

# **Academic Careers are Dynamic**



Even while spending a career in one field in one department, intellectual focus is ever-evolving

A successful scholar may change direction several times over the years



Similarly, our campus is an everevolving organization, adapting to changing intellectual and societal opportunities, needs and circumstances



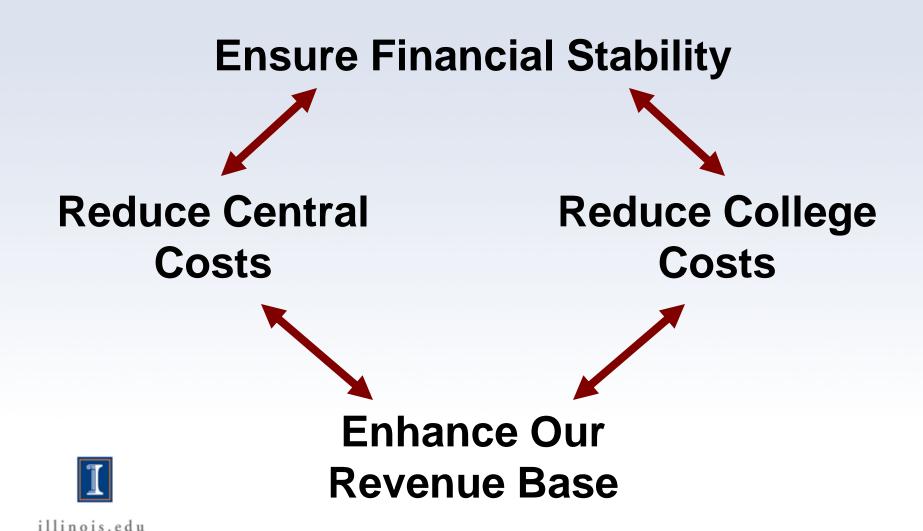
# **Programmatic Review Efforts**

- Driven by programmatic ambitions & economic realities
- Protecting our ability to:
  - Hire & retain the best faculty—our reputation depends on it
  - Protect quality and access for our students
  - Ensure Illinois remains a leader in higher education



# Strengthening our Foundation

Through interconnected efforts to:



# Managing Human Resources; Our Largest Cost

Reducing staff size to control costs and accelerate efficiencies:

- Incentive program reduced staff levels by >400FTE
- Constrained hiring tied to critical needs

Development of service centers, consolidation of responsibilities and elimination of non-essential activities



Net effect: 585 FTE decrease on state/tuition since FY09!

# Reducing Central & College Costs

- Implementing sunset provisions for centrally-funded projects
- Continue investing in energy conservation—millions in annual savings
- Expanding college & cross-college service centers
- Departmental consolidation—School of Languages & Literature; Education (3 units); School of Earth, Society & Environment; others



Allowing for reallocation of funds to highest academic priorities

# **Continuing Program Review**

- Since 2008 we have eliminated nine degree programs
- Major review of doctoral programs launched this year
- Ongoing academic program reviews
- Stewarding Excellence—a focused effort at this juncture



### **Stewarding Excellence Projects**

- IT @ Illinois
- Public Engagement
- Scholarships
- Teaching Support
- Small Academic Units
- Aviation
- VC Research
- Initiatives & Small Centers



- Graduate College
- Revenue Generation
- Police Training Institute
- Advancement
- Biology Education
- Library
- Extension
- Space Utilization
- Utilities

### **Stewarding Excellence Projects**

- IT @ Illinois
- Public Engagement
- Scholarships
- Teaching Support
- Small Academic Units
- Aviation
- VC Research
- Initiatives & Small Centers

- Graduate College
- Revenue Generation
- Police Training Institute
- Advancement
- Biology Education
- Library
- Extension
- Space Utilization
- Utilities

"The combined results of several people working together is often much more effective than could be that of an individual scientist working alone."

--John Bardeen, two-time Nobel Prize Winner

