

University of Illinois Board of Trustees Retreat



UNIVERSITY OF ILLINOIS

URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD

July 22, 2015

Group A - Red

Discussion Leader: Dick Simpson

Reporter: Michele Mariscalco

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- A. Collectively depth and breadth of programs –Diversity of Disciplines
- B. 3 or 1...3 distinct campuses , one university...
- C. Geographic Diversity...Global City...vs Rural
- D. Diverse Student Population –
- E. WorldClass Faculty
- F. Health Care System and Hospital
- G. Big 10
- H. Have all the professions
- I. Educate 1st generation students
- J. Research translates across the world
- K. Alumni Base
- L. Pension...

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- A. Transform k-12 education and community colleges
- B. Increase Engagement of students and faculty,
- C. New models of educational opportunities. Can students cross multiple disciplines...customization. Really be student focused.
- D. how to use technology as a mark of excellence in . Use it to change ourselves first and the world
- E. Leverage health sciences to advance models of health care delivery and improve state and national health---execution is problematic
- F. Educate for democracy – civic engagement

Question 3:

What are the most significant barriers to the University of Illinois realizing its potential over the next five to ten years, and why?

- A. 3 in 1 question –
- B. Tuition and fees
- C. Instability of resources
- D. State imposed regulations and internal bureaucracy – can't use best practices
- E. Inability to tell our story well... what is the value proposition for University
- F. Prevented from synergy, barriers between the campuses for students to take advantage , and faculty
- G. Risk averse

Question 4:

What are the most important needs of the State of Illinois that the University can address, and why are these particularly suited to UI's capabilities?

- A. Educating citizenry of IL at scale, especially can affect K-12. Raising the level of discussion. University can make a difference, we have scale of learners.
- B. Economic development – we are equipped – great faculty and administrators, can coordinate public-private partnerships – We have reach
- C. Healthcare ...
- D. Provide public policy recommendations, assist growing leaders of the state
- E. Failing infrastructure and food insecurity – Agriculture and Engineering

WE HAVE SCALE...we can do it

Group B - Orange

Discussion Leader: Susan Koch

Reporter: Janice Slater

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- Multiple options and opportunities for students
- Individual campus identity and all very distinguished
- Chicago access and connection
- Engineering at Urbana
- Size of the alumni network
- Culture of collaboration
- Unique blend of access and excellence
- Engaged research that promotes the common good/society
- Research capabilities
- Commitment to economic development
- Athletics
- Reputation of the institution in total

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- Own and control the only state hospital
- Seven health science colleges
- Providing healthcare
- Physical space
- Global reach
- World-class faculty
- Cost of discovery is low
- Midwest work ethic

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- Strategic brand development, marketing, reputation management and identity to multiple stakeholders – alums, people of the state, students, prospective students, communities, etc.
- Innovation, research, design, and interdisciplinary
- Develop a master plan for higher education, establish a new, sustainable financial model, with more autonomy from the state
- Lead nationally and globally in healthcare delivery and innovation
- Leverage Chicago as an urban center for economic and social growth

Question 3:

What are the most significant barriers to the University of Illinois realizing its potential over the next five to ten years, and why?

- State funding
- State regulatory restrictions— procurement, civil service
- Reputation/brand/unique identity of the individual campuses
- Reputation/Brand of the state
- System vs. three campuses with autonomy
- Costs of doing business – accountability of where we spend resources
- Costs to students – financial aid resources
- Quality, leadership stability
- Reputation barriers to collaboration among the campuses
- Structure of state university system
- Internal barriers, bureaucracy prevent change and agility

Question 4:

What are the most important needs of the State of Illinois that the University can address, and why are these particularly suited to UI's capabilities?

- Political leadership
- Utilize alumni base
- Economic development
- Healthcare delivery to the underserved
- Government finance reform
- Improved reputation/brand of the state
- Engaged in improving K-12 education/education pipeline

Group C - Yellow

Discussion Leader: Don Chambers

Reporter: Karen Colley

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- A. Chicago-most influential metropolitan area, global metropolitan area (surrounded by water-connection to both oceans something we haven't taken advantage of)
- B. U of I is well positioned to lead in key areas for our nation and the world: Food, manufacturing, agriculture, sustainability, health.
- C. Thinking of U of I as a System-need all the differentiated parts. Students can go anywhere in the state and get the best education no matter what their needs are. Differentiation and complementary strengths of each campus. Build on the system.
- D. Commitment of individuals and willingness to serve. Human capital that the university has is a major asset.
- E. Have the size, need the excellence to have the great impact. Alumni numbers a strength-untapped potential.
- F. Breadth of expertise and knowledge across the system is our strength. There isn't an issue or problem that someone can't solve.
- G. U of I has a presence in every county in the state.
- H. Diversity is a strength, but we haven't completely defined and taken advantage of our diversity. We count it, brag about numbers, but do not do much with it. Need to capitalize on the diversity of our student body and faculty. Developing the leaders of tomorrow to solve multi-factorial issues and problems.

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- A. Building technology enhanced learning to transform education in a cost-effective way. Even extending this to K-20 learning and beyond.
- B. Civic/community engagement and public service at all levels-students, faculty, staff, and from all disciplines. How to expand the university's impact state-wide: For example: (1) Could each campus develop of a system of student-faculty think tanks to help businesses or other groups in the state solve problems. (2) Take on the Midwestern problems defined by Dr. Duderstadt as our new challenges and create interdisciplinary collaborations across three campuses to solve these problems. Make these challenges our opportunity. Link academic to practical. Flexible structure to achieve this.
- C. Define what each campus is individually and then what U of I is collectively. Identify our strengths. Promote what are we individually and collectively regionally, nationally, internationally.
- D. Take advantages of our expertise in health care on all campuses-create new State-wide health initiatives.
- E. Renew our compact with the State. Make sure that there are opportunities in the State of IL for our students to find employment when they graduate. Engine for generating opportunities for our students in the State of IL.
- F. Lead transformation of the educational system in the State. Ensure that the population of IL is truly educated.

Question 3:

What are the most important roles for the University – as distinct from the campuses – to play over the next five years, and why? That is, what can the University do to raise the visibility, stature and impact of the campuses collectively and of public higher education in Illinois more broadly?

- A. The Chancellors' define and the President articulates strengths of each campus and university's mission in State, nationally, and internationally. The President serves as a spokesperson and advocate for the university and the value of public education to the State leadership; he brings back what he has learned in these interactions to the guide the campuses.
- B. The university should publically address major overarching problems in society via public events and think tanks, highlighting collective thinking across all three campuses.

Question 4:

What would represent “success” for the strategic planning process, and why? What would be some good indicators – qualitative or quantitative; six months from now or five years out – that the planning effort had set the University on a successful path?

- A. If our five key achievements are transformative, forward looking, innovative and can be easily articulated by our stakeholders.
- B. If the state population, leadership, come to the university for advice and problem solving. Thought leaders.
- C. If we obtain regulatory relief in the next year or two.
- D. If the yield of undergraduates increases on all three campuses; Our university is a place where students want come.
- E. If private and business partners are willing to speak on behalf of the university and its accomplishments.
- F. If the numbers of faculty awards and memberships in key academies increase.
- G. If philanthropy to the university increases-an indication of how passionate people feel about the university.

Group D - Green

Discussion Leader: Larry Schook

Reporter: Tanya Gallagher

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- A. Strong in science and scholarship, but with the human dimension
- B. Linkage to sustainable communities
- C. We have scale
- D. We develop leaders in every geographic area
- E. People of Illinois have embraced the U of I
- F. We touch all regions of the state
- G. Proximity to do good and ask the grand social questions and the ability to provide solutions
- H. Ability to examine problems from so many different points of view
- I. Our people are our greatest assets-faculty, students and staff

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- A. How do we provide infrastructure to bring groups together and best leverage our collateral strengths?
- B. Specialization/strategic focus based on the strengths of each of the campuses
- C. Medical marijuana – can the university play a role in this area in answering the questions of whether this is a good idea and what impact will this have on the development of our citizens.
- D. How do we move with speed and engage communities across our respective disciplines? Need to find ways to identify expertise
- E. Violence prevention based on current work in this area
- F. inequalities, - education and health disparities
- G. Population health – recognizing that prevention is important, technologies to address limited access, telemedicine, measuring outcomes in these areas and leverage social work strengths
- H. Make the communities a part of the university and committed partners
- I. Healthy prison systems – healthcare issues that exist in the prisons
- J. Improve upon the infrastructure of the university
- K. Need to be more invested in the communities and the state
- L. Education – focus on the state of education and how to improve upon it as a Land Grant institution
- M. Diversifying our professions – How do we develop a system that admits individuals and leads them to success?
- N. Culture of ownership and vested interest in the U of I statewide
- O. Implications of population growth and shifts in population densities and related issues of health, food, water, infrastructure
- P. Economic development – needs to address issues of poverty and how this development will better the lives of low income individuals, provide a properly trained workforce

Question 3:

What are the most important roles for the University – as distinct from the campuses – to play over the next five years, and why? That is, what can the University do to raise the visibility, stature and impact of the campuses collectively and of public higher education in Illinois more broadly?

- A. Improve awareness of the U of I and promote externally a better collective narrative that resonates with target audiences
- B. Lead efforts in regulatory relief, both internal and external regulations

Question 4:

What would represent “success” for the strategic planning process, and why? What would be some good indicators – qualitative or quantitative; six months from now or five years out – that the planning effort had set the University on a successful path?

- A. Complete participation in the planning process, voices heard from all areas of the university, vested interest by all
- B. Measure the success of students following graduation, what are the benefits to the state of our graduates
- C. Report card of how we are doing along the way to implementing the strategic plan
- D. Actual listening going on of all our constituents during the planning process
- E. Metrics that are defined externally
- F. External participation in the strategic planning process
- G. Measurable impact in our communities on areas of violence, poverty, health, illiteracy, etc. by the U of I through its strategic plan

Group E - Blue

Discussion Leader: Walter Knorr

Reporter: Joyce Tolliver

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- 1. Faculty and students
- 2. We are the public research Univ of the state of IL in terms of research, faculty and output (each of the 3 campuses have a role in that)
- 3. Reputation for innovation and technology—helps to draw good students and good faculty
- 4. Infrastructure and integrative breadth: BP grant as example of resources, facilities, equipment available for research (Blue Waters)
Locations: rural and urban both
- 5. International presence and reputation (note that “UI” is often thought of as referring to Urbana campus)
- 6. societal responsiveness (UIS opportunity to connect with government; Urbana chance to connect with other parts of state)
- 7. Uniqueness of each campus
- 8. Potential for partnership at federal level. Urbana is number 1 funded NSF campus
- 9. City of Chicago as distinct advantage
- 10. Having a health care delivery system in the city of Chicago
- 11. Potential for collaboration
- 12. Large alumni base across the world
- 13. Shared governance relationships (faculty, administrators, trustees)
- 14. Collegiality, mentoring of faculty
- 15. living environments (different advantages for different campuses)
- 16. Interdisciplinarity
- 17. responsible fiscal stewardship

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- 1. New compact with state (financial support, release of regulatory constraints)
- 2. Alumni outreach: fundraising; UI association for life
- 3. Branding of each of the three campuses
- 4. Become the Silicon Valley of the Midwest (Research Park development, outstanding students, economic development and research into technology)
- 5. Foment a culture of innovation : in teaching learning, and in interdisciplinary research
- 6. Food (nutrition), water, sustainability
- 7. Civic responsibility integrated into teaching, learning, and scholarship
- 8. Increase student body and access
- 9. Determine the right financial models to deal with challenges and to achieve goals

Question 3:

What actions/policies/initiatives would most help build successful interaction and collaboration among the three UI campuses?

- What are some specific collaborative initiatives or forms of cooperation that you believe are particularly well-suited to the UI campuses?

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- 1. Reward and incentivize collaborative work (including P and T criteria)
- 2. Team building and support for a culture of mutual respect
- 3. Identify and highlight potential assets for collaborative work across campuses
- 4. Provide ways for faculty to find each other (bullet train!)
- 5. Change infrastructure where necessary to provide flexibility in cross-campus collaboration, especially for graduate education
- but
- 6. Don't force collaboration

Question 4:

What are three wonderful, but possibly impossible dreams for the University, and why are they wonderful but possibly impossible?

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- 1. Release from mandates
- 2. Know where all alumni are; keep all alumni engaged
- 3. Student populations reflecting demographics of state; and superior student profiles. (This relates to K-12 engagement)

Group F - Purple

Discussion Leader: Christophe Pierre

Reporter: Barbara Henley

Group Name: The Heavyweights

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- A. Diverse, comprehensive missions of the 3 campuses
- B. Geographically distributed, including locations in Rockford and Peoria and extension programs
- D. Ability to address the most pressing social and economic problems and injustices of our time, including racism, violence, inequality, and access to education and technology
- E. High quality human capital
- F. Large number of alumni
- G. Training of health professionals
- H. Global presence
- I. Strength of Engineering

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- A. New model of education, better use of facilities, 3-year degrees, serving new populations (prisoners, 2nd degree seekers, business community)
- B. Infrastructure to share resources
- C. Training the post industrial masses
- D. Addressing K-12 issues
- E. Strategic enrollment (on-line, year round, lifelong learning, affordability, diversity)
- F. Modernization of administration: efficiencies, agility, nimbleness
- G. Reinvention of the educational process

Question 3:

What actions/policies/initiatives would most help build successful interaction and collaboration among the three UI campuses?

- What are some specific collaborative initiatives or forms of cooperation that you believe are particularly well-suited to the UI campuses?

- A. Regulatory reciprocity- course credit, articulation, research contracts, animal care
- B. Remove impediments and barriers to collaborations
- C. Improve communication and sharing of information and best practices, e.g. models of teaching
- D. No need for incentives in order to collaborate

Question 4:

What are three wonderful, but possibly impossible dreams for the University, and why are they wonderful but possibly impossible?

- A. Free education for qualified Illinois students
- B. Investment plan for parents (ROI after student obtains employment),
- C. High Tuition, High Aid model
- D. Student enrollment reflects the population of the State of Illinois
- E. Eliminate discipline based colleges
- F. Open doors to workers for a total learning community
- G. *

Group G - Black

Discussion Leader: Jorge Villegas

Reporter: Donna McNeely

Question 1:

What are the most singular assets or competitive advantages of the University of Illinois today, and why?

- A. The breadth (i.e., scale) and quality of future employees being educated at the University (one stop shop for employers)
- B. The breadth and quality of programs available for current and prospective students (one stop shop for students) and the demand is high as compared to at other institutions within Illinois
- C. Extensive collaboration in the areas of science and innovation within and between the campus locations
- D. Tradition of excellence in the areas of engineering and sciences – legendary
- E. State of Illinois is an asset with respect to the economic industry – international airport, industry, internet, manufacturing, etc.
- F. City of Chicago provides significant opportunity
- G. History of excellence
- H. Proportion of state funding has been a competitive advantage allowing for building vs. self-funding
- I. Alumni base is strong and wide-spread (700,000)

Question 2:

What are the three to five most important strategic initiatives/changes that the University should undertake over the next five years, and why? (These might be initiatives that build on existing strengths of the University or on significant potential that UI is very well positioned to develop.)

- A. Transform the University of Illinois into “the” purveyor of life-long learning
- B. Identify who we are, what we will do, and what we are not going to do – which may slightly impact breadth but will result in a positive net change (can’t be everything for everyone in an efficient and effective manner)
 - 1. Five years from now be able to say that our governance structure has been significantly streamlined – obtaining significant regulatory relief will be important in streamlining
 - 2. Curriculum development process streamlined to allow us to meet demand – campuses, UA, and IBHE
- C. Reclaim the moral leadership in higher education – reassert the value of higher education
- D. Fulfill our social responsibility(s) through relationships with all levels of the community. Increased civil engagement. Focus on the improvement of the pipeline and graduation rates at K-12.
 - 1. Double the number of African American students enrolled within the three campuses over the next 5 years
- E. Further develop a more robust alumni program including expansion of alumni mentorship programs throughout life, guaranteed life-long learning opportunities for graduates, build support alliances from the point a student walks onto campus the first week, etc.

Question 3:

What actions/policies/initiatives would most help build successful interaction and collaboration among the three UI campuses?

- What are some specific collaborative initiatives or forms of cooperation that you believe are particularly well-suited to the UI campuses?

- A. Focus on doing less with less and with greater ROI – each campus can not do everything for everyone in a silo - collaboration and centralization of some functions allows for greater ROI on focus areas
- B. Mandated training/compliance - standard and across the board to avoid duplication of effort, systems, administration
- C. Consideration of combination of some program initiatives – study abroad, internships, etc. might provide greater breadth for students
- D. Create further faculty discussions and opportunity for collaboration within and outside of the University

Question 4:

What are three wonderful, but possibly impossible dreams for the University, and why are they wonderful but possibly impossible?

- A. Develop a southern Illinois branch campus to meet need in the geographical area - legislature
- B. Develop ourselves as a life-long learning university
- C. Student body reflects the diversity of Illinois – socio and economic
 - A. Improve, increase and/or build the K-12 pipeline into the university
 - B. Increase retention and graduation rates over 4 years
 - C. Identify and develop educational partners with entities (corporations, not-for profits, etc.) that will benefit from high quality graduates

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Six Word Stories

Six Word stories – Group A (Red)

- Help! I can't do this alone
- Rocking the midwest. Ignoring the barriers
- Graduated...but don't know from what
- Illinois, we are one family, occasionally
- 3 vs 1, its a barrier

Six Word Stories – Group B (Orange)

- Better healthcare, more people, lower costs
- I don't remember what Alzheimer's is
- The U of I: a Picasso
- New Illinois Governor, Lisa Murray Madigan
- U of I, redistribution of opportunity
- UIC vs. UIUC NCAA finals
- U of I, free at last, free at last
- U of I system: bye bye
- Vibrant Illinois, U of I claims credit
- Chicago Tribune Touts U of I

Six Word Story – Group C (Yellow)

- Midwest's jewel educate discover global transformation.

Six Word stories – Group D (Green)

- Change the world student by student
- The answer to how is begin
- Great universities bathe in royal jelly
- This place is alive with the future
- All I want to be, an Illini
- Creating healthier communities, University of Illinois

Six Word stories – Group E (Blue)

- Yes Doctor, his will is current.
- On-line learning, lecture hall for rent.
- The future. You're on your own.

Six Word Stories – Group F (Purple)

- U of I. Dreams are met.
- Illinois! Thank-you for everything.
- Change the world? Start at Illinois.
- U of I: access, excellence, success.
- No hassles. No debt. Wide-open.
- High aspirations, achievements, and success.
- Michigan, Berkeley aspire becoming Illinois.
- You went private. You lucky dog.

Six Word Stories – Group G (Black)

- Globally acclaimed, nationally preeminent, locally relevant
- We came, we LED, we conquered
- What's a student, asked the professor?
- Remember before XXXXX was cured?
- Take responsibility, nurture, carry out
- Why worry about the state legislature?
- Follow Illinois, the President said.
- Applicants needed – graduates and politicians irrelevant
- 9/11 never again, America strong

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Next Steps

Chairman McMillan
President Killeen

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