

UIC
Office of the Vice Chancellor for Human Resources

Strategic Plan
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Executive Summary

Statement of strategic intent

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

Mission statement

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.

Summary of planning process

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).

Vision

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.

Critical factors determining success

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.

Strategic goals

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)

Purpose of the plan

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.

Introduction

The University of Illinois at Chicago (UIC) has set forth an aggressive vision for the future. This vision reshapes and repositions the organization ahead of future trends and societal needs and establishes UIC as a destination where students, faculty, and staff aspire to study, work, and live. Success in achieving this vision will require among many things the recruitment and retention of talented faculty and staff supported by a thriving employment culture.

Accomplishment of the UIC Strategic Plan necessitates a two-fold view of HR - one that is anchored in service excellence and operational efficiency, and a second view that focuses on the future cultivation of UIC's human capital assets and achieving a status as a destination employer.

On the one hand UIC HR must better support and enable campus units through improvements in core services and ongoing operational efficiency. On the other hand UIC HR must exercise leadership, providing a strategic role in the development of a thriving employment culture positioning UIC as a preferred choice among competing employers.

UIC HR will approach this dual role sensibly, focusing first and foremost on establishing a reliable foundation of excellence in HR business practices and service. Building on this foundation, we will then pursue new opportunities for enabling the greatest contribution from our workforce and creating a reputation of employment distinctiveness at UIC that attracts enthusiastic talent.

Our Operating Model

UIC HR represents the core HR functions for academic professional and civil service employees at the UIC campus including the medical center. We operate at the hub of a large, highly dispersed HR service network with hundreds of partners representing the needs of colleges and administrative units throughout the campus. Our services impact all UIC employees to a greater or lesser degree. More specifically, our main areas of responsibility include the following:

1. We provide governance and administrative systems for HR policies and processes involving Civil Service and Non-Faculty Academic Professional employment classifications.
2. We provide campus leadership in labor relations including contract negotiations and administration.
3. We serve as the primary liaison to University HR on matters involving shared HR technology systems, university employment policies and processes, and employee benefits.
4. We act as the primary spokesperson for the campus with external regulatory agencies.
5. We manage civil service testing and register maintenance.
6. We provide employee records maintenance, storage and security, and significant transactions processing.
7. We deliver new employee orientation, and supervisory and staff development programs.
8. We provide employee recognition programs and campus wide employee communication.
9. We administer employee benefits and provide benefits counseling.

Other key providers in the HR service network include:

- **Provost Office HR** - responsible for servicing all matters related to Faculty appointments, employment conditions and tenure.
- **Decentralized HR in colleges, schools and major administrative units** – responsible for providing local and ongoing HR support to their specific clients and collaborating with UIC and Provost Office HR as necessary to execute campus and university directives.
- **University Administration HR** – responsible for managing university-wide HR administrative policy and providing shared services (e.g., benefits administration, HRIS, Banner training, etc.)

Mission

Our Mission

The essential function 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.

Vision (Aspirations)

UIC HR will 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.

Guiding Values

UIC core values

- **Knowledge** that leads to global as well as individual transformations
- **Openness** to the world of ideas and urban and global change
- **Access** to excellence
- **Excellence** in every facet of intellectual life and in the physical, cultural and developmental environment that sustains academic achievement
- **Collaboration** in scholarship, problem solving, and innovation
- **Caring** in our relationships with our students, patients, colleagues, alumni and communities

Our supporting values

- **Commitment**

UIC HR believes strongly in the mission and future vision of UIC and that the institution represents a positive and dynamic force in our community and in society. We believe the work we do as employees contributes to and enables this vision and has intrinsic and lasting value.

- **Contribution**

UIC HR believes the mission and vision of UIC can only be achieved if each campus unit achieves optimal effectiveness and economy in human capital management. UIC HR adopts the objectives of the campus units, provides fundamental support services, and seeks to maximize the contributions the objectives of each campus unit makes to the mission and vision of UIC.

UIC HR Employees

The employees of UIC HR are the chief source of enthusiasm and innovation for our work, the vehicle that drives our mission throughout the organization, and the keepers of our reputation.

Professionalism

UIC HR employees are respected and trusted by the organization for their integrity and are highly regarded for their professionalism (internally and externally). They are dedicated to creating UIC HR as a leader in service and strategic human capital management.

Accountability

UIC HR employees understand the critical contribution they make to the future success of UIC and are devoted to the achieving the mission and vision of the campus and campus units. This devotion is apparent in their professional conduct and enthusiasm for the importance of their work and personal accountability.

Service and Expertise

UIC HR employees have a strong client focus; they are experts in their field and pursue excellence in service delivery. UIC HR collaborates with internal and external partners to provide the fastest, easiest way to achieve expert results; to meet objectives, maximize utilization of available resources, and contribute to the success of UIC.

Mandates

Human Resources at the University of Illinois at Chicago generally is covered by the same overall mandates as the campus and the University as a whole. Additionally, HR is directly subject to the widespread obligations governing the employer-employee relationship. The University as an employer is impacted by the following comprehensive mandates.

- **Federal and state statutory and regulatory provisions governing employee rights:** wage and hour/equal pay; employee benefits; employment record retention and access; immigration; veterans' rights; civil rights, including antidiscrimination and accommodation regarding numerous protected classes including age, race, sex, religion, disability, etc.; substance abuse; family, medical and other leaves; employee health and safety; arrest and conviction records; workforce reductions; licensure; surveillance and monitoring; workers' compensation, and unemployment insurance.
- **Common law concepts of employment torts and contract law:** retaliatory discharge; libel and slander; invasions of privacy; negligent misrepresentation; fraud; tortious interference with employment expectancy; breach of contract; promissory estoppel; and, intentional infliction of emotional distress.
- **Mandates as a public-sector higher education employer:** proscriptions under the United States and Illinois Constitutions, including due process, equal protection, and other constitutional protections such as speech, search and seizure, religion, etc.; presidential executive orders relating to affirmative action obligations for federal contractors; qui tam; patronage; tenure; academic freedom; shared governance, USA Patriot act; conflicts of commitment and interest; retirement and disability benefits under SURS; civil service; ethics legislation; and, state-related health and welfare benefits such as those under CMS.
- **Labor law mandates governing collective employee activities:** right of employees to organize; collective bargaining obligations; adherence to labor contracts; unfair labor practices; and, grievance and dispute resolution.
- **Other unique mandates** arising from internal University HR policies and rules; Board of Trustee resolutions; University Statutes; general rules; departmental and other bylaws; unit policies; and, obligations as a health care employer for employees in the medical center such as those involving Medicare/Medicaid exclusion, accreditation, background checks, and medical record privacy.

Statement of Strategic Intent UIC HR

The intent of the strategy outlined in this plan is to restructure and reposition UIC HR to best meet the challenging human capital management needs inherent in the UIC Strategic Plan and in doing so to create a model HR program. The proposals listed herein are both broad and diverse, spanning a wide range of operational functions and areas of expertise. To sustain effective change management the elements of this plan have been prioritized along an integrated implementation path, assuring essential HR services are maintained as the plan is executed.

STRATEGIC PILLARS

Our strategic plan is anchored in four strategic pillars that establish a framework for describing what we do, what we aspire to become and what we wish to be known for. These inter-related, strategic focus areas serve as the overarching mechanism for organizing our strategic plan. They are presented in order of priority with foundational issues appearing first followed by more advanced HR performance enhancement opportunities.

STRATEGIC PILLAR: **EXCELLENCE IN HR BUSINESS PRACTICES**

- UIC HR believes our essential contribution to UIC is in the excellent and efficient delivery of HR core services. UIC HR will achieve this goal through continuous assessment of HR effectiveness and economy and the pursuit of ever increasing standards of performance.

STRATEGIC PILLAR: **OVERCOMING BARRIERS TO HIGH PERFORMANCE**

- The number, complexity and ever-increasing scope of mandates impacting UIC employment challenge the effectiveness of campus departments and efficiency of HR operations. We will continue to pursue streamlined HR processes and practices as we navigate the burgeoning laws and regulations of the workplace.

STRATEGIC PILLAR: **DESTINATION EMPLOYER**

- Each employee makes an important contribution to the success of the UIC through the talent, effort, and inspiration he or she contributes. UIC HR will provide leadership to the campus in creating an employment environment and culture at UIC that will encourage, engage, and enable every individual to seek the highest standard of excellence.

STRATEGIC PILLAR: **INNOVATION IN HUMAN CAPITAL MANAGEMENT**

- UIC HR must strive to advance the profession and practice of human capital management in urban public higher education institutions operating academic medical centers. UIC HR will strive to identify new opportunities to enable, enrich, enthuse, and expand the many and diverse contributions made by UIC employees to the university and the to the wider community.

HR Strategic Planning Implications and Considerations

- Clear role definition between UIC HR and the HR service network is essential.
- Evolution to a high performance HR organization will require departure from the status quo and development of new skills/competencies within the HR organization.
- Need for administrative cost controls will continue to influence HR service delivery models and will require new approaches to HR cost management/financing.
- The HR service delivery model must acknowledge the distinct strengths and contributions of HR practitioners in the medical center, in schools, and administrative units and provide for customized client services in areas where differentiation is important to client success.
- The HR service delivery model must allow for the development of collaborative and synergistic HR strategies across the campus.
- The HR client base should be inclusive of all employee groups.
- Service excellence is a priority goal across the range of HR services. Service delivery models should be outcomes oriented and aligned with strategic objectives.
- HR services and associated delivery mechanisms should be continually evaluated from both a performance and service satisfaction perspective to ensure alignment with excellence standards.

SWOT Analysis

STRENGTHS

STRATEGIC PILLAR: EXCELLENCE IN HR BUSINESS PRACTICES

- Knowledgeable, experienced staff with diverse backgrounds and expertise
- Supportive campus leaders with high aspirations for HR's potential contributions to UIC
- Increasing engagement between UIC HR and HR practitioners within UIC units and departments
- Support from senior administration for extensive restructuring in pursuit of excellence

STRATEGIC PILLAR: OVERCOMING BARRIERS TO HIGH PERFORMANCE

- Strong organizational awareness of HR's stewardship role in regulatory compliance
- Acute organizational awareness of existing barriers to performance

STRATEGIC PILLAR: DESTINATION EMPLOYER

- UIC's geographic location at the center of one of the world's great cities with an abundance of untapped, diverse resources and opportunities
- Diversity of employee and student population
- Size and stature of UIC as a major employer in Chicago
- UIC's commitment to its neighbors and community service
- Status as premier research institution
- The competitive value of UIC's employee benefits package
- Success of existing recognition programs (e.g., *Caught in the Act*, *WOW*, *Award of Merit*, *Janice Watkins*, *CAPE*)
- Vast array of untapped, uncoordinated resources and potential partners available at UIC for employee engagement and development programs

STRATEGIC PILLAR: INNOVATION IN HUMAN CAPITAL MANAGEMENT

- Campus support for progressive, management development programs promoting *access to excellence* for UIC employees (e.g., LLEAP)
- Extensive expertise among faculty and staff for HR research and development

SWOT Analysis (cont.)

WEAKNESSES

STRATEGIC PILLAR: EXCELLENCE IN HR BUSINESS PRACTICES

- Lack of an effective HR governance model
- Banner performance problems
- Lack of client confidence in HR to satisfactorily perform basic services
- Cumbersome and time-consuming HR processes
- Over-reliance on past practices and policies as guide posts for future ideas & opportunities
- Decentralized HR operating model with inconsistent programs and approaches to HR services and policy administration
- Lack of a consistent HR identity at UIC
- Internal tensions between HR groups at UIC arising from role confusion
- Lack of a formal structure or approach for HR knowledge sharing and competency building

STRATEGIC PILLAR: OVERCOMING BARRIERS TO HIGH PERFORMANCE

- A rules-driven HR system
- Outdated civil service specifications
- A heavily regulated internal labor market
- Inconsistent standards for the maintenance of personnel records
- Inadequate resources to address the barriers

STRATEGIC PILLAR: DESTINATION EMPLOYER

- Insufficient training and preparation of front line supervisors
- Limited engagement of front line management in labor contract negotiations strategy
- A negative perception of UIC's geographic location presents competitive challenges for attracting and retaining needed local talent
- Uncompetitive pay practices (compared to Chicago's private sector)
- Size and complexity of UIC's workforce and employment policies
- Lack of robust recruitment and employment marketing strategy (low visibility)
- Limited support at unit and department levels to fund employee training and development programs
- Civil Service classification image as being associated with mediocrity
- Lack of comprehensive employee engagement methods and employee feedback system

STRATEGIC PILLAR: INNOVATION IN HUMAN CAPITAL MANAGEMENT

- Limited funding and resources for the creation and delivery of new programs

- Predominant focus on daily operational responsibilities at the expense of proactive, future focused plans and actions
- Lack of understanding among campus units about what the role of HR should be
- Lack of comprehensive and fully integrated talent management system

SWOT Analysis (cont.)

OPPORTUNITIES

STRATEGIC PILLAR: EXCELLENCE IN HR BUSINESS PRACTICES

- Vice Chancellor for Human Resources role as a key opportunity to improve HR's identity and contributions at UIC
- Engaging key internal and external partners to identify innovative ways to raise HR's performance and service standards
- Use of new, flexible organizational models ("HR Response Team") to improve HR's responsiveness to emerging opportunities & challenges
- Cross training of HR staff in multiple facets of HR's service delivery model
- Continuous process improvement through the use of practice teams, metrics and benchmarking
- Outsourcing and third party systems to speed implementation and contain costs

STRATEGIC PILLAR: OVERCOMING BARRIERS TO HIGH PERFORMANCE

- Strong organizational awareness of the need to improve the management of policy and regulatory compliance responsibilities through new methods & approaches (e.g., collaboration with key internal and external partners, quality techniques, technology solutions)

STRATEGIC PILLAR: DESTINATION EMPLOYER

- Recognition of heretofore un-promoted employee benefits
- Development of a distinct UIC employment brand
- Expanded involvement of HR's role in internal community and culture-building initiatives and programs
- Organization readiness to establish stronger relations with UIC staff through a dedicated focus on employee engagement
- Promotion of the tangible effect employee's actions have on local communities and global society
- Improved effectiveness and efficiency of HR programs and services

STRATEGIC PILLAR: INNOVATION IN HUMAN CAPITAL MANAGEMENT

- Development of an HR program for academic professionals
- Organization readiness to approach compensation in new and creative ways to improve employee satisfaction and retention
- Emerging interest in HR consulting services providing campus units and departments with up-to-date approaches to organizational effectiveness (e.g., performance management, training, service excellence, culture)
- National recognition of UIC as a progressive human capital leader among urban public higher education institutions operating academic medical centers

- Opportunities for workforce and succession planning at various levels of the organization (faculty, staff, administration)

SWOT Analysis (cont.)

THREATS

Strategic Pillar: Excellence HR Business Practices

- Loss of key HR talent and expertise creating potentially significant gaps in service delivery
- Emerging technology creating constant pressures for new and improved service standards
- Resistance to new policies and procedures from individual units
- Lack of funding for major initiatives

Strategic Pillar: Overcoming Barriers to High Performance

- Growing regulatory demands creating additional resource constraints and systemic obstacles to high performance and positive employee engagement

Strategic Pillar: Destination Employer

- Increased competition for talent in a robust Chicago labor market
- Negative perceptions of UIC's geographical location
- Competitive practices of more agile, better funded, better marketed colleges and universities
- Unplanned loss of critical talent through retirement and/or competitive take away
- Employee dissatisfaction as evidenced by the high volume of employee grievances and complaints
- Increased unionization
- Perceptions of patronage and nepotism
- Uncertain political environment and support for UIC's mission and vision
- Changing workforce demographics and associated employment ramifications
- Lack of cohesion between individual unit employee engagement efforts – dilution of employment brand

Strategic Pillar: Innovation in Human Capital Management

- Financial constraints resulting from intense internal competition for limited resources
- Organizational stress as the result of insufficient change management initiatives

Key Strategic Issues Facing the Organization

The aspirations and intentions set forth in the UIC campus and unit strategic plans signal a need for a radically new outlook for human resources management at UIC. This new reality alters our view of HR's fundamental purpose and principal contributions, and challenges our existing convictions and paradigms. Confronting a collection of complex questions provokes our thinking and shapes our future strategic agenda:

STRATEGIC PILLAR: EXCELLENCE IN HR BUSINESS PRACTICES

- How will we improve the reliability of our basic HR services while we build and deliver needed human capital expertise?
- What can we anticipate will be our funding levels in the next 5 years? How do we balance substantial demand for HR services with limited resources?
- How will we transform the UIC HR service network from a fragmented, highly sub optimized set of activities to a high performing service model?
- What is the role of technology in supporting HR service delivery? Where and how should we leverage technology to lead us to higher levels of HR effectiveness and efficiency?

STRATEGIC PILLAR: OVERCOMING BARRIERS TO HIGH PERFORMANCE

- How do we reconstruct such a heavily regulated internal labor market and rules driven HR system?
- How can UIC HR optimally manage its stewardship role related to HR regulatory compliance? What key compliance principles and approaches must we promote to achieve compliance while improving productivity?
- What are the most significant trends shaping future employment regulations in public higher education and academic healthcare? How might those trends impact UIC employment experience? What opportunities must be pursued to influence these outcomes?

STRATEGIC PILLAR: DESTINATION EMPLOYER

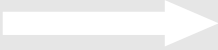

- What is the ideal employment culture for UIC? How do we create a working environment that drives high performance while conveying a sense of community and common mission?
- What is the distinct advantage that UIC has as an employer that is under-valued or invisible in the Chicago land labor market? What's the unique, compelling employment brand? How do we seek, find, secure and motivate qualified, excited talent whose interests align with UIC's employment experience and mission?

STRATEGIC PILLAR: INNOVATION IN HUMAN CAPITAL MANAGEMENT

- What are the current capabilities of UIC's workforce? What capabilities will be more valuable in the next five years? What are our largest skill gaps? How do we address today's organizational needs while preparing for the workforce of the future in a climate of tight resources and a decentralized management?
- How can we unleash significantly greater personal contributions by UIC's employees?
- How is successful leadership defined and developed at UIC in light of our mission and vision?

- How can we leverage the knowledge of an interdisciplinary team of UIC experts to advance new, innovative thinking in the realm of human capital management for us and for others?

Strategic and Stretch Goals Along An HR Value Continuum

	HR AS A RELIABLE PROVIDER OF CORE HR SERVICES	HR AS A LEVER FOR IMPROVED ORGANIZATIONAL PERFORMANCE	HR AS A CATALYST FOR HIGH ORGANIZATIONAL PERFORMANCE	
HR ROLE (CURRENT)	<i>STRATEGIC PILLAR:</i> EXCELLENCE IN HR BUSINESS PRACTICES	<i>STRATEGIC PILLAR:</i> OVERCOMING BARRIERS TO HIGH PERFORMANCE	<i>STRATEGIC PILLAR:</i> DESTINATION EMPLOYER	HR ROLE (FUTURE)
<p><i>Constituencies</i></p> <ul style="list-style-type: none"> • Civil Service and Academic Professional Employees • Regulatory Authorities <p><i>Activities</i></p> <ul style="list-style-type: none"> • Core Services only <p><i>Objectives</i></p> <ul style="list-style-type: none"> • Policy & Regulatory Compliance • Internal Control <p><i>HR Competencies</i></p> <ul style="list-style-type: none"> • Internal Policy Expertise • Regulatory Expertise 	<p>STRATEGIC GOAL 1: Achieve “outstanding” Client Services ratings for the Core Services UIC HR provides.</p>	<p>STRATEGIC GOAL 2: Remove programmatic barriers to high performance.</p> <p>STRATEGIC GOAL 3: Remove systemic barriers to high performance</p>	<p>STRATEGIC GOAL 4: Be recognized as a destination employer characterized by a distinctly competitive employment culture. (Stretch)</p> <p><i>STRATEGIC PILLAR:</i> INNOVATION IN HUMAN CAPITAL MANAGEMENT</p> <p>STRATEGIC GOAL 5: 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)</p>	<p><i>Constituencies</i></p> <ul style="list-style-type: none"> • Chancellor and Vice Chancellors • Deans, Directors and Department Heads • HR Practitioners in colleges and major administrative units • All Employees • Outside Stakeholders <p><i>Activities</i></p> <ul style="list-style-type: none"> • Core Services Redefined • Strategic HR leadership <p><i>Objectives</i></p> <ul style="list-style-type: none"> • Outstanding Core Services • Innovative HR Solutions • Enhanced Organizational Performance <p><i>HR Competencies</i></p> <ul style="list-style-type: none"> • HR delivery • HR technology • Business knowledge • Personal credibility

Strategic Sub-Goals and Actions

<p>UIC STRATEGIC GOALS</p>	<p>UIC HR STRATEGIC PILLARS</p>	<p>UIC HR STRATEGIC GOALS</p>	<p>UIC HR STRATEGIC SUB-GOALS</p>
<p>UIC GOAL 6: UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.</p>	<p>EXCELLENCE IN HR BUSINESS PRACTICES</p>	<p>UIC HR GOAL 1: UIC HR will achieve “outstanding” Client Services ratings for the Core Services UIC HR provides.</p>	<p>SUB-GOAL 1A: Redefine the role, structure and business model of HR at UIC.</p> <p>SUB-GOAL 1B: Lead UIC participation in the development and implementation of a new Banner HR front end.</p> <p>SUB-GOAL 1C: Establish a baseline of client satisfaction with Core HR services, measure annually and report progress.</p>

UIC STRATEGIC GOALS	UIC HR STRATEGIC PILLARS	UIC HR STRATEGIC GOALS	UIC HR STRATEGIC SUB-GOALS
<p>UIC GOAL 6: UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.</p>	<p>OVERCOMING BARRIERS TO HIGH PERFORMANCE</p>	<p>UIC HR GOAL 2: UIC HR will remove programmatic barriers to high performance.</p> <p>UIC HR GOAL 3: UIC HR will remove systemic barriers to high performance</p>	<p>SUB-GOAL 2A: Update and revise UIC HR policy and promote more effective and efficient management of human resources at the college and unit level.</p> <p>SUB-GOAL 2B: Identify and restructure any UIC HR Program or Service, and Program or Service gaps that inhibit the more effective and efficient management of human resources at the college and unit level.</p> <p>SUB-GOAL 3A: Achieve civil service reform.</p> <p>SUB-GOAL 3B: Streamline UIC civil service procedures impacting recruitment, discipline, lay offs and bumping.</p> <p>SUB-GOAL 3C: Dramatically optimize the management of employment-related compliance responsibilities.</p>

UIC STRATEGIC GOALS	UIC HR STRATEGIC PILLARS	UIC HR STRATEGIC GOALS	UIC HR STRATEGIC SUB-GOALS
<p>UIC GOAL 1: UIC will offer an outstanding education at all levels to a diverse student body.</p> <p>UIC GOAL 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.</p> <p>UIC GOAL 4: UIC will build areas of excellence in disease prevention, health promotion, patient care, education, and research within a highly competitive health care market.</p> <p>UIC GOAL 5: UIC will be a destination where students, faculty, and staff want to study, work, and live and that attracts visitors from around the world.</p> <p>UIC GOAL 7: UIC will implement a comprehensive marketing and public relations program to increase its visibility and improve its image among key external constituencies.</p>	DESTINATION EMPLOYER	<p>UIC HR GOAL 4: UIC HR will be recognized as a destination employer characterized by a distinctly competitive employment culture. (Stretch)</p>	<p>SUB-GOAL 4A: Advance and support the Med. Center’s Employer of Choice strategy.</p> <p>SUB-GOAL 4B: Define and promote UIC’s ideal employment culture in relation to its mission, vision, values, its urban environment and its local culture(s).</p> <p>SUB-GOAL 4C: Design and institute innovative employment programs uniquely suited to our mission and culture, and establish a unique/signature UIC employment brand.</p> <p>SUB-GOAL 4D: Develop and implement a UIC “Culture of Service” training, behavior and feedback model.</p> <p>SUB-GOAL 4E: Heighten employee engagement and strengthen morale.</p>

UIC STRATEGIC GOALS	UIC HR STRATEGIC PILLARS	UIC HR STRATEGIC GOALS	UIC HR STRATEGIC SUB-GOALS
<p>UIC GOAL 2: UIC will excel as an internationally recognized center for research and creativity by advancing and disseminating knowledge within and across disciplinary boundaries and by translating discovery into application, practice, and the marketplace.</p>	<p>INNOVATION IN HUMAN CAPITAL MANAGEMENT</p>	<p>UIC HR 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)</p>	<p>SUB-GOAL 5A: Design and implement a continuous approach to leadership development that focuses on core skills required for high performance and strategy execution at UIC.</p> <p>SUB-GOAL 5B: Move workforce diversity agenda beyond numbers and reporting.</p> <p>SUB-GOAL 5D: Determine UIC's critical future workforce needs and develop strategies for addressing gaps.</p> <p>SUB-GOAL 5E: Establish a model for Human Capital Innovation at UIC as an interdisciplinary initiative supported by UIC HR.</p>