

**Advancing *The Public's University: Optimizing Impact for the Public Good* Strategic Framework  
FY 2017 Goals  
President Timothy L. Killeen**

**I. An Institution of and for Our *Students***

a. Diversity and Inclusiveness

- i. Enhance the diversity and inclusiveness of the University community by making investments in student and employee support, professional development, and other resources to ensure a welcoming environment for historically marginalized and underrepresented populations, including (but not limited to) African American, Hispanic, Native Americans, Asian and Pacific Islanders.
- ii. Provide leadership and direction to staff to enhance purchasing and contracting opportunities to minority (including but not limited to African Americans, Hispanic Americans, Asian Americans, Native Americans, and persons with disabilities) and female-owned business enterprises.

b. Promote Engagement

- i. Accomplish the transformation of University of Illinois Foundation and University of Illinois Alumni Association in an enhanced relationship, including the establishment of the President's Advancement Council with leadership from the universities, UIAA, and UIF, to achieve increased opportunities for cultivation of donors and alumni.
- ii. Devote time on at least 50 work days towards engagement of current and prospective donors to the University of Illinois.
- iii. Host or participate in a minimum of 15 development activities on behalf of one or more System universities and/or the University of Illinois Foundation.
- iv. Work with Urbana-Champaign leadership to plan and implement sesquicentennial activities to promote this critical historical milestone.

**II. Research and Scholarship with *Global Impact***

a. Innovation, Collaboration, Entrepreneurship / Research and Development / Humanities and Arts

- i. Engage corporate leaders in Illinois in developing partnerships that advance the Strategic Framework goal of securing Illinois's reputation as a hub of innovation.
- ii. Develop or strengthen strategic partnerships with at least 5 corporations or organizations that are headquartered or have a significant presence in Illinois in ways that engage one or more of the three universities in the System.
- iii. Provide additional support across the University of Illinois System for innovation and technology transfer by providing better resources to enable our innovation ecosystem to enhance innovation activities including patenting, licensing, and developing U of I-based start-up companies.

- iv. Further the implementation of key Strategic Framework concepts through Presidential Fellowships for leading System faculty members to work on key projects that advance the institution's goals in the following areas:
  - Diversity and Inclusion
  - Humanities and Arts
  - Economic Development and Civic Engagement

### III. A Health Future for *Illinois* and the Midwest

#### a. Engine for Economic Development

- i. Continue to amplify/promote the economic impact that the U of I has to broad public audiences including, but not limited to, alumni, prospective students and their families, government leaders, and corporate stakeholders.
- ii. Collaborate with the Governor's Office and the Department of Commerce and Economic Opportunity on statewide economic development and identify opportunities for engagement between the University and private industry to partner on economic development and innovation activities.
- iii. Lead several one or two-day visits throughout the state to meet business leaders and elected officials with an emphasis on the University's role in statewide economic development in regions that may include (but are not limited to): Edwardsville, Peoria, Bloomington, Metro-East, Quad Cities, Mount Vernon/Marion, Springfield, Effingham-Mattoon, Western Chicago Suburbs, Southern Chicago Suburbs, Northern Suburbs or Rockford.
- iv. Utilize corporate executive roundtable discussions to define and implement a major project in the Chicago metropolitan area resulting in new directions and building private sector support for the University System's "land-grant" mission.

#### b. Positive Outcomes in Healthcare

- i. Maintain strong institutional oversight of the University of Illinois Hospital and Health Sciences System, in consultation with the Vice Chancellor for Health Affairs at Chicago and the CEO of the University Hospital and the Board of Trustees, by instituting a medical advisory board to provide guidance for hospital operations and advocacy.

#### c. Connections with Other Educational Institutions

- i. Proactively engage with community college leaders to develop a more robust process for (1) seamless transfer of students into UI four-year degree programs, (2) the creation of STEM initiatives and programs, (3) partnerships with community colleges in areas of technical training necessary for workforce participation in new industries important to the economic revitalization of the state, and (4) teacher preparation including expansion of agriculture teacher education.

#### d. Civic Engagement

- i. Organize University of Illinois alumni and students to partner with University leadership in calling on our elected officials for continued support to the University of Illinois through increased efforts of the UI Alumni Association and the Illinois Connection.

- ii. Coordinate receptions and meetings with the U of I caucus and other caucuses within the Illinois General Assembly to enhance support and advocate for U of I funding and legislative priorities, including ensuring effective capital and maintenance programs and appropriate infrastructure, to enhance the student experience.
- iii. Explore the realignment of the Institute for Government and Public Affairs within the System Office of Academic Affairs through the establishment of an Abraham Lincoln Institute of Government that would draw together and coordinate the work of centers and programs across the System that focus on public policy research and civic leadership.

#### IV. **Tomorrow's University Today**

##### a. Affordability, Access, and Completion

- i. Engage leadership at the three universities in the development of effective enrollment/recruitment strategies that better serve the needs of students and increase student access, affordability, diversity, retention, graduation rates, successful entry to the workforce (e.g. with specific Illinois companies) and overall student quality.
- ii. Seek to achieve gains greater than 5% enrollment in numbers of under-represented minorities (African American, Hispanic, Native Americans, Asian and Pacific Islanders, etc.) in the undergraduate student body.
- iii. Increase access for Illinois undergraduate resident students (including students from a rural Illinois background) by greater than 5% over the 2014 baseline, establishing an upward multi-year trend line for Illinois resident students.

##### b. University-State Compact

- i. Meet with State legislative leaders and constitutional officers to advocate for the University of Illinois System and the development of the *Investment, Performance, and Accountability Initiative* that will provide for stable/appropriate state support in return for the University System being accountable to the State for effective and efficient stewardship of State resources.

##### c. Operational and Financial Sustainability

- i. Drive continued discussion on the Strategic Framework and the University System's strategic direction with the Board of Trustees through regular reports at Board meetings on implementation.
- ii. Serve in a lead or supportive role in securing a minimum of two principal gift commitments (\$5 million or more) during the fiscal year.
- iii. Work with the President's Advancement Council and the University Foundation to initiate the launch and implementation for the System's 8-year philanthropic campaign.
- iv. Design and institute an annual budget review (ABR) process that aligns the strategic and operational goals of the System and creates an operational plan for the upcoming year within System administration.
- v. Improve the efficiency and effectiveness of the university's administrative operations through implementation of the university administration realignment project, with

implementation framework delivered to the Board of Trustees in January 2017 and final implementation/transition plan by July 2017.

- vi. Increase and enhance the visibility and positive reputation and 'brand' of the University System, while maintaining the unique identity of each university's brand, by developing a premiere institutional marketing function within the System.
- vii. Develop an improved University System website that includes enhanced data transparency and reporting on relevant System-wide metrics.
- viii. Complete transition and onboarding of the new Executive Vice President & Vice President for Academic Affairs by successfully integrating the new EVP as the clear deputy to the President within University Administration and an externally recognized thought-leader and advocate of the University System.
- ix. Complete a successful search for a new Vice President for Economic Development and Innovation (formerly Vice President for Research).
- x. Work with the Executive Vice President to complete searches for the Associate Vice President for Human Resources and the Associate Vice President for Planning and Budgeting.
- xi. Provide 2 or more opportunities for the professional development and collaboration of members of the leadership team within System administration, including (but not limited to) a Cabinet retreat, a Management Council retreat and training events in areas of management significance (e.g., ethical leadership, risk management, building effective teams, Freedom of Information Act).
- xii. Conduct President's Executive Leadership Program with newly reformed program and priorities including program events on each university site as well as other relevant locations, including Washington D. C., that demonstrates leadership development, team building, intra-university relationships, advocacy efforts among mid to senior level university leadership to develop a stronger internal pool of candidates for future leadership responsibilities and succession opportunities within the university system.
- xiii. Engage leadership at each of the three universities in the effective, goal-oriented and transparent review of academic programs, using data-rich processes to evaluate productivity.
- xiv. Seek synergies in academic programs across each of the campuses, including analysis of course transferability.
- xv. Seek to reduce administrative costs and review possible duplication of efforts while maintaining quality of academic programs and ensuring full adherence to principles of shared governance.

#### Personal Development

- Attend at least 2 national professional meeting(s) in appropriate fields (e.g., geophysics, STEM education, etc.); participate in National Academy of Engineering leadership; and give a scientific/technical seminar or talk.
- Serve as uncompensated Chair of the Board of Directors for the Illinois Science and Technology Coalition.

- Participate in at least 2 meetings of APLU, IBHE, NASH, and other venues dedicated to higher education.
- Work with the emeritus leadership of the university and other experts and mentors to continually grow in effectiveness as the U of I President, particularly in the areas of crisis management, mobilizing resources, and motivating staff members in creating and enacting a shared mission, fundraising, institutional branding and marketing. Enact a clear voice in communicating progress, to share our organizational story persuasively.