Strategic Planning Session

Goal IV: Steward Resources/Generate Additional Resources
Initiative activities
Umbrella of Budget Reform

Goal IV. Steward Resources/Generate Additional Resources

Academic excellence across mission areas
- Research --- Teaching --- Outreach

- Maintain focus on access and diversity
- Provide flexibility for units to act strategically
- Foster sound fiscal management and cost efficiency
- Incentivize innovation
Initiative A:
Develop a systematic effort to continually steward the resources of the university

• Implemented a budgetary plan to reduce reliance on the State of Illinois over the next ten years

• Developing a university-wide financial management reporting, education, and training initiative

• Launched Sponsored Projects and Research Compliance (SPaRC) education program
Initiative B:

*Develop strategic and transparent allocations of resources*

- Implemented new ICR policy in FY15
- Launched budgeting reform initiative
Initiative C: Actively explore additional revenues through self-supporting, online and continuing education programs

• Launched programs with Coursera

• Implemented Investment for Growth Investment Initiative

• Partnered with OBFS to launch Pilot Program for revenue-generating activities
Initiative D:
Allocate additional institutional resources to increase the amount and availability of student scholarships and financial aid

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<th>Actual</th>
<th>Budgeted</th>
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Initiative E:

*Enhance opportunities to generate external funding by providing grant proposal infrastructure for units that do not currently have access to such resources*

- Expanded OVCR resources for grant-writing support in the Arts and Humanities
Initiative F:
Compete more effectively for multidisciplinary large-scale proposals by creating a campus wide proposal development office

- University-wide proposal development office established
Initiative G: Foster an integrated approach to institutional advancement efforts

• Developed and implemented advancement roadmap recommendations

• Reset metric and target expectations for advancement officers

• Launched new capital campaign
Challenges and Opportunities
Grow and/or Diversify the Pie? Slice?

FY18 Budget Sources

- Direct State Appropriations: $221M (36%)
- Income Fund: $781M (21%)
- Institutional Funds: $165M (10%)
- Sponsored Research & Fed Appropriations: $449M (20%)
- Gifts & Endowment Income: $139M (6%)
- Auxiliary Enterprises & Departmental Activities: $430M (7%)

Total = $2,185M
Prioritize Investments
FY18 Budget Allocations (Unrestricted)

- Centrally Awarded Financial Aid: $86M (46%)
- Tuition Units: $534M (46%)
- Campus Level Research Units: $44M (7%)
- Technology Services, Facilities and Utilities: $135M (12%)
- Other Centrally Budgeted Academic & Admin Units: $147M (12%)
- Campus-Wide Support, Initiatives & Risk Management Reserve: $221M (19%)

Total = $1,167M
Challenges and Opportunities

- State of Illinois budget uncertainty
  - Cash flow risk
  - Declining support
- Undergraduate tuition revenue growth limited
- Substantial unmet need from students
- Disciplined investments in deferred maintenance
  - Exceeds $900 million
- Innovate and incentivize through budget reform
Challenges and Opportunities

- Investing in faculty & staff excellence
  - Expand, Retain, and Rebuild

- Acquiring external resources for multiple large initiatives

- Stronger financial management systems
  - More sophistication
  - Education
  - Data and tools

- Capital campaign
Preserve & Enhance Academic Excellence

Academic excellence across mission areas
Research ---- Teaching ---- Outreach

Cost Reductions
Efficiencies
Improved processes

Reorganize
(within & among)

Strategic Investments

Reduced Reliance on State support