets would then generate additional indirect cost dollars that can be used to provide a formula driven allocation for maintaining the research infrastructure.

## Office of the Vice Chancellor for Student Affairs

UIC Student Affairs will take a leadership role in engaging students in learning experiences and developing partnerships that result in student success.

UIC Student Affairs enhances learning and development through programs, services, and facilities that engage students in a dynamic and diverse campus community and foster lifelong success to the benefit of society.

- Student Affairs provides access to excellence by offering students a wide range of out-of-class experiences that build skills in preparation for high levels of academic endeavor and life in a community of scholars. Student Affairs works to remove barriers to success and, in partnership with other campus units, prepares students for life in a technologically challenging and diverse global community.
- Student Affairs incorporates excellence and innovation in the delivery of programs, services and facilities.
- Student Affairs matches individual student goals for success with appropriate programs and services.
- Student Affairs enhances the quality of campus life for all students and for the faculty, staff, parents and friends who nurture students' dreams and aspirations.

The Office of the Vice Chancellor for Student Affairs (OVCSA) Strategic Plan was developed by a representative and diverse committee of staff members who report to the OVCSA and students appointed by the Vice Chancellor for Student Affairs. During the developmental stages, significant input was received from the OVCSA directors and the Vice Chancellor's executive team. Moreover, approximately seventy-five staff members attended an OVCSA professional development program and gave significant feedback about the plan that was introduced during the session. The most recent draft of the plan was reviewed by three external professionals whose comments were incorporated in the final plan accordingly.

For the purposes of this document, the departments/units that report to the Office of the Vice Chancellor for Student Affairs will be referenced by the term Student Affairs. The departments reporting to the Vice Chancellor fall into three broad categories: Student Development and Support Services; Athletics; and Campus Auxiliary Services.

The OVCSA Strategic Plan is a logical continuation of goals set and achieved for the departments/units for the past several years. Those goals involved:

- A strong focus on student learning and integration with the campus community.
- Programs that address the challenges of engaging commuter students.
- A dedication to providing excellent service throughout our facilities and programs.
- A progressively greater use of assessment and evaluation in decision-making.
- Continual upgrade of facilities to support our programs and services.

We will be recognized for exemplary programs, services and facilities that engage students in the campus and surrounding communities and contribute to student success for active participation in a diverse global society.

Student Affairs operates within the context of the key challenges confronting the campus at large. We are particularly concerned with maintaining support for the diverse student population that chooses UIC, both in terms of retaining that diversity and in terms of the special forms that support must take. Student Affairs operates under the constraint of numerous local, state and federal mandates. The financial difficulties of the institution in recent years have had a large impact on Student Affairs resulting in the loss of several positions and programs. Our success will be determined by the extent to which we are able to become creative in addressing these challenges. With this context as background, we have adopted three goals.

1. Provide programs and services and operate facilities (partnering with other campus units as appropriate) that enhance student learning and result in student success for our diverse and demographically changing student body. (Aligned with Campus goal 1.)
2. Provide programs, services and facilities (partnering as appropriate with other campus units) that distinguish Student Affairs and UIC as a productive, enjoyable and welcoming environment. (Aligned with Campus goals 5 and 7.)
3. Develop additional sources of funding and manage all resources well. (Aligned with Campus goal 6.)

Despite reduced financial resources over the past five years, Student Affairs has contributed to the overall improvements that UIC has experienced in student retention, graduation, and success. This planning process and execution of the plan allow us to refocus efforts that may have become under-resourced during year-by-year budget reductions and to assure that Student Affairs actions are properly engaged with those of the rest of the campus. Our environmental scan and SWOT analysis (strengths, weaknesses, opportunities, and threats) indicate that the impact of our programs and services will increase if we are able to adequately engage with a greater proportion of the student population. The action plans we have adopted are structured to improve participation rates and target key segments of the student population for success that is documented through evaluation and assessment in order to attract additional funding.

Implementation of the Student Affairs Strategic Plan will require the participation of all staff members employed in our departments. Some aspects of the plan will require our creativity and willingness to adopt new approaches to our work. In addition, the plan invites collaboration with the faculty and provides many new opportunities for students to become full participants in the life of the campus community. While the plan includes ambitious goals that will require new resources, we believe that the success of our students will ultimately lead to increased access to financial resources of stakeholders for the support of future students.

## Office of External Education

UIC will undertake a major development and expansion of its continuing education programs, complementing the plans of the UI Global Campus. UIC will focus on the needs of key clientele in the Chicago metropolitan area, the state of Illinois, and globally with innovative programs emphasizing its academic strengths and distinctive character. Program development, marketing and support services for UIC's new and expanded programs will be provided through a new School of Continuing Studies, with participation by UIC's faculty and colleges.

The mission of continuing education at UIC --and of the Offices of External Education and Continuing Education-- is to provide educational opportunities outside of traditional daytime on-campus degree programs.

"Continuing education" in this plan refers to modes of delivery, including everything other than traditional 9 to 5, Monday through Friday delivery to students who have enrolled as individuals (rather than as members of a group). Hence "continuing education" comprises evening, weekend, online, cohort, and contract programming, both non-credit and credit (including non-degree and degree-seeking). These forms of "continuing education" go under various names at many universities, including online education, external education, educational outreach, and educational extension.

The UIC Offices of External Education and Continuing Education have engaged in a comprehensive strategic planning process, in coordination with the UIC 2010 Strategic Thinking project and with the strategic planning processes for UIC and the University of Illinois system as a whole.

Consequently, planning has been planned in the following phases:

- September, 2005                      Organization and Groundwork
- October-December, 2005            Phase I Inventory of Programs
- December, 2005                      Assembly of initial draft
- January, 2006                         Review and Submission of First Draft
- February – May, 2006                Revisions & Subsequent Draft
- Participate in Global Campus strategic planning
- June-July, 2006                        Begin strategic planning for next-phase initiatives
- September, 2006                      Announce next-phase planning to campus

UIC will become a powerhouse in continuing education, online education, and other forms of non-traditional and life-long learning. UIC will establish high-quality, high-demand programs in relation to its academic strengths, market demands, and the natural advantages of its urban setting.

The key strategic issues facing continuing education are the following:

- Need for market differentiation in a crowded marketplace
- Challenge of for-profits with strong product predictability and customer services
- Advantages of location and identity within Chicago metropolitan markets
- Advantage of comprehensive disciplinary base in traditional programs and highly innovative research faculty
- Availability of instructors committed to and prepared for teaching in a continuing education environment
- Availability of investment capital for program development and market research
- "Drag coefficient" of bureaucratic processes that inhibit innovation

UIC has identified five initial areas for planning and development:

- Comprehensive health professions education, with strong emphasis on blended learning for place- and time-bound health professionals; this initiative will take advantage of UIC's system of regional medical campuses across Northern Illinois;
- Executive education for working professionals (including cohort/contract groups), especially through the proposed Institute for Urban Leadership; UIC's executive education initiative will have a significant international component on the "China MBA" model;
- Expanded summer school enrollments of non-matriculating students, with modular summer scheduling;
- Undergraduate degree completion with evening/weekend plus blended mode, with curricula specifically designed for returning students; modular courses, and signature entry seminars;
- Continuing education for people who live and work within walking distance of the UIC campus, in evenings & weekends and in blended mode; signature offerings under consideration include a Masters on Liberal Studies, developed jointly with Chicago-area cultural institutions.

UIC anticipates strong and sustained growth in its continuing education programming. Programming should be self-sustaining after initial development phase and generate revenue for future growth and other academic purposes. Innovation in programs, pedagogy, and student services should provide a benefit to traditional academic programs.

External Education and Continuing Education at UIC will "reinvent" themselves at the core of a proposed School of Continuing Studies. This goal can only be achieved in cooperation with UIC's academic colleges. Future planning and implementation will be done through continuous involvement of faculty and campus leaders, and depends on their effort, commitment, and insights.

## Office of Development

The Office of Development will be a consistent and valued source of significant resources for the campus, and will be recognized as the best team for development professionals seeking a premier professional experience. We will embody our team intentions: Big, Bold, Fast, Innovative, Empowered and Collaborative.

The Office of Development shares in the campus mission of providing the broadest access to the highest levels of intellectual excellence. The Office of Development's mission is to secure private gifts for UIC by strategically cultivating meaningful relationships with and soliciting donations from targeted individuals and organizations. We support university leaders, faculty, and students by matching donor interests with campus mission and priorities and collaborating to identify new partnerships. The Office of Development carefully stewards all resources entrusted to the University by donors.

This strategic plan attends to the development needs and objectives of the UIC campus. This plan was created by the Office of Development, which serves all the campus units except the College of Medicine and the University of Illinois Medical Center. The plans of the separate development office for those two units are incorporated into those units' plans. However, implicit in all our work is the collegial partnership we share with the Office of Medical Advancement.

The Office of Development will facilitate the acquisition of ever-increasing resources for the University and will be the catalyst that sparks ideas into reality. We will continually expand the number of relationships we maintain with philanthropists and encourage these individuals and organizations to commit to greater levels of giving to UIC. UIC will be a priority destination for alumni, non alumni, corporation and foundation philanthropists. We will create and nurture a culture of philanthropy at UIC.

In order to achieve this vision, the Office of Development must overcome both internal and external factors and threats, including the fierce competition for philanthropic support in Chicago and our underdeveloped constituency. However, we have a lot to offer our donors – they have the ability to make a great impact at UIC.

Subsequently, the following nine goals have been identified from our strategic planning process to enable us to fulfill our mission and realize our vision:

1. Develop and implement fundraising and communication strategies for the campus, emphasizing college and unit programmatic priorities.
2. Partner with leadership to identify and secure principal (\$5 million +) and transformational (\$20 million +) gifts that match donor interest with campus priorities.
3. Strengthen and expand campus major and planned giving programs to achieve consistent and sustainable growth in major and deferred gifts (\$25,000+) from individuals.
4. Develop and implement a comprehensive annual fund program that will increase both gift revenues and participation from alumni and friends.
5. Develop and implement a comprehensive corporate and foundation relations program that maximizes the philanthropic potential from this community that is available to us as Chicago's major public university.
6. Create a campus-wide stewardship program that provides consistent and appropriate recognition and stewardship to donors across all donation levels and designations.
7. Implement a development program that will empower campus leadership, deans, faculty and staff to play a productive role in fundraising.
8. Leverage the current campaign to transform UIC, and to ensure that the fundraising performance achieved during the campaign can be sustained well beyond the campaign.
9. Institute a performance management and professional development system that will deliver an improved program for recruitment, training and retention for development staff - thereby enhancing individual and organizational productivity in building relationships and securing financial support

from alumni and friends.

Specific actions that need to be taken in order to achieve these goals have been identified.

Although the needed resources and the strategy to procure those resources are still being determined, a series of metric tools have been developed in order to monitor and evaluate the implementation of the plan. These tools will provide for appropriate accountability and allow for adjustments in the plan when necessary.

We strongly believe that the UIC Office of Development will become the premier development program within urban public higher education. Our loyal alumni, friends and donors will help get us there.

## University of Illinois Medical Center

The strategic intent of the Medical Center's strategic plan is to guide our commitment to the people of Illinois. As the Medical Center successfully achieves the strategic goals outlined for the future and fulfills its mission, the Medical Center will achieve its standing as a nationally acclaimed leader in the delivery of quality health care and in the advancement of the art and science of medicine.

The Mission of the University of Illinois Medical Center is to support essential teaching and research functions of the academic units of the University's Health Sciences Center. We must provide the best of care in accordance to the highest standards of hospital accreditation having at all time the well-being of the patient as the highest concern.

The University of Illinois Medical Center at Chicago's (Medical Center) strategic plan is a component of the University of Illinois at Chicago (UIC) Strategic Plan. The development of this plan represents the aspiration to formulate a functional document that would aid in the successful achievement of the Medical Center's mission and goals. The Medical Center's plan has been created in a collaborative forum by members of Medical Center Leadership. The plan is based on, and responsive to, core values that serve as the foundation for the Medical Center. The phrase "Inspiring Commitment" expresses the desire of the Medical Center to remain true to the mission and vision of the organization.

The Vision of the Medical Center is that we will be true to our commitment to the people of Illinois to provide compassionate, high quality health care and be an acclaimed leader in advancing the art and science of medicine.

The current health care environment is fraught with regulatory, economic and fiscal challenges. A competitive Chicago market that is saturated with health care providers, the rising number of uninsured, the rapid cost increases in the healthcare arena, and the State of Illinois' fiscal constraints are simply a few of the environmental challenges that continue to aggravate an already demanding industry.

This intent is expressed in the following Medical Center goals:

1. The University of Illinois Medical Center at Chicago will be a recognized employer of choice.
2. The University of Illinois Medical Center at Chicago will be a recognized healthcare provider of choice for the communities served.
3. The University of Illinois Medical Center at Chicago will achieve and sustain financial growth and operational efficiencies necessary to fulfill its mission.
4. The University of Illinois Medical Center at Chicago will be recognized for excellence in organizational compliance at all levels.
5. The University of Illinois Medical Center at Chicago will achieve national recognition as an academic medical center.

We have chosen to articulate actions necessary to move towards the accomplishment of our goals by subscribing to UIC's system of segregating actions into three categories determined by priority and feasibility. Action plan leads have developed charter documents that contained the timelines, milestones, and measures for implementation for each of the adopted actions. As the implementation of these action plans begins, the leads will convene on a monthly basis to present current status and progress. During these advisory committee meetings, the leads will discuss achievement of milestones and discuss any current barriers encountered.

The goals and actions listed in this plan are in no way meant to represent an inclusive catalog of projects. This document is intended to serve as a functional guide that aids in the operational development and prioritization of projects and resources. The resources required to achieve the strategic goals will include a blend of people, money, facilities and technology.

The resources' requirements have been incorporated into the Medical Center capital and operating budget processes in order to better align and allocate the resources necessary to satisfy the Medical Center goals. Ultimately, many of the resource solutions for the Medical Center are interdependent with those of the

central administration, the UI Foundation, the three campuses and their respective academic and non-academic units.

A successful strategic plan is one that is executed effectively and achieves the desired results set forth in the plan. The Medical Center will be stringent in monitoring implementation efforts related to the strategic thrusts and action plans specified in this strategic plan. This will require diligent reporting of results, and taking corrective actions as necessary to ensure success. Monitoring, evaluation, and feedback will be regular and ongoing in concert with the University's overall plan implementation.

The Medical Center's characteristics and location open up a range of opportunities for the generation of support. As the Medical Center looks to the future, the realization of our aspirations and goals will require keen management of Medical Center strengths and resources and a more strategically focused clinical enterprise. The acquisition of a greater market share and larger population base will require a convergence of collaborative efforts among the Medical Center, the Health Science Colleges, and UIC. The fulfillment of our goals will necessitate a restoration and augmentation of funding levels through the identification of new revenue sources and the generous support of state and private philanthropic sources. It will require a demonstrated commitment to the development of a culture of courtesy and customer service, and a modern clinical environment. We believe the University of Illinois Medical Center at Chicago has a glowing future ahead as the provider of choice in the City of Chicago and we ask that you join us in our commitment to the community.

## College of Applied Health Sciences

Called “Building Capacity in Allied Health,” AHS framed its strategic plan around two major healthcare issues facing Illinois—the shortage of healthcare professionals and the growing disparities in health outcomes for poor, minority, disabled, and other underserved people. Because of the enormity of these challenges, AHS will persist in building our web of influence by forging new alliances and collaborations with targeted local, national, and global organizations on projects and programs vital to the health of Illinois.

The College of Applied Health Sciences is a socially conscious, research-intensive academic community whose mission is to build capacity in the allied health sciences. We accomplish our mission by:

- **Training professionals and scholars** who excel in a complex, multicultural world;
- **Discovering and translating new knowledge** that transforms individuals, families, and communities;
- **Fostering UIC’s Great Cities Commitment** by working with our urban community partners in mutually beneficial ways; and
- **Providing clinical services and care** to the underserved.

Among its peers nationally AHS aspires to be the foremost producer of highly qualified professionals, scholars, and healthcare leaders who excel in complex interdisciplinary, multicultural environments and in the production of new knowledge important to society’s health. To accomplish this vision, we developed the following five goals.

### **Strategic goal 1: produce allied health professionals and new faculty-scholars.**

In allied health, the national shortage of healthcare workers is expected to reach 1.6 million by the year 2020. Additionally, the rising faculty vacancy rate of 10-15% across health center colleges compounds the already constrained production of healthcare professionals from allied health colleges. Because of the enormity of these challenges, AHS will focus most of its effort in the early years on this goal by forming partnerships, expanding our methods for curricular delivery, and implementing newly created programs for generating new faculty-scholars.

**Strategic goal 2: improve the diversity and the cultural competency of our student body and the diversity of our faculty.** Societal health disparities complicate the workforce shortages. Among many reasons for these disparities, two stand out from an academic college perspective, the relative absence of minorities in the healthcare workforce and the inadequate understanding of cultural and ethnic differences in the workforce. AHS has a longstanding commitment to increasing the diversity of its student body and to infusing cultural competency in its programs. We also strive to enhance the diversity of our faculty when possible. This goal will continue this tradition of inclusion.

**Strategic goal 3: generate and translate new knowledge to the community.** Nationally recognized, our applied and basic research addresses many of the health problems facing Illinois and our nation. By translating new knowledge from basic research into new practices, interventions, and social policies, AHS has a unique advantage in presenting individuals, families and communities with various ways of approaching their healthcare and wellness needs. This goal was designed to reach the next level of engaged research.

**Strategic goal 4: assure the success of our students, faculty, and staff and provide a physical environment conducive to learning and working.** Without the success of our students, faculty, and staff, AHS could not reach the above goals. Our students, faculty, and staff must work and learn in a physical environment that is safe, healthy, and conducive to productivity. We will build on our past and current initiatives by developing academic and career enhancement opportunities and working with the campus to improve our physical environment.

**Strategic goal 5: generating needed revenue through internal reallocation and diversification of our revenue streams.** Lastly, all four goals require new resources either released from improved efficiencies or generated by enhanced or new entrepreneurial activities. Our ongoing resource management planning

will identify areas where improved efficiencies are possible. However, internal reallocation from improved efficiencies is not sufficient—diversifying our revenue streams is essential.

Strategic goal 5 was specifically designed to obtain the new resources needed to achieve goals 1-4 of the strategic plan. AHS will generate new revenue by expanding our distance, continuing, and executive education offerings; creating practice plans; building a first-rate development operation; and through internal reallocation. Additional new revenues may become available with the passage of the Illinois Bill of Health into law.

The specific goals and actions of the strategic plan were developed from conversations emanating from a college-wide retreat and departmental meetings. The draft plan was reviewed first at the departmental level and then by the entire college. The final plan was approved by the college faculty and staff at its May 2006 meeting.

## College of Architecture and the Arts

The College of Architecture and the Arts – incorporating architecture, art, design, music, theatre, and art history – is unique on campus and in the city. The college's ability to build broad connections across the arts, professional practice, education, and research dismantles boundaries between the university and the city and enables the college to represent UIC with distinction. Fundamental to urban identity, practices in the arts and architecture carry the necessity of public presentation and productive collaboration. The College of Architecture and the Arts is committed to generating the future artists, architects and scholars who will shape the cultural and built environments of local and global communities.

The College of Architecture and the Arts' response to President B. Joseph White's initiative contributes to the University of Illinois and UIC missions of service to society by creating knowledge, fostering scholarship, urban engagement, and education for a diverse student body.

As a college of visual and performing artists, designers, architects, historians and museum professionals, we investigate, make, interpret and present the arts across established and expanding disciplines.

As educators, we create intellectual and sensory opportunities for shared invention, prepare students for ambitious, critical engagement with practice and advance ethical leadership.

As students, scholars and researchers in the city, we are committed to generating new knowledge and creating productive exchanges with diverse audiences and constituents, both active and potential.

As collaborators, we partner with public and private organizations to promote social responsibility, academic and civic engagement and enrich our communities with new ideas, new environments and new possibilities.

The College of Architecture and the Arts will become, and be recognized as, the nation's premiere college for education in the arts and architecture.

Expressed in the phrase "access to excellence" the College of Architecture and the Arts is dedicated to engagement in the public sphere through individual and collaborative research and creativity.

The College of Architecture and the Arts began its second strategic planning process in April of 2004. Coinciding with development of President B. Joseph White's planning initiative and the campus 2010 Strategic Thinking report, the College's process has adapted to meet university and campus recommendations, and support the goals and principles contained in the UIC Strategic Plan. The College's Strategic Planning Committee comprised of faculty, students, staff and friends formed a flexible and responsive process that incorporated multiple means and occasions for broad input from college constituents and stakeholders. The open process produced substantial buy-in through the many creative dialogues and ideas that are fundamental to the College of Architecture and the Arts.

This plan describes the College's aspirations and identifies a number of strategic steps that will bring the College closer to its envisioned future. Fulfilling the College's mission means remaining dynamic and responsive. Requiring flexibility, this document was created for environments in flux, positioning the College to take advantage of emerging opportunities in Chicago, our classrooms and studios, or on the world wide web.

The College is committed to implementing the strategic plan. To accomplish this, the plan will be revised annually in order to make necessary amendments, incorporate new ideas, and recognize achievements that have been made. As much as possible the strategic actions identified in the plan will be incorporated into existing routines, processes and committees. The College Executive Committee will become the clearinghouse for these activities.

Five general goal areas were designated by the strategic planning committee in order to delineate more specific goals, objectives and strategies. These areas are:

### ***to develop intellectual communities: people***

Providing outstanding learning opportunities to a diverse student body, the College prepares students for leadership in architecture and the arts. Our faculty and alumni who achieve national and international

reputations are recognized for their research, scholarly and creative work. Our faculty, students, alumni and staff form a partnership that is the College of Architecture and the Arts.

***to advance knowledge: education***

Across the fields of architecture, art, design, music, theatre, and art history, the College promotes and sustains high levels of intellectual and artistic activity, research, critical practice and community engagement. As a College we are unique in combining these fields in a public university located in a city defined by its built environment and cultural richness. Through professional, scholarly and research experience, internships, and site visits, our curriculum builds bridges into the varied workplaces and intellectual lifelines of Chicago.

***to create and critique for changing worlds: research and critical practice***

The College bases artistic and architectural production on research. Research can be theoretical, analytical, technological, creative, historical, and pragmatic. It shapes future practices, educating students and enabling educators to invent, adapt, analyze and apply new knowledge in answer to the needs and potentials of their disciplines and professions.

***to inform and invent for expanding audiences: external engagement***

The College of Architecture and the Arts is and should be a destination not only for students seeking training and mastery of the arts and architecture, and of their histories and philosophies, but also for citizens and patrons more generally. The College seeks to make itself a dynamic center, where ideas and products are conceived, honed, created and discussed, and where each stage of the process of creative production is transparent to the broader world.

UIC's campus increasingly represents, presents and performs architecture and arts, made and in the making. The College seeks to establish UIC as an essential cultural destination in the city, region and globe. To do so we invent and harness the new technologies of presentation. It requires the development of partnerships both educational and cultural with the professions and the larger communities we serve.

***to invigorate our environment: college community, internal communication and coordination***

Central to the College's effectiveness will be the strategic development and maintenance of our physical, technological and administrative infrastructures. Our creative and intellectual mission will be achieved by deploying the necessary resources to maintain and improve the infrastructure. Our responsiveness requires clear, efficient, and inclusive channels of communication among the various constituencies that make up the College. Clear mechanisms for implementation and evaluation will assure that the implementation of the goals and objectives outlined below meet the challenges of the day.

Poised to elevate and strengthen campus connections with the city, the College's new programs and centers will serve as sites for professional and academic interaction. New structures of architectural significance will house instruction with public presentations, to education audiences, and offer students and faculty new sites for public exchange. "Stretch Ideas" are included as potential substantial undertakings, and as envisioned they would significantly enrich the university and contribute to the visibility of the College and UIC.

**New Programs**

Professional practice (internship) programs  
Emerging Market Programs: Architecture and Design  
Center for Jazz Education

**New Structures**

Center for Arts and Education  
Signature Building  
Expansion of the Jane Addams Hull-House Museum

Realization of the College's aspirations will require the procurement of resources beyond existing levels. The identification and generation of new revenue streams from new continuing education and professional practice programs, and a vigorous pursuit of external funding (gifts, grants and contracts) and partnerships will position the College to move beyond its traditional reliance on state funds. The physical plant and financial resources of the College represent enduring challenges.

The prime location of the campus uniquely positions the College and UIC to continue Chicago's architectural legacy and contribute to the city a new signature building, housing public performances and exhibitions and adding a major cultural destination to the UIC campus.

## College of Business Administration

The CBA creates new knowledge, new business, new value, and new leaders for Chicago and the world beyond.

The College of Business Administration will achieve its vision by conducting theory-driven research of the highest quality; by developing innovative educational programs that apply the frontiers of academic research to critical business problems; by fostering entrepreneurship in its students; and by engaging Chicago's business community in its teaching and research. The College of Business Administration also recognizes the significance of its urban location and will foster partnerships with the business community to develop the leadership potential of its students and to enhance the economic and social environments of Chicago and other "great cities."

The CBA will leverage its urban location and faculty capabilities to create distinctive academic programs that link the research strengths of the college with preeminent institutions in Chicago, such as the financial exchanges, as well as preeminent global companies doing business in Chicago. The CBA will partner with UIC's Office of Technology Management and other organizations in Chicago, such as the Chicagoland Chamber of Commerce, to create programs aimed at promoting economic development and fostering entrepreneurship.

To achieve its mission, the CBA engaged in an iterative process to develop a strategic plan, beginning with input from faculty task forces and meetings with constituents. Participants included faculty and staff of the CBA, Deans from UIUC and Baruch Colleges of Business, the CBA Business Advisory Council, representatives of other UIC colleges, and students. The iterative process was spread over several months, to allow time for feedback and discussion.

The Chicago metropolitan area has many business schools that compete with UIC for students, faculty, staff and funding. Most of these are private and many have well established shares of the lucrative MBA market, allowing them to perpetuate their advantage through large marketing budgets, state-of-the-art facilities, and large numbers of faculty and staff. This established dominance of competitors and the maturity (low growth) of the MBA market make it impossible for the CBA to grow and prosper unless it develops unique programs that provide a desirable niche for the CBA. The faculty and staff of the CBA have addressed this problem and determined that existing strengths of the college and UIC can be leveraged to create a focus that will allow the CBA to compete with the many business programs in the metro area, through unique programs and people. The focus is on innovation – including entrepreneurship, new product development and process technology and on the four Chicago Exchanges which are innovative financial institutions unique to Chicago.

The plan is summarized in the following eight goals that, as they are addressed, will enable the CBA to fulfill its mission and realize its vision:

1. To offer competitive business programs to a diverse undergraduate student body.
2. To become known for research at the interface between theory and business practice.
3. To secure resources, beyond those of the state budget, to promote the CBA's goals.
4. To enhance the stature and increase the size of professional master's programs.
5. To enhance the prominence of the entire faculty and to increase recruitment and retention of faculty, including underrepresented minorities.
6. To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities initiatives.
7. To enhance the CBA's reputation for research and teaching of innovation, including entrepreneurship, new product development, process technology development and financial services with emphasis on the Chicago Financial Exchanges.
8. To enhance the work environment of the CBA.

The CBA will be entrepreneurial. We will work to secure resources, beyond those of the state budget, to promote our goals. We will develop an infrastructure to encourage and reward faculty who obtain external funding for their research. We will expand the size and enhance the quality of all CBA professional masters' programs, including the MBA. We will develop additional specialized master's programs that charge tuition differential as appropriate. We will develop courses, workshops, and seminars to be offered through External Education. The college will partner with other UIC colleges, such as Applied Health Sciences, to develop certificate programs to be offered through UIC External Education. We will develop a program to offer business solutions - for a fee - to local businesses through interdisciplinary project courses in the master's programs. We will nurture relationships with potential donors, including alumni and local businesses.

Implementation of our plan will result in the development of a strong reputation for teaching, research and application in the area of innovation. This will allow the CBA to be a major contributor in the continuing enhancement of UIC, reflecting the special nature of the campus and its environs. In developing its reputation, the CBA will leverage the unique strengths of the university, especially those associated with health care and technology; will take advantage of the Chicago location; and will continue its strong commitment to the Great Cities initiative.

The CBA enjoys a diverse faculty, staff and student body and will continue to emphasize the recruitment and development of leaders from diverse backgrounds. These individuals will contribute to the economic vitality of Chicago and other great cities through the commercialization of UIC-created innovations; the creation of new businesses; the dissemination of new business knowledge; the use of new business processes and leadership of organizations.

The CBA will work closely with local companies to develop curriculum that prepares students for careers that require a facility to work across disciplines. Ideally, these companies will provide financial support for students and faculty. We will also build relationships with local foundations and individuals to explore opportunities for financial support, especially to create a physical space that would allow the college to develop a sense of community. In addition to raising funds through development, the college is committed to generating new resources through building high quality professional programs as well as innovative professional development opportunities for the Chicago area business community.

## College of Dentistry

Since June 2001, UIC COD has pursued a path to achieve “top five” status among U.S. dental schools by the year 2010. The College’s VISION 2010 Statement articulated this aspiration:

“By 2010, UIC COD will be recognized as a world leader in:

- Patient-centered, evidence-based, clinical care founded on the preventive and public health sciences,
- Integrated educational programs based upon advanced technology, and
- Centers of research excellence that are interdisciplinary and focused on innovative research areas.”

The mission of the University of Illinois at Chicago College of Dentistry is to promote optimum oral and general health to the people of the State of Illinois and worldwide through excellence in education, patient care, research, and service. The College identifies the following Institutional Goals to meet this mission:

1. To prepare highly qualified healthcare professionals, educators, and scientists in the basic and oral health sciences;
2. To provide patient-centered care services that are comprehensive and compassionate for a diverse population;
3. To provide student-oriented educational programs that prepare individuals for the thoughtful, ethical practice of dentistry and life-long learning;
4. To foster collaborative research and develop specialized centers for innovative research in areas of health and disease;
5. To address community and regional health care needs through outreach initiatives, educational programs, and consultative and referral services;
6. To maintain a leadership role in forming health care policy at the university, state, and national levels;
7. To be a worldwide resource for continued professional development;
8. To provide an environment for individual growth founded on mutual respect and professionalism; and
9. To value and seek diversity in students, staff, faculty, and patients.

In response to President Joseph White’s call for strategic planning, the College Strategic Planning Committee (“SPC”) was charged with reviewing and enhancing the Vision, Mission, and Goals of the College in the context of the current environment. The SPC carried out a rigorous environmental scan, authored a “Beliefs and Behaviors” statement to enhance the VISION 2010 and MISSION statements, identified key strategic issues, and detailed an action plan to advance the College’s nine goals.

The VISION 2010 statement has now been amplified by a new Statement of Strategic Intent:

As one of two dental colleges in the State of Illinois, the UIC College of Dentistry has the distinct advantage of location in the city of Chicago, which makes the College easily accessible to its diverse population. The College’s faculty and staff are dedicated to educating future clinicians, researchers, and educators.

The College of Dentistry has and will continue to change the practice of dentistry by focusing on health promotion/disease prevention. Our graduates are expected to propose and lead the implementation of solutions to disparities in the access to oral health care in the State of Illinois and across the nation.

1. Student tuition/fees now amount to nearly \$35,000 per year, ranking in the top five among 37 public dental schools. High tuition may eventually reduce student diversity and will compromise our graduates’ capability to care for disadvantaged patients because of high educational debt.

2. The College facilities and equipment are outdated, compromising student learning and the research enterprise.
3. The College's Faculty Dental Plan (DSP) does not function as an effective health care resource for UIC employees.
4. UIC COD functions as the largest dental Medicaid patient care provider in Illinois and Chicago's largest oral health care safety net clinic. The low socioeconomic profile of our patients means that they cannot afford to pay for the broad range of complex treatment procedures which our dental students and dental specialty residents need to experience to achieve professional competency.

UIC COD pursue the following strategic actions and stretch goals:

1. To address high tuition/costs of student dental education and provide complex treatment experiences for our students, the College will explore private practice-based dental education models for fourth year dental students.
2. To enhance clinic revenues, reduce clinical operational costs, and better serve our patients, the College will:
  - a) Seek Federally Qualified Health Center (FQHC) satellite status by partnering with local FQHC clinical facilities.
  - b) Develop evening and/or Saturday hours for the College, starting with the Department of Orthodontics and expanding as appropriate.
  - c) Seek sustainable non-state funding source(s) to support an Urgent/Emergency Care Clinic, staffed by salaried faculty dentists.
  - d) Increase the Faculty Dental Practice's capacity to provide care to University employees and then market this resource to the University community.
  - e) Partner with dental suppliers and manufacturers to substitute donated supplies/equipment for current annual purchases.
3. Pursue a \$25 million capital campaign, with \$20 million of this target to be invested in the renewal of the College's physical facilities and re-equipping of its clinics and research laboratories.
4. Continue to grow external research funding, investing the College's share of the indirect cost recovery funds in physical facilities renewal and research infrastructure.
5. Continue to grow community-based education for dental students to facilitate their development of the competency to address oral health access disparities after graduation, and provide students with more clinical experiences than can be provided in College clinics.

Through these (and other) strategic actions, UIC COD is confident that we will reach our Vision of preeminent status among U.S. dental education institutions by the year 2010.

The UIC COD is a valuable resource to the citizens of Illinois in spite of the state's historically low-level of fiscal support for the College (36<sup>th</sup> out of 37 public U.S. dental schools). UIC COD has offset this low support with one of the highest student tuitions among public dental schools, nearly optimal clinical revenues, indirect cost recovery from research grants and contracts, private philanthropy, and efficiency in the use of its scarce resources. We will continue to pursue these directions while advocating with our constituencies for the Illinois Bill of Health. With even modest increases in resources, we strongly believe that UIC COD will achieve and sustain preeminent excellence in service to the University and State.

## College of Education

We are a community of scholars committed to educational equity as it contributes to social, political and economic parity. We develop new knowledge about education that improves teaching, learning, and assessment; informs policy and practice; and is valued by the communities we serve. We direct our teaching, research, and public service to all learners, but particularly those in urban environments.

We aspire to be the recognized leader among urban research colleges of education, known for fostering educational equity and excellence through our programs and our scholarship.

### Our Strategic Goals:

- Prepare educators who can work effectively in Chicago neighborhood schools and other urban educational and community agencies where they are needed most.
- Contribute high-quality research and scholarship to inform policies and practices that are valued by the communities we serve and that increase learning opportunities for all.
- Develop a departmental structure that enables the College of Education (COE) to meet its mission and mandates, and COE faculty, students, and staff to thrive.
- Offer standard and continuing education programs that are responsive to the demand for professional education endorsements and other personal and professional development.
- Develop a focused COE message that reaches diverse market segments, presents distinctive graphics, and uses multiple media to proactively convey our message in timely ways.
- Cultivate major individual and corporate/foundation donors, and plan and implement the College's participation in UIC's campaign.
- Pursue the improvement of current space, and acquisition of new space, to support the COE mission.
- Continue to upgrade the technology infrastructure to support the COE teaching, research and service mission.

### Our Proposed Stretch Actions:

- K-12 Education: While the College is not the central focus of the campus stretch action to create a UIC-managed Math and Science High School, should the campus garner the resources to move forward, the College plans to support the initiative.
- African-American Men: Consistent with the UIC campus stretch action to develop and implement "a program for the recruitment, retention and graduation of African-American men modeled on the best research into the factors that lead to success," the College of Education proposes to prepare a cohort of African American men for the teaching profession. The ultimate goal would be to prepare and support this cohort of teachers for long-term retention in Chicago Public Schools where the student enrollment is predominantly African-American.

The UIC campus began a "Strategic Thinking" process in the fall term of 2003 under the leadership of the Provost. During that academic year, the College of Education engaged in an internal and external scanning exercise by inviting speakers to faculty and staff meetings to discuss various issues of strategic importance to the College. These discussions influenced our thoughts about the organizational structure, programs, and resources required to meet future challenges and opportunities. In the spring of 2005, President White arrived and announced that the University of Illinois would engage in a Strategic Planning process. The current report format conforms to the plan guidelines outlined by President White.

With data and information gleaned from the various planning processes listed above, and an analysis of internal strengths and weaknesses, and external opportunities and threats, the COE Executive Committee engaged in two planning retreats, during which the College mission, strategic directions, and spanning strategies were drafted. This report is largely a product of the Committee's deliberations. During the fall 2005 term, COE faculty, staff, and students responded to the report on November 11, 2005. The College of Education faculty voted on and approved the draft report on January 13, 2006.

The goals and actions set forth in the College of Education Strategic Planning document are consistent with the College mission, and the mission and vision of UIC. They are intended to serve as a guide for the realization of our vision for the College of Education. While we have identified numerous specific strategic actions for reaching our goals, we anticipate that we will need to evaluate our progress periodically and make mid-course adjustments. These adjustments may be related, in part, to the availability of resources.

Our resource procurement strategy includes plans for internal reallocation from lower to higher priority goals, new requests for support from the Underrepresented Faculty Recruitment Program (UFRP), and additional support from the campus. The realization of our aspirations and goals will also require the identification of new revenue sources.

To prepare educators who can work effectively in Chicago neighborhood schools and other urban educational and community agencies where they are needed most, we must understand how best to support children in urban schools, as well as their teachers and school leaders, from principals to system-level leadership. We must also remain informed of disciplinary and geographic teacher shortage areas, particularly in the Chicago Public Schools. Further, we must continually consider what research might best inform the complex education predicaments of our times, and be of greatest value to the policies and practices that affect our constituent communities. Our commitment to educational equity requires that we articulate a focused research agenda. The COE Strategic Plan provides a detailed discussion of the programmatic and research issues that arose from our environmental/competitive analysis. We also outline many strengths that the College will bring to bear as we work to realize our strategic goals and vision. While we treasure these assets, future opportunity lies in the continued development of an infrastructure capable of supporting and promoting our work on urban education and educational disparities.

While the College of Education strategic planning process enlisted the involvement of many stakeholders, from COE students, to guest speakers who generously shared their areas of expertise, we realize that our completed strategic plan will now be reviewed by many friends, colleagues, and partners; both old and new. We welcome your comments, your support, and your direct involvement as we work to realize our strategic vision.

## College of Engineering

*The College of Engineering at the University of Illinois at Chicago is a strong engineering school and is poised to be one of the premier schools of engineering in Chicago, in the State of Illinois, and in the country. Our intent is to develop a strategy to become more agile and responsive to the nation's needs and provide a truly remarkable student experience so that we can enhance our position of strength and reputation in the nation.*

The mission of the UIC College of Engineering is to address the needs of the State and nation through excellence in education, research, and service; to educate students for careers of leadership and innovation in engineering and related fields; to expand the base of engineering knowledge through original research, developing technology to serve the needs of society; and to benefit the public through service to industry, government and the engineering profession.

The College of Engineering had started its Strategic Planning process in August 2004 before President Joe White's engagement of the entire university in a Strategic Planning process. The Dean of Engineering appointed a Strategic Planning Committee consisting of the six Department Heads, the Associate and Assistant Deans, and the Executive Committee of the College of Engineering. This committee met twice a month during August, September, October, November and December 2004 to develop an original version of the plan. The Dean solicited feedback on the strategic plan from the faculty during faculty meetings held on September 9, October 21, December 8, 2004, December 15, 2004, and January 13, 2005. The Dean also updated the Provost and various Vice Provosts on various aspects of the plan during individual meetings during October and November, 2004. The Dean presented the strategic plan to various alumni of the College on September 28, October 19, and November 17, 2004. In addition, the Dean presented the strategic plan to the staff of the College on December 16, 2004. Finally, the Dean solicited feedback from the undergraduate and graduate students of the College in 12 separate meetings by departments and by ranks (undergrads and grads) during January and February 2005. This strategic plan has therefore been vetted by all the constituents of the College of Engineering (faculty, staff, students, alumni and administrators). The College Executive Committee voted (8 Yes, 0 No) in support of the plan on Thursday Jan. 13, 2005. The College of Engineering faculty vote voted using a secret ballot (94 Yes, 3 No, and 1 Abstain) in support of the plan on Thursday Jan. 13, 2005. Subsequently, when President Joe White engaged the University of Illinois in a Strategic Planning Exercise, the College of Engineering revised the plan according to the new suggested format. The new plan was endorsed by the College Industrial Advisory Board in October 2005. The new plan was endorsed by the College Executive Committee and the College faculty in December 2005.

UIC seeks to embody the ideal of a public university: to cultivate the highest intellectual ambitions of faculty, students and staff and, at the same time, contribute to the making of a more egalitarian society. We will be a resource and destination accessible to all who share our ambitions and have the desire to excel. We seek to be a leading research university and a great urban institution, taking advantage of the opportunities and needs presented to and by the state of Illinois and the city of Chicago. The UIC College of Engineering wishes to contribute to the overall vision of UIC by helping to educate students for careers of leadership and innovation in engineering and related fields; by expanding the base of engineering knowledge through original research, by developing technology to serve the needs of society; and by benefiting the public through service to industry, government and the engineering profession.

The specific goals and strategic thrusts for each of these issues are summarized below by categories.

- Goal 1. Recruit, Retain and Promote Outstanding Faculty
- Goal 2. Increase our Research Enterprise through Interdisciplinary and Collaborative Research
- Goal 3. Improve our Undergraduate Program and Recruit and Retain Excellent Undergraduate Students
- Goal 4. Improve our Graduate Program and Recruit and Retain Excellent Graduate Students
- Goal 5. Develop Professional and International Programs
- Goal 6. Cultivate and Promote Corporate and Alumni Relations
- Goal 7. Aggressively Improve Marketing and Rankings
- Goal 8. Provide Efficient Administration and Staff

Table 1 summarizes the key elements of our strategic plan for 2010.

**Table 1. Key Elements of the Strategic Plan for 2010.**

<b>Issues</b>	<b>Year 2005</b>	<b>Year 2010</b>
Faculty size	114	130
Research Funding	\$21 million	\$40 million
Undergraduate Students Enrolled (Fall '04)	1,550	1,900
Undergraduate students graduated per year	366 B.S.	450 B.S.
Graduate Student Enrolled (Fall '04)	439 Ph.D, 422 MS, 861 total	600 Ph.D, 400 MS, 1000 total
Graduate students graduated per year	41 Ph.D., 200 M.S.	60 Ph.D., 200 M.S.
Space	267,000 sq ft	417,000 sq ft (including new building)
Staff	73	75
Teaching Assistants	92	96
Alumni and Corporate Fund Raising	\$75 million total (\$5 million cash)	\$50 million total (\$38 million cash)
State Base Budget	\$16.4 million	\$19.6 million
Indirect Cost Funds from Research	36.5% ICR (\$2 million)	50% ICR (\$5.3 million)
US News Rankings of Engineering College	59	40

The following are the key elements of the strategic plan. We wish to make a significant improvement in our graduate program and research enterprise so that our ranking of the graduate program in engineering moves up from our current ranking of 59 to a ranking of 40 among the top 300 engineering schools in the USA. In order to accomplish our objectives of improved graduate rankings, we plan to do several things. First, we plan to increase the total number of Ph.D. students relative to the M.S. students from our current equal numbers of 425 PhD and 425 MS to about 600 Ph.D and 400 MS students. We will adopt policies to improve the retention of our PhD. students in view of the observation that out of 425 PhD students, we currently graduate only 35 PhD students per year. We plan to provide financial support of our PhD. students for 5 years during their Ph.D using Teaching Assistantships, Research Assistantships, Graduate Assistantships and Fellowships. This will result in about 100 Ph.D. students graduating per year in the steady state with 600 Ph.D. students (by 2010 we will reach 60 PhD graduates). In order to support 600 Ph.D. students we will need to double our research operation from \$21 million per year to \$40 million per year.

We will increase the research enterprise through three approaches. First, we will increase our faculty from 115 faculty to about 130 faculty. Over the next 5 years, we will hire 15 new faculty and 15 replacement faculty in the College. These 30 new faculty will be expected to bring in more research funding. The increase in the faculty positions will be supported by the increased tuition revenue from an increase in our undergraduate enrollment from 1550 to 1900 students. Second, we plan to bring in large collaborative research projects in interdisciplinary research areas: Biotechnology, Nanotechnology, Information Technology and Energy/Environmental Technology. Third, we plan to bring in shorter term research and development contracts from industry through the notion of Technology Centers. The increased research operation will need a new College of Engineering building:

Our stretch goals for the College include the following:

- Hiring several senior faculty members who are members of the National Academy of Engineering
- Securing several large collaborative center grants such as NSF Engineering Research Centers. We hope to bring in \$10 million of large collaborative research grants per year by 2010.
- Establishing a strong Technology Center services operation involving strong ties to industry. We plan to bring in about \$10 million of Technology Center grants per year by 2010.

- Securing funding for a new College of Engineering building of about 150,000 sq ft. that will cost us about \$45 million.

The strategic plan is a clearly written document of where we are today, our strengths and weaknesses, specific objectives of where we want to be in 2010, and a clear roadmap of specific actions that need to be taken in order to achieve those objectives. The subsequent chapters describe various issues facing the college, namely, what we need to do in terms of faculty, research, undergraduate programs, graduate programs, professional programs, corporate and alumni relations, marketing and rankings, space and infrastructure, administration and staff, and financial planning.

UIC College of Engineering (COE)'s characteristics and location open up a range of opportunities for the generation of support. Increasingly we will turn to private philanthropy, entrepreneurial interpretation of our mission, and to the beneficiaries of our efforts in research, education and patient care for the support UIC COE needs to thrive. We believe UIC has a glowing future ahead as the public research university in the City of Chicago, with a prime location and an essential mission for the State of Illinois.



## College of Liberal Arts and Sciences

The College of Liberal Arts and Sciences seeks to achieve national and international recognition for ensuring access for all students and maintaining excellence in scholarship. We plan to emphasize the breaking down of barriers between disciplines in pedagogy and research, to sustain the diversity of our student body and increase that of our faculty, to increase dramatically our advancement efforts, and to internationalize our teaching and research, working in partnership with other UIC colleges and metro Chicago institutions.

The mission of the College of Liberal Arts and Sciences is fourfold:

To *research* the most challenging questions of our time and extend the frontier of knowledge;

To *inspire* our students to love learning for its own sake and to remain part of an extended community as alumni;

To *stimulate* curiosity and collaboration across the boundaries between the natural sciences, social sciences, arts, and humanities;

To *engage* the intellectual life of the college with the concerns of the people and institutions of our city, state, country, and world communities.

This plan is the product of a multi-faceted planning process that took place during the academic year 2005-2006. The staff in the LAS Dean's office contributed its expertise on technical matters, but the overall thrust of the plan's vision for the college resulted from a collaboration between the Dean, the Board of Visitors, the College Executive Committee, and a representative group of faculty forming the LAS Strategic Planning Committee. These groups met repeatedly over the course of the year to prepare this document, which was presented to the LAS faculty in Spring, 2006. After being revised in response to input from the faculty at large, the plan reached the final form presented here.

The College of Liberal Arts and Sciences will be a welcoming and productive community of people seeking a better understanding of the natural world and of people as individuals and social beings. We will offer excellence in graduate and undergraduate education that prepares students to become engaged citizens in a world of multiple cultures, places, and possibilities.

The critical factors determining success are the traditional measures of excellence in research and teaching. We expect to see our scholars making path-breaking contributions to knowledge across the many disciplines represented by our college, and we expect our undergraduates to find lasting value in the distinctive education that we offer them. The growing excellence and recognition of LAS scholarship and our increasing attractiveness to students are favorable trends supporting our efforts, though we continue to struggle with internal physical, operational and cultural barriers to the coordination of our activities.

The greatest challenge facing us as a college is the systematic decline in our number of tenure-track faculty, a decline that has continued since 2000. This decline threatens both the quality of the education that we offer and the strength of our research mission.

1. LAS will provide students with a liberal arts education that is of high quality and carries a distinctive UIC stamp derived from our location in a great city and the remarkable diversity of our student body.
2. LAS will continue to foster research that draws recognition and raises the bar for excellence. The breadth of the college enables us to combine strength in disciplines with cooperation across disciplinary boundaries in the Natural Sciences, Social Sciences, Humanities, and Interdisciplinary Studies.
3. LAS will sustain the diversity of students and augment the diversity of faculty and staff in building an inclusive scholarly community.
4. LAS will develop a fully integrated advancement effort at a level appropriate to its size and standing.

5. LAS will connect with the rich resources of metro Chicago to enhance learning and research and seize opportunities to return benefits to the community.
6. LAS will internationalize its teaching, research, and education.
7. LAS will be an environment where students, faculty, and staff want to study and work, a learning and research community that attracts visitors and scholars.

As in the campus plan, we have divided our goals and actions into fundamentals and stretch actions.

This document is strong in its discussion of our vision for LAS, but it does not provide complete solutions to key resource questions. Making this plan more concrete, and reconciling its aspirations with financial realities, is a continuing process. As the campus plan states, "the realization of our aspirations and goals will require both a restoration and augmentation of prior funding levels through the identification of new revenue sources."

The College of Liberal Arts and Sciences offers to citizens of the greater Chicago area the opportunity to give their children an education of timeless value that draws on both the accumulated knowledge of history and the newest insights into the world around us. The College will, as time goes on, work more closely with the people of Chicago to insure that LAS continues to be a vital resource for the city.

## College of Medicine

It is the intent of the UIC College of Medicine to be among the top three public academic medical centers in the U.S. by 2020 as judged by its clinical reputation, research acumen, and the quality and unique features of its educational programs. Building upon its outstanding research, geographic location, its partnerships, its strong public service mission, and its commitment to translating science to clinical care; the UIC College of Medicine is ideally positioned to make significant contributions to the betterment of lives through disease prevention, treatment and cure.

The mission of the UIC College of Medicine is to produce new knowledge in the medical sciences, develop best practices in health care delivery, and educate the next generation of physicians and biomedical scientists committed to serving the needs of Illinois and the nation.

For the UIC College of Medicine, this mission is guided by the following values:

- a. **Excellence everywhere** - in research, education and clinical work.
- b. **Collaboration with all** who can advance our mission at UIC and UIUC, the medical district and other institutions world wide.
- c. **Diversity- in all its forms** from students, to areas of research to collaborative partners- as a means to a higher quality of health care for all.
- d. **Innovation and Translation** of new knowledge and new approaches to disease and health care delivery.
- e. **Integrity and Commitment** to the people we work with as patients, research subjects, communities and our own students, faculty and staff.
- f. **The Promise of Hope** for our patients and supporters by striving toward cures for diseases that have plagued humankind for millennia.

This strategic plan was developed over an 18 month period through June of 2006 with multiple meetings of the college leadership, focus groups, smaller planning groups, multiple presentations to the faculty with feedback and though meetings and a retreat between the faculty and the medical center administration. In October of 2005, a two-day planning retreat was held that included all representative leadership from the College and the UIC Medical Center. In July and August of 2006, we will be site visited by three distinguished figures in the field of academic medicine. We will submit our plan for their critical review and assessment. The reviewers are Dr. Jordan Cohen, former president of the Association of American Medical Colleges, Dr. Eugene Feigelson, Dean of the College of Medicine at SUNY Downstate Medical Center, and Dr. Alfred G. Gilman, Nobel laureate and Dean of Medicine at UT-Southwestern.

The UIC College of Medicine will be among the top three public academic medical centers in the U.S. by 2020. We will be distinguished by our expertise and commitment to both rural and urban health solutions locally and worldwide. We will become a world leader in producing physicians, scientists and educators who have expert knowledge and understanding of the intricate complexity of culture, society and health needed to work successfully with individuals and communities toward disease prevention, treatment and cure.

In order to achieve this vision, however, the UIC College of Medicine will need to address a number of issues within both its external and internal environments. In the external environment, academic health centers (AHCs) face an increasing loss of clinical market share with an estimated 70% of AHC services now available at community hospitals. The UIC College of Medicine prides itself on its urban, public service mission while it struggles with its clinical payer mix that includes a high percentage of under-insured and uninsured patients. The UIC College of Medicine currently lacks particular brand identification and reputation critical to achieving its vision. Within the internal environment, efforts to develop stronger partnerships between the College and Medical Center as well as among all the health science colleges and UIUC are imperative. To garner reputation, remain competitive, and increase market share, and create a climate conducive to the translation of research to clinical care, the healthcare system must work in an integrated fashion to achieve required levels of efficiency, financial viability, and customer service.

In light of these factors and the UIC College of Medicine's intent, the following goals have emerged from the strategic planning process:

15. **Create a unique and excellent brand name identity by establishing five focus areas of clinical translational research where UIC is Best in Class in Chicago, the state or the U.S, "Focus on Five:"** The five focus areas are Cancer, Neuroscience, Women's Health, Cardiac and Pulmonary Diseases, and Transplant Medicine and Obesity. As outcomes, we will attain ranking in US News and World Report in the five focus areas; ranking in Chicago magazine and other national listings of best doctors, NIH and other external funding in our focus areas, and moving to the top tier of medical schools by NIH rankings by moving up from 48 to 40 by 2010 and to 34 by 2015. We will need to work with the healthcare system to create significant improvement in customer service.
16. **Forge robust collaborative partnerships with UI Hospital, the Health Science Colleges, UIUC, the College's regional sites, and the Illinois Medical District toward a more comprehensive group practice:** The outcome by 2010 will be that the College works more closely with UI Hospital and all Health Science Colleges. We will expand group practice revenue to \$175M, and volume at the Medical Center and three strategic satellites. We must create a Westside Medical District Consortium with Rush, Stroger Hospital, the VA, and other Community-Centered Health Programs for research and education.
17. **Diversify and expand our funding base:** We will double clinical research funding in ten years (2016). Program project grants and federally funded training grants also will increase by 50%. We will generate \$250M in philanthropic support between the College and Medical Center, increase grant funding from the private sector, and realize a tenfold increase in revenue from intellectual property and commercialization.
18. **Develop Infrastructure for Clinical Research:** We will have a federally funded cancer center and clinical translational research center and will have a fully operational clinical trials office. Additionally, the COM will be home to four new nationally prominent centers: Urban Health, Rural Medicine, Women's Health, and Patient Safety Institute.
19. **Strengthen Education Mission and Faculty Development:** We will establish educational learning communities for medical students and residents and be graduating the country's most sophisticated students in cross-cultural sensitivity, with knowledge and skills in developing health care delivery responsive to community needs and values. We will connect our college with a local Math and Science High School, increase MD grads with MA, MPH, or PhDs, and increase National Academy membership to at least 10. Finally we will develop nationally known educational-consultation company (universitydocs.com) with distant learning and telemedicine within U.S, India, China and Africa.

In addition to these five primary strategic goals, we have also formulated several "stretch goals" designed to enhance the primary goals and potentially redesign the fundamental organization of the College of Medicine. Although not commitments, given changing environments and needs, we feel these goals are worth consideration. The Stretch Goals are:

1. **A U of I Statewide Physician Group: "Illinois Care" ( I-CARE)** to create brand name recognition for our physician group, leverage network strength with insurance and managed care companies, focus on health maintenance and disease prevention, and distinguish our group by working with schools and communities.
2. **A Comprehensive Telemedicine and Distance Education Program** to leverage our relationship with rural hospitals, create delivery of health care consultation to rural communities throughout the U.S and world-wide, and develop mixed model (i.e. online and onsite) educational offerings internationally in areas of our clinical and educational strengths including both degree and certificate programs.
3. **A Strong Formal Medical School Affiliation in the Illinois Medical District** for IMD to use the combined intellectual and health care resources of the medical district to develop joint educational,

research and clinical offerings in select areas that can effectively compete with the two dominant academic medical centers in Chicago.

The UIC College of Medicine is committed to the implementation of goals set forth in its strategic plan. We view the plan as a dynamic roadmap that creates objective, measurable action steps within which strategic management decisions and resource allocations will be made. Given limited resources, any investment capital must be directed toward initiatives within the five strategic focus areas and must support translational research.

The UIC College of Medicine has tremendous opportunity to be among the nation's premier academic medical centers. Through the clear articulation of a strategic plan and vision, we hope to inspire commitment and dedication to achieving this vision through our faculty, leadership, and partnerships. We continue to work toward a strong national reputation and recognition as the State of Illinois' flagship medical school.



## College of Nursing

The overarching strategic intent for the UIC CON is to be recognized as the nation's premier entity for *advancing nursing leadership*. Weighing the college's strengths and opportunities along with issues including healthcare financing, educational competition and declining research funding, the faculty, administration and staff of the CON devised a set of five strategic directions to guide planning for the next five years. These include:

- Strength the nursing workforce through learning
  - Refers to our many teaching/learning activities for those seeking nursing degrees (BSN, MS, or PhD), certificates or other forms of lifelong learning.
- Optimize research/discovery & practice translation of nursing & healthcare knowledge
  - Refers to our discovery of new knowledge through theory-building research or evaluations for knowledge about personal health, population/public health or systems and its translation into healthcare and nursing practice.
- Create and test innovations in nursing & healthcare practice
  - Refers to our dedication to the design, testing and evolving of direct clinical care and healthcare system models that improve health care delivery and serve as frontrunner entities for integrating teaching, research and practice on an interdisciplinary level, as well as transferring our scholarship to the practice domain.
- Invest in our work environment to attract those choosing to excel
  - Refers to our focus on the physical, social and cultural environment for students, staff associates, faculty and collaborators.
- Build a stronger learning organization with a robust culture of mentoring
  - Refers to our commitment to being a learning organization focused on modeling and mentoring healthcare knowledge leaders.

The UIC College of Nursing mission is aligned with the University and UIC campus missions related to providing access to excellent education for a diverse range of students, particularly health science professions; research; and a Great Cities commitment. Our mission in the UIC College of Nursing is to educate highly competent nurse leaders for direct nursing practice as well as for administrative leadership in academic and healthcare systems. To do so, we utilize faculty-driven local and global innovations in learning, knowledge discovery and practice.

Major mandates impacting the CON include:

- Accreditation: Complex processes and content, practicum and hours mandated by accrediting bodies create a challenge to locate appropriate clinical sites as well as adjunct faculty.
- Nursing Workforce Shortage: The supply of registered nurses in the workforce is declining while the demand for nursing care is growing. Due to a number of factors including challenging working conditions, pay, and an aging nursing workforce, the number of nurses is not sufficient to meet demand.
- Nursing Educator Shortage: The nursing workforce shortage is mirrored by a faculty shortage. New data shows that qualified nursing students are not being admitted into programs due to faculty shortages. Retiring faculty along with a low enrollment into doctoral nursing studies contribute to this trend.

The five strategic directions listed above were articulated at a faculty retreat in Fall of 2005. Groups for each of the five strategic directions met to consider goals, strategies and tactics in the light of strengths and opportunities, resources and timelines. They were formed by inviting key persons onto each group and then opening the groups to whoever might want to participate. A separate group representative of our

regional programs (Urbana, Peoria, Quad Cities and Rockford) conducted group dialogue related to the plan.

Our vision is to be the preferred state-, nation-, and world-wide nursing connection/destination/partner for: 1) acquiring nursing and healthcare knowledge and credentials, 2) advancing educational, clinical nursing and healthcare knowledge, 3) creating/testing novel institutional or community engagement models in personal or public health care, and 4) transforming health care policy.

The College of Nursing is well positioned to advance its vision and mission, based on its high reputation across nursing colleges (top-ranked in Illinois, top-10 ranked in the nation). Critical factors to success for the future include the garnering of resources to attract or provide star faculty with distinguishing recognition, to create an ever increasing diversity of income streams, to partner effectively with entities having aligned missions and goals, and to create resources for refurbishing or rebuilding our physical facilities.

- Optimize Learning Excellence Laboratory for Clinical Practice Simulation & Critical Clinical Decisions
  - Optimize simulation, recruit faculty teaching/learning scholars, e-learning, scholarship
- Promote expedient access to excellence for a) earning practice doctorate (DNP) through graduate-entry, post MSN, and post-BSN, b) earning BSN from RN, and c) Lifelong learning
  - Leverage e-learning for degrees and certificates, raise endowed scholar/fellowships
- Generate \$15 million from 40 R's (NIH rank #1) by 2010
  - Faculty star recruitment, faculty release time, seed money
- Develop transfer of knowledge through technology
  - Seed money, consultation
- Develop self-sufficient and revenue-generating intra-preneurial innovations to serve as sites/heuristics for integrating teaching, research and practice in an interdisciplinary context
  - Director, community practice site development, contract coordinator
- Translate scholarship and expertise into practice, marketplace, policy and advocacy
  - Computer applications, consultation, broker, administrative facilitation
- Enhance our physical workspace
  - New building or UIC Core learning facility, research laboratory and classroom upgrades
- Enhance our cultural environment
  - Cultural diversity initiatives, faculty diverse recruitments
- Grow the Learning Excellence Laboratory to emphasize 'discovery learning' and 'pervasive mentorship'
  - Faculty leaders, release time for faculty development, optimize seed grant, grant writer/grants
- Enhance positioning of regional programs within regional communities and communication with Chicago
  - Access to marketing expertise, faculty leadership, release time

The purpose of this plan is to guide our activities with respect to generating and pursuing opportunities to raise our visibility and reputation within nursing and healthcare. In order to pursue several of the goals, we will need to acquire resources from various sources and engage leaders with a passion to transform our College in synchrony with this plan. Financial resources will come from internal reallocation, fund-raising in the form of grants, partnerships and philanthropy as well as income streams from entrepreneurial endeavors.

As the UIC Nursing College with five regional sites, a range of practice partners, plans for broadening access through web-based e-learning, and robust plans for creating practice entities for integrating teaching/learning, research/discovery and practice service, we invite interface with supporters, collaborators and partners committed to reshaping healthcare. With nursing playing a burgeoning role in better health promotion, chronic disease prevention and management for an aging society, our intent is to help shape relevant changes.

## College of Pharmacy

The UIC College of Pharmacy will retain its position as one of the top-five colleges of pharmacy in the United States. This will require continued strengthening of the college's research program, evolving its educational offerings and improving its physical facilities. The College will create benchmarks to measure and verify that its professional and graduate educational programs; research and residency/fellowship training programs; and clinical services are among the best in the nation.

The UIC College of Pharmacy provides leadership in education, research, public service, entrepreneurship and business activities and patient care to guide and serve the pharmaceutical care needs of society – extending from the people of Illinois to the global community. As leaders, we must continue to excel in the following:

- Creating educational experiences in all of our programs that support the professionalization of our students and prepare them for career adaptability/flexibility in a changing research and practice environment;
- Supporting an infrastructure that encourages and promotes faculty success and vitality in all aspects of their work (education, research, public service and patient care) and fosters ongoing career development;
- Seeking collaborative entrepreneurial relationships to advance learning, science and practice; and
- Building, enhancing and valuing alliances with our many constituents.

This is the third strategic plan developed over the last ten years. This specific plan was developed in response to the campus Strategic Thinking effort. Broad faculty and staff participation from college departments and units contributed to its development. College Advisory Board members also contributed. The year-long planning process culminated in the development of this plan in February of 2003. The plan continues to be revised as changes in leadership and strategic opportunities unfold.

The University of Illinois College of Pharmacy enhances individual and community health through preeminent pharmaceutical education, research, service and entrepreneurial activity. We will maintain global leadership in these areas through organizational excellence, innovation and collaboration.

The college faces a number of challenges in maintaining its national ranking as a pre-eminent college of pharmacy. The college must diversify its revenue streams to offset shrinking state funding and the current downturn in national research support. Entrepreneurial efforts, student revenues and philanthropy have become essential. The college is also renovating its existing physical plant and continuing its efforts to secure funding for a research addition. These improvements in the physical plant are essential to attracting leading faculty and students and are also critical to expanding our research efforts through partnerships with industry which will foster the development, dissemination and commercialization of new discoveries. The college is also examining its faculty and teaching models in response to its role as a state-wide institution serving not only the Great City of Chicago but the state as a whole – including underserved rural communities. In order to do this, continuing education, distance learning, and the possibility of developing a satellite program at Rockford focused on rural pharmacy issues are being expanded or evaluated. Finally, the college also must not only foster a strong and dedicated core of clinical and tenured faculty members but must also determine how to develop and strengthen affiliated faculty who serve in continuing education, contractual and preceptor roles.

Our strategic goals:

- Enrollment Expansion and Regionalization:** The College will incrementally expand its PharmD enrollment at the Chicago campus but will also seek to open a branch campus at Rockford. The enhanced enrollment will help meet the demand for pharmacists, particularly in the rural areas of the state and cement the future role of the college as a major provider of pharmacists throughout Illinois, despite competition from new and existing colleges of pharmacy.
- Curriculum Responsiveness:** The College is committed to educational flexibility and responsiveness in order to rapidly meet the needs of our students, the employers who hire them

and our alumni. The integration of distance-learning and other technologies will assist us in achieving these goals within the State of Illinois and globally.

- c. **Research:** The College will continue to pursue interdisciplinary research collaborations which will be consistent with existing areas of research strength within the college (e.g., drug discovery, natural product research, drug delivery, cancer, infectious diseases) and will also be consistent with the areas of research focus identified by the college (e.g., patient safety, personalized drug therapy or pharmacogenomics, translational science and outcomes research), other health science colleges and the Medical Center (e.g., cancer, women's health, cardiovascular disease).
- d. **Diversity:** The College will continue its drive toward a diverse student body and faculty.
- e. **College Branding:** The College will carefully define its brand identity as a high-end research-focused college of pharmacy in keeping with its history, curricular content and its strength in the basic and applied pharmaceutical sciences and sophisticated clinical services. This will help set the UIC College of Pharmacy apart from other regional programs.
- f. **Physical Environment:** The College will expand and renew its physical environment. The college must radically improve its physical environment to retain its competitive position in both research and education.

While the development of a plan is helpful, resources must be allocated and focused in order to move an organization forward. The development of the plan links to and drives the development of the college's budget priorities. Developing a plan helps the college focus, plan and time its budget expenditures. These expenditures are critical to maintaining the state-wide mission, the national position and global contributions of the college.

The College of Pharmacy is in the unique position of celebrating its 150<sup>th</sup> anniversary within the timeframe of this plan. The sesquicentennial provides a unique opportunity to engage alumni, friends, and business partners not only in celebrating the heritage and history of the college but it also provides a development platform through which these individuals and corporations can directly (and monetarily) contribute to the future success of the college. In addition to providing an opportunity to financially support the college, the strategic plan and the sesquicentennial also represent the means to reframe the culture and standards of success for the college as it moves forward.

## College of Urban Planning and Public Affairs

By building on the achievements of the past the CUPPA 2010 Strategic Plan aims to shift the College of Urban Planning and Public Affairs (CUPPA) from respected leader to national prominence and, ultimately, to global recognition. Advantaged by its location in the heart of a world-class city CUPPA is already well known for its commitment to innovative education and its high impact engaged urban research. In the future CUPPA, by continuing its leading role in delivering on the UIC Great Cities Commitment, will become one of the leading colleges of its kind in the world.

CUPPA shares the overall mission of the University of Illinois, which is to transform lives and serve society by educating, creating knowledge, and putting knowledge to work on a large scale and with excellence.

Created in 1995, as a new UIC college to provide a leadership to the Great Cities Initiative, the College prepared a new strategic plan in 2004 – the CUPPA 2010 Strategic Plan – to align the work of the college even more firmly with the UIC philosophy of providing ‘Access to Excellence’. The new mission statement of the College is:

*To provide innovative urban planning and public management education that puts engaged research to purposeful use at home and abroad.*

The new College mission statement, the core values, the goals and detailed content of the 45 page CUPPA 2010 Strategic Plan stem directly from an inclusive planning process involving all faculty, staff and students of the College. Spread out over an eighteen month period the process, which drew on the scenario building tradition, moved through four phases: 1) Diagnosis, 2) Future context explored, 3) Synthesis, and 4) Strategy for delivery.

The faculty approved the plan by a unanimous vote in April 2004 and the College has established annual mission driven planning to enable each unit in the college to contribute in an explicit way to the achievement of the goals in the plan and to progress the detailed proposals set out in the plan. These proposals are: three new ‘Initiatives’ and 34 specific ‘Actions’. Always envisaged as living document the CUPPA 2010 Strategic Plan continues to provide a platform for dialogue and exchange with a wide range of stakeholders and outsiders who have an interest in the work and aspirations of the College.

The plan, and the process used to prepare the plan, are on the College website as is Values in Action, the new brochure prepared to illustrate the plan. (<http://www.uic.edu/cuppa/>)

The College of Urban Planning and Public Affairs (CUPPA) is nationally recognized for its unique combination of education, research and community engagement in support of cities and metropolitan areas. By enhancing our local presence, continuing to attract top quality students and by reaching out to tackle new global challenges the College is set to become a world leader in urban planning and public affairs. Our vision is to combine local presence with global reach and establish a truly world class college.

The College contains two top flight graduate programs – Urban Planning and Policy and Public Administration – and seven vibrant research institutes and centers – Great Cities Institute, Institute for Research on Race and Public Policy, Nathalie P. Voorhees Center for Neighborhood and Community Improvement, Survey Research Laboratory, Urban Transportation Center, Center for Urban Economic Development and the Great Cities Urban Data Visualization Lab. A new Undergraduate Degree in Urban and Public Affairs will be launched in Fall 2007.

Success in all of these activities depends on attracting and retaining the very best scholars in the field as well as energetic and focused academic and professional staff to support the work of faculty. The College needs to continue to attract: a growing number of research grants from a range of sources; enthusiastic students paying a fair rate for their education; gifts and donations; and an increase in state funding to reverse the heavy cuts of the last few years.

The CUPPA 2010 Strategic Plan is driven by three commitments:

- Commitment to innovative education
- Commitment to engaged research
- Commitment to making an influential contribution to policy and practice

The plan articulates explicit strategies to deliver on these commitments. The strategies comprise 'Initiatives' and 'Actions'. The three new Initiatives are: 1) inventing and delivering a new Undergraduate Degree in Urban and Public Affairs, 2) CUPPA International involving building strategic links with leading urban universities in other continents, and 3) creating a new Municipal Finance Center. The 34 Actions are grouped under six headings:

- Teaching programs
- CUPPA students
- Academic publications and policy advice
- Research funding and College advancement
- International activities
- Organizational culture

Strategic planning can be an extremely powerful community building experience, uniting scholars from different disciplines and backgrounds in common cause. The CUPPA 2010 Strategic Plan has already enhanced working relationships between different parts of the College and has helped to build new creative relationships – both within CUPPA and with other units on the UIC campus and beyond. Just as important the plan and the associated brochure – Values in Action – articulate a crystal clear message about what we stand for to disparate audiences.

The CUPPA 2010 Strategic Plan closes with an appraisal of the budget context and concludes that the recent dramatic decline in state funding of the College has jeopardized the opportunity for UIC to create a world-class college. Without enhanced support to restore state funding to previous levels the College cannot out-perform the best colleges in the world, despite the fact that it is already ranked in the top six in the US on various indicators.

We believe passionately in collaboration that crosses disciplines, programs and traditional divides. Successful inquiry in our field depends on listening and learning from colleagues - both inside and out side UIC - who share our enthusiasm for urban scholarship, public service reform and enhancing cross-national understanding in relation to city planning and urban management. We welcome comments on the CUPPA 2010 Strategic Plan and we remain open to new insights and new opportunities in relation to our ambitious agenda.

## Graduate College

The UIC Graduate College will:

- Continue to be the most diverse student body among America's 50 leading research universities;
- Drive innovation in graduate study by developing interdisciplinary programs and innovative fields of study and creating special opportunities for unusual forms of learning, including engaged research and internships;
- Improve the quality of professional development for graduate students by strengthening mentoring and placement support;
- Improve the quality of the UIC graduate experience by addressing the entire learning environment, including housing, daycare, information technology, and healthcare;
- Create sophisticated standards and measurements for excellence, recognizing the differences among research doctorates, professional doctorates, masters programs with various purposes, and non-degree programs, including certificates.
- Identify and secure the financial resources needed to recruit and support an outstanding graduate student body in a highly competitive environment.

The Graduate College at the University of Illinois at Chicago is dedicated to a simple idea: bringing together superb students with outstanding research faculty in a diverse and stimulating urban environment.

The UIC Graduate College has engaged in a comprehensive strategic planning process, in coordination with the UIC 2010 Strategic Thinking project and with the strategic planning processes for UIC and the University of Illinois system as a whole.

Consequently, planning has been planned in the following phases:

- September, 2005                      Organization and Groundwork
- October-November, 2005            Working Groups on broad areas
- December, 2005                      Assembly of initial draft
- January, 2006                         Review and Submission of First Draft
- February – May, 2006                Revisions & Subsequent Draft
- June-July, 2006                        Staff retreats to operate plan
- September, 2006                      Executive Committee retreat to confirm operations plan

The UIC Graduate College aspires to provide the finest, most distinctive, and most creative graduate education of its kind in the United States. The UIC Graduate College draws on the unique resources of a public research university in a global city, including the diverse intellectual character of its students and faculty. It provides strong opportunities for research, and a rich environment for partnerships with other institutions, including national laboratories, museums, cultural institutions, and corporations engaged in the creation of a knowledge-based society. The Graduate College is committed to attracting students and creating programs that draw on and contribute to the advancement of learning and of society, in ways that are shaped by this setting, these resources, and the mission of UIC as a whole.

The UIC Graduate College strategic planning process has focused on three key areas in which to analyze its strategic issues and propose initiatives:

### g. Diversity

UIC currently has the most diverse graduate student body among the 50 leading research universities in the United States. In other measurements of diversity, UIC is also in a strong position. In addition to underrepresented minority students, 7.1% of UIC's graduate student body is Asian-American. Its "majority" population (which annually constitutes barely 50% of the graduate student body) is itself highly diverse in

terms of ethnic and socio-economic background. International students constitute about a quarter of total graduate students. UIC's programs also reflect its diversity.

Although UIC has many reasons to be proud of its diversity initiatives, there are three clearly areas for improvement: recruitment and retention of underrepresented minority students, recruitment and retention of faculty of color, and the creation of "constructive" diversity, emphasizing social and intellectual interaction that will complement our "structural" or numerical diversity. Progress in these three areas can enhance our diversity as an academic resource and make diversity a major contributor to the learning environment for our graduate students and faculty.

#### h. Program Quality and Innovation (including Interdisciplinarity)

Because graduate education draws primarily on the latest advances in knowledge, quality assurance is closely tied to innovation. Hence an important part of the Graduate College's mission is the development of cutting-edge academic programs, and the stimulation of interdisciplinary exchange. The Graduate College is ideally situated to promote intellectual integration among colleges and programs within the University, and to promote conversations between the University and community, government, business and not-for-profit organizations across the region.

Interdisciplinary program development is a high priority. The Graduate College will support emergent disciplines through the cross-pollination of existing disciplines, as well as translational activities, requiring a combination of clinical or more applied inquiry, with disciplines that historically have focused primarily on "pure" research. UIC is already in a position of leadership in the development of high-quality professional doctoral programs. It should exercise similar leadership in the development of master's degrees and certificate programs that draw on the resources and answer the needs of Chicago and of the State of Illinois.

#### i. The Quality of the Graduate Experience

The Graduate College is committed to developing the resources and support systems required to relieve some of the unnecessary burdens associated with graduate education, improving the quality of graduate student life. Doing so will not only help us continue to attract and retain top graduate students, but should be viewed as an essential part of the educational mission. While graduate school may always be an intense experience, this intensity can only be applied to learning and developing as a scholar if fundamental needs are met and mechanisms are in place to enrich and support the educational experience. We isolated three basic areas of focus: basic life needs, professional development, and building a graduate community.

In light of these factors and UIC's intent, the following goals have emerged from UIC Graduate College's strategic planning process:

- Develop a comprehensive mentoring plan for graduate students, in partnership with academic programs and student support units. The Graduate College will enrich its program to "mentor the mentors through workshops and other support for Directors of Graduate Study. It will review committee structure, and make the quality of mentoring a significant factor in program review. In Fall, 2007 the Graduate College will launch an annual Fall Graduate Student Orientation. It will plan and seek funding for an expanding offering of mentoring workshops, and will support the training of teaching assistants. In Fall, 2006 the Graduate College will offer its first Outstanding Graduate Mentor Awards.
- Develop a comprehensive plan for "next step diversity." The Graduate College will seek to build on its existing leadership in diversity by fostering the interaction among groups as an intellectual strength. It will continue its sponsorship of the African-American/Latino Research Forum, promote both formal and informal interdisciplinary programming in relevant areas of study and on contemporary issues, and will seek to understand and address disparities in retention and graduation.
- Sustain Interdisciplinary Study. The Graduate College will build on its recent successes in promoting interdisciplinary study. Specifically, it will seek to expand its Summer Interdisciplinary Seminar Program, will assist in the development of new interdisciplinary programs, and will provide a strong organizational structure for managing its interdisciplinary activities.

- Expand student financial support. The Graduate College will seek creative ways to expand the financial support available to graduate students. It will build on its experiences with the Diversifying Faculty in Illinois Program and with private philanthropic fellowship programs to support graduate students in obtaining external grants and fellowships. It will continue to support efforts by campus groups to capture federal training grants (e.g. IGERT and AGEP and NIH T-32). It will aggressively pursue foundation and corporate support for graduate students and graduate study.
- Streamline processes and convert them to electronic format. The Graduate College will improve services to programs and students by streamlining its processes to ensure maximum speed, accuracy and transparency. It will convert processes to online formats and make full use of BANNER, to increase ease and efficiency, while maintaining appropriate levels of security and record-keeping. The Graduate College will also lead efforts to expedite new program review.
- Develop plans for a Graduate Student Center. The Graduate College will develop a plan for a Graduate Student Center that combines housing, services, and seminar & social areas. The Graduate Student Center will enhance UIC's ability to attract international students as well as students from across the United States. It will promote interaction within UIC's highly diverse graduate student body, and build social and intellectual community.

The elements of this plan, taken together, should foster the conditions for graduate study that is necessary if our outstanding faculty and students are to take advantage of UIC's resources as an urban public research university. Through the NRC Survey of Research Doctorates and subsequent benchmarking activities, the Graduate College should be able to monitor its progress toward these goals.

A key element for success will be the restructuring of the graduate economy within UIC to ensure that revenue streams related to graduate study go to support graduate students. UIC has seen significant growth in graduate tuition revenues and in federal research expenditures related to research assistants. These and other revenues can provide a proper fiscal foundation for excellence. In addition, the Graduate College will aggressively explore new sources of external revenue.

The Graduate College operates in cooperation with the 12 disciplinary colleges of UIC. The Graduate College's plan is intended to serve the needs of those colleges, their faculty, and students by providing a general plan for graduate education for the university. The Graduate College will enlist faculty, students, and fellow colleges in support of its goals, and will support the individual plans of the disciplinary colleges in turn.



## Honors College

The intent that informs every aspect of the Strategic Plan is for the UIC Honors College is challenge. Our intent is to assure that every UIC student is challenged to use their scholarly talents to their fullest, in every class and in every co-curricular and extra curricular activity. It is our responsibility to the students to develop and disseminate programs that provide such challenges; it is the responsibility of the student to their talents to take on these challenges.

The UIC Honors College shares in the overall mission of UIC – Access to Excellence, and the University of Illinois - Creating a Brilliant Future.

The UIC Honors College enhances opportunities for intellectual challenge and leadership by fostering a community of academic excellence, connecting outstanding undergraduate students with premier faculty mentors and promoting scholarly engagement. By bringing together exceptional undergraduate students, faculty and staff, the Honors College provides an environment for advanced intellectual growth and a foundation for life-long learning.

The vision of the Honors College is to foster the intellectual and social development of UIC's most talented and motivated students, with the belief that in doing so benefits will accrue to the entire university student body and faculty, and the community beyond. The College will serve as a curricular laboratory in designing and implementing new and innovative learning models, in both classroom and experiential settings. The College will strengthen student / faculty interaction by providing a broad range of co-curricular programs and activities. The College will draw upon its alumni to share their learning experiences and professional expertise with our current students and faculty. In total, the College will serve as an intellectual and social catalyst for the UIC community.

In order to achieve this vision the UIC Honors College must have the full support from the campus including continued independence as a statutorily convened college with the full respect of the other degree granting colleges. All units on campus must realize the added value that comes from an independent Honors College and all units on campus must appreciate the difference between excellence and elitism. If this can be achieved then the UIC Honors College will continue share in the fiscal and physical resources of campus, and more importantly rely upon the good will, support, and help of the faculty, the line colleges, and all of the student support units on campus.

Our goals are simple and straight forward. They relate to academic excellence, fostered through the personal and scholarly interactions of faculty, students, alumni and other intellectuals.

1. The UIC Honors College will be a dynamic cosmopolitan college and contribute as an intellectual catalyst for the entire UIC community.
2. The Honors College will develop curricula and scholarly extra- and co- curricular activities that are in keeping with the philosophy of academic rigor, scholarship and student-faculty engagement.
3. The Honors College will recognize that the Honors Faculty Fellows are among our most important constituents.
4. The Honors College will recognize that our alumni are a tremendous resource for the Honors College and that we have a responsibility to our Alumni.
5. The Honors College will announce and communicate our goals, roles, intentions and mission to the UIC community in a consistent, regular, and accessible fashion using a range of media.
6. The Honors College will have sufficient space and facilities of the appropriate types, quality, and locations necessary to fulfill our missions.
7. The Honors College will develop and implement a comprehensive and responsible advancement program.

The goals and actions set forth in this document are in no way meant to be comprehensive. Rather, this document is intended to serve as a guide for the development of the steps we must take to reach our vision for the UIC Honors College. We anticipate that detailed actions will emerge from continued discussions of this plan and from the actions taken as a consequence of this plan.

Finances are a particular challenge for the UIC Honors College. Sustained shortfalls in general revenue funding from the State of Illinois have prevented the College from providing the fullest programming. We continue to rely upon the volunteer efforts of the UIC Faculty for many of our programs. The realization of our aspirations and goals will require both a restoration and augmentation of prior funding levels through the identification of new revenue sources.

UIC Honors College provides a rare opportunity for the generation of support. Dollars and resources spent on the College provide many times their value to UIC. Increasingly we will turn to private philanthropy, entrepreneurial interpretation of our mission, and to the beneficiaries of our efforts in research, education and collegial and community interaction for the support the UIC Honors College and our constituents need.

## Jane Addams College of Social Work

The strategic intent that informs the Jane Addams College of Social Work's (JACSW) strategic plan is to be known world wide as an outstanding professional school that is a leader in advancing social, racial and economic justice and in shaping more humane and effective social welfare policies and programs. Through teaching, engaged research, and community partnerships the College will establish a distinguished, enduring identity as one of the nation's best exemplars of higher education's contributions to social reform and social change.

The Jane Addams College of Social Work's mission is to educate professional social workers, develop knowledge, and provide leadership in the development and implementation of policies and services on behalf of the poor, the oppressed, racial and ethnic minorities, and other at-risk populations. JACSW educates professional social workers for practice that addresses the needs of urban communities and populations. The College provides leadership in the development of knowledge about the social conditions and needs of urban populations and the programs that serve them and contributes to the development and implementation of social policies on behalf of the poor, the oppressed, racial and ethnic minorities and other urban populations in need of assistance. Through the contributions of its faculty and graduates, the College enhances human well being, promotes justice and fairness, and helps prevent racism and oppression.

The College's strategic priorities are a product of a year long process of discussion and deliberation by the College Executive Committee. They are based on an assessment of contemporary needs and social issues, the funding environment for social welfare programs and higher education, the College's strengths and areas in need of further development, and the challenges facing the social work profession. They incorporate the best thinking of College administrators, different faculty committees, student leaders and community partners, as well as strategic thinking discussions involving the full faculty. While the priorities are unique to JACSW, they embody the UIC values of access, diversity and excellence. They also reflect *Creating a Brilliant Future for the University of Illinois* and the UIC Great Cities commitment and expertly blend a focus on teaching and research as central features of the academic enterprise.

The College's vision is to be known world wide as a college of academic prominence that is culturally diverse, socially embedded in its community, and advancing social justice and more humane and effective social welfare policies and programs through distinguished teaching, research and scholarship. The vision derives from the urban mission and is grounded in the teaching, research, and public service roles that form the core of university work.

Although the high quantity and quality of College work is very impressive, there are major ongoing, as well as new, strategic challenges. Central among these are the need to continue to recruit and retain excellent faculty and staff, a highly competitive student recruitment environment, and inadequate, outdated research and teaching facilities. In addition, the College's reputation, while very positive, still lags behind its documented achievements. Finances, in general, and the low level of funding provided by the state of Illinois, in particular, are at the center of these challenges. Neither faculty salaries nor student financial aid packages are on par with competitors, and state of the art facilities and equipment are needed to provide the type of academic and research programs expected of a great university. Achievement of the future envisioned here will require growth in the current resource base, a significant infusion of monies from new sources and continuous strategic internal reallocation of available resources.

The College's five strategic goals are based on an assessment of contemporary needs and social issues, the funding environment for social welfare programs and higher education, the College's strengths and areas in need of further development, and the challenges facing the social work profession. They are as follows:

Recruit and graduate an academically talented and racially diverse student body with demonstrated commitment to the College mission.

- Offer excellent academic programs that set the standard for social work education and use technological advances and curricular innovations to prepare students for social work practice and social welfare leadership positions.

- Conduct outstanding programs of research which provide leadership in knowledge development and dissemination and shape contemporary thinking about societal approaches for addressing social conditions and needs.
- Provide public service programs that are well integrated with teaching and research and serve as models of successful community engagement for professional schools in urban universities.
- Provide the infrastructure and secure the resources needed to support College work and enhance the visibility and recognition of College accomplishments.

Major strategies include creating clusters of research excellence with emphasis on translating new knowledge into policy and practice, offering different MSW program options including on-line courses, expanding financial aid sources, and providing forums for public dialogues and discourse on major societal issues. The marketing of the College's brand and distinctive niche as scholars engaged in community work and other infrastructure supports provide additional important strategies.

The strategic plan will guide annual goal setting and decisions about priorities and resource investment. The expected outcome is realization of major goals and creation of a distinct brand and strong identity as a higher education leader and significant contributor to the well-being of the citizens of Illinois.

JACSW, as one of the nation's largest and most highly regarded schools of social work, is an integral part of the University of Illinois. We are also a highly visible manifestation of UIC's Great Cities commitment, central role in the city of Chicago and active engagement in community affairs. While building on the legacy of social reform and social justice set by its namesake, Jane Addams, more than 100 years ago, the College is building new legacies of academic excellence and community engagement.

Like UIC, JACSW's commitments and characteristics and vision for the future open up a range of opportunities for the generation of support from public and private sources.

## School of Public Health

The intent that is the foundation of the School of Public Health's (SPH) strategic planning is to be an acknowledged leader, trusted partner and recognized source of expertise in the science and practice of public health for our neighborhoods, our nation and the people of the world. This intent is, in part, based on the benefits of the SPH being on an urban campus of a great land-grant university that has as part of its mission a Great Cities focus.

The UIC School of Public Health is dedicated to excellence in protecting and improving the health and well-being of the people of the metropolitan Chicago area, the State of Illinois and the nation, and of others throughout the world. The School achieves this mission by: educating scientists, professionals and the public; conducting research to develop solutions to public health problems; providing public health service; and contributing to formulating public health policy.

We value:

- Unity in economic and cultural diversity
- Academic and practice excellence
- Health equity and social justice
- Community engagement

In 2003, SPH faculty, staff, students, alumni and other stakeholders embarked on a strategic planning process. In addition to work by a strategic planning committee with representation from all the groups above, a school-wide strategic planning retreat was held in fall 2004, and continuous modifications resulted from faculty meetings, and meetings with alumni, the advisory board, students and staff. A very detailed report was produced in the spring 2005, which guided budgetary, hiring and other strategic decisions for the school. This report was also summarized in a briefer form. Subsequent to the distribution of the final Strategic Plan Report, the SPH Executive Committee has served as the body that evaluates progress toward achieving the goals and acting on the recommendations of the report. At least three or four times a year, review of the strategic plan is carried out by the Executive Committee.

In fall 2005, when President, Joseph White asked all three campuses to engage in strategic planning, SPH reviewed and updated the strategic plan finalized in spring 2005. This effort was led by the dean, the Executive Committee, and the Policy Council.

Our vision for the future is: Acknowledged leader, trusted partner and recognized source of expertise in the science and practice of public health for our neighborhoods, our nation and the people of the world.

The success of the SPH is driven by the success of our faculty, an appropriate infrastructure to carry out our mission, relevant curricula, and the ability to respond rapidly to the ever-changing field of public health. The success of our faculty is increasingly put at risk by the lack of competitive salaries; it is critical that innovative and sustainable strategies are developed to reward faculty appropriately for their contributions to the success of SPH and UIC. The infrastructure required to successfully deliver our academic and research programs is in need of bolstering – classroom renovation and expansion and improved and increased office space for an ever increasing research portfolio and for enhancements to the academic programs are high priorities. Facile systems for updating curricula (within the SPH and across UIC) must be in place to allow faculty to make modifications reflective of the rapid changes in the disciplines.

The School strives for excellence in all mission critical areas but will, based on our most recent strategic planning effort, put particular emphasis on the following strategic priorities in response to the shifting challenges facing public health.

Leadership in responding to emerging threats. Strengthen the capacity to address emerging and re-emerging threats to health, chronic illness and environmental hazards.

Expertise in increasing health equity. Enhance the School's position as a recognized source of expertise in addressing health disparities.

Focused capacity in addressing global health issues. Sharpen the international health focus based on

the School's relevant competencies in each division.

Vigorous policy and service presence. Increase the School's involvement, relevance and visibility in the state and region, while enhancing existing relationships within UIC and the surrounding community, as well as among national and international partners.

National presence in translational research. Increase our involvement in the spectrum of translational research: research that develops tests and implements health promotion and disease prevention strategies for individuals and communities.

The SPH plan serves as a guide towards our vision. In this time of financial challenge, planning is crucial and prioritization and implementation strategies are being carefully developed. We view our plan as a dynamic, rather than static, document. We will continually evaluate our progress and make modifications where and when appropriate and will work with other units on the UIC campus to achieve common goals.

The SPH has a wide array of opportunities in which a stakeholder, a philanthropist, or a business partner can invest. Our ability to educate and train the public health workforce to assist in emergency/disaster preparedness and to understand the potential and plan for action for an influenza pandemic can (and does) attract additional investment. The SPH foci on health equity and global health resonate broadly and present opportunities for interdisciplinary participation which can and will increase the numbers of interested and committed public and private investors. Further, the SPH environment is one built in great part on partnerships and cooperative activities. Our strategic plan acknowledges our desire to continue welcoming new partners as well as sustaining existing partnerships as we address the challenges facing public health.

## University Library

The UIC Library will be the gateway of choice for students, faculty and staff for all of their educational information needs; be the pre-eminent public resource for health sciences information in the Midwest; and be the primary global gateway for resources on the history and government of the Chicago metropolitan area. All UIC faculty will have access to the information resources they need to advance their research, teaching, and practice. Every UIC student will have the information access and assessment skills necessary to succeed in their studies and to fulfill their life-long information needs.

The UIC University Library is central to the intellectual life of the University. The Library supports, enhances, and collaborates in the education, research and service activities of the University by:

- Ensuring that faculty, students, and other users have access to a broad and diversified range of scholarly resources, both through its own rich collection of materials and through its collaborations with other institutions;
- Collecting, organizing, disseminating, and preserving rare and unique scholarly and institutional resources for the use of scholars and researchers worldwide;
- Providing expertise that fosters discovery and collaborative learning;
- Supporting and collaborating with faculty in teaching, research, and practice;
- Instructing students as they pursue learning and research to ensure that they acquire information competencies that will be of value throughout their personal and professional lives;
- Conducting original research that contributes to the overall understanding of library and information science; and
- Engaging in outreach to the community.

Through a process of continuous evaluation and improvement, the Library strives to meet the highest standards of excellence in service to the University and the community.

In response to a call from University President B. Joseph White, the UIC University Library has created a strategic plan to define new opportunities for growth by 2015. The Library undertook a strategic thinking exercise in 2004-05 to focus on the issues and challenges that will face academic libraries in general, and UIC's libraries in particular, during the first decade of the 21<sup>st</sup> century. A broad-based committee now has built a strategic plan based upon that strong foundation.

The UIC Library aspires to be, and to be recognized as, the leading public academic research library in the Chicago metropolitan area. As an engaged provider of information services to students, faculty, staff and the community, the UIC Library is an integral partner in the University's mission of teaching, research, and practice.

- We will be a welcoming place, both physically and virtually, for students, faculty researchers, and citizens to engage in information seeking, research, and collaborative learning.
- We will be the premier public research collection in the Midwest for health care information and a primary resource for health care providers and consumers seeking health information resources.
- We will be a premier research collection on the history, government and culture of the City of Chicago and its region.
- We will be a leader in innovative uses of technology to improve resource and service delivery.
- We will be a leader in promoting collaboration with libraries and cultural organizations in the Chicago metropolitan area to ensure the preservation of and access to Chicago's rich intellectual and cultural heritage.
- We will be nimble in response to new opportunities and demands.

In all of these endeavors, we will contribute to UIC's mission to be a leading research university dedicated to creating, sharing, and applying the knowledge demanded by the Great Cities of the 21st century.

Our assessment of the new opportunities that we should pursue in the coming decade takes into account the evolving role of academic libraries in the digital world, but we continue to be guided by our core mission to serve the information needs of our students, faculty, and staff. UIC as a whole is committed to providing "Access to Excellence" by building on its many strengths and taking advantage of every worthwhile opportunity, without neglecting its core purposes. The UIC University Library plans to take exactly the same approach.

In light of the factors cited above and the Library's intent, the following goals have emerged from our strategic planning process:

1. The UIC University Library will build outstanding primary research collections that enhance research and learning and establish the Library as the premier source of information about the Chicago area's rich social, political, intellectual, and economic history.
2. The Library will expand its virtual presence to provide 24/7 seamless access to as much of its collections as legally possible and to interactive instruction and customized client-based services.
3. The Library will enhance the University's commitment to build areas of excellence in the health care arena, including education, research, patient care, and health promotion.
4. The Library will take a leadership role at UIC in a university-wide effort to promote new forms of scholarly communication.
5. The Library will create inviting, functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.
6. The Library will implement a comprehensive marketing and outreach program to increase its visibility among and use by both internal and external constituencies.

We have defined actions to move us toward these goals and developed a timetable for implementation. We also have defined some "stretch" actions that challenge us to move even further ahead. While we continue to struggle with limited resources, we refuse to let that be an excuse for inaction or mediocrity. Our ultimate goal is to use creativity and innovation to expand our sphere of excellence, especially in those areas in which we can make a unique contribution to UIC, the State of Illinois, global scholarship, and the universe of freely available information.

The University Library actively engages in UIC's mission of teaching, research, service, and economic development. Our strategic plan is intended to guide the steps we must take to ensure the Library's future as the physical and virtual intellectual center of the University. The goals and actions included here are not meant to be comprehensive. Detailed actions are being developed at the departmental level that will help us achieve our mission and take advantage of the strategic opportunities we have outlined.

The realization of our vision as the continuing intellectual center of the University will require our users and those who fund our efforts to share our aspirations and recognize the quality of our collections, services, and facilities. We must be able to count on the State of Illinois, UIC, private donors, and our own entrepreneurial efforts to realize our vision.