

Goal IV: Steward current resources and generate additional resources for strategic investment

November 16 & 29, 2017 Sessions

Two sessions were held with faculty, staff, and students to brainstorm and discuss Goal IV. The session started with an overview of the Strategic Planning process that is taking place during the 2017-2018 academic year. After the overview, Paul Ellinger, Associate Chancellor and Vice Provost for Budget and Resource Planning, provided a presentation that highlighted the campuses budget and allocations as well as changes over the last several years before groups began their discussion and brainstorming.

Groups were asked to answer this question: **“What ideas can help the University build on its strengths - to steward current resources and generate additional resources for strategic investment?”** (Ideas could be **brand new ideas**, **revision** of something that is already occurring on campus, a **renewed focus** on what is already being done on campus, an **expansion** of something that is currently being done.)

First, participants responded individually on small sticky notes and then worked in a together with table mates to group the ideas into the previous strategic plan goal categories. Then, groups were asked to identify their top three ideas. Directly below are the top ideas from the various groups, and below these ideas are the full list of ideas that emerged from the brainstorming.

Ideas that the groups favored

- Diversify our undergraduate and graduate student portfolio
- Systematic review of return on investment (ROI) of centrally funded initiatives
- Campus-wide strategic planning for activities within the Illinois Innovation Network
- Removing barriers to growth and revenue generating initiatives
- Internal/External engagement/outreach (e.g. community, government, alumni, media, out of state)
- Proactive investments into centers of excellence
- Expand educational activities to broader audience
- Increasing efficiency and engagement of development activities
- Reduce redundancy in expenses and personnel
- Responsive, centralization of services, resources, and expertise
- Expand and intensify engagement to new and existing audiences to build awareness and greater funding streams
- Greater access to on-demand fee-based educational programs and expertise
- Reallocation of State Dollars to financial aid
- Incentivize hybridized course delivery
- Re-evaluation of relationship with graduate students
- Efficiency (broadly)
- Translating research into building communities and meeting global concerns
- Reaching additional student populations (Non-traditional students, etc)
- Improving tracking and engagement with alumni
- Work better with State to eliminate burdensome restrictions and help achieve shared goals of retaining students and economic development opportunities

Comprehensive list of ideas from the group

a) Develop a systematic effort to continually steward the resources of the university

- Charge back to units for utility usage
- Re-imagine Centralized Services (F+S)
- Bigger presence of Research Data Service and other data management strategies to improve research, streamline operations, reduce money spent / wasted on computing resources
- Incentivize department innovation, yes, but also department financial accountability
- Find new strategies for capital, buildings and deferred maintenance
- Centralize more staff services
- Performance measures evaluation on programs to sunset – we don't stop doing things
- Collaborate across cents to share expenses
- Improve financial systems / efficiency transparency
- Increase efficiencies to avoid duplication of robust services
- Explore – Lease vs. purchase for major equipment
- Less restrictions on use of ancillary services Revenue within units
- Increase education on accounting and budgeting practices procurement
- More efficient stewardship of gifts
- Reduce time / personnel involved with procurement and travel -> wasteful and inefficient
- Develop a more comprehensive and user friendly financial management system to be rolled out to colleges and departments to better understand spending
- Increase collaboration - F+S on cost efficiencies on building utilities
- Review living and learning communities (LLC's) model – potentially increase participation and co-funding opportunities with alumni / technology / industry leaders
- Partially centralize money from vacant positions for redistribution at: a) college level or b) Provost (one or other) – 2% could generate money in aggregate
- Slow plans for expensive, showy investments that do not increase University prestige -> fewer consultants, more campus expertise
- Review of all academic units – graduation rates, number enrolled, etc.
- More free shared resources for information management tools and other tools that help departments plan classes
- Cut down bureaucracy and transfers of small amounts of money around campus
- Cut ethics training and other online certificates for staff and faculty
- Improve understanding of budget issues at all levels and how individual decisions impact finances
- Promote graduate and undergraduate collaboration within departments
- Identify concerns for resources from departmental unit upwards
- Build / Foster relationships amongst units, especially those with shared resources
- Pool resources of all units providing education (of any kind) in global or international issues
- Emphasize and create opportunities to work smarter, not harder – efficiencies / idea and resource sharing
- Increase engagements between departments to promote diverse thinking in engagement

- More interdisciplinary opportunities for units to learn what other units are doing
- Better training for chairs and business managers in budgeting and spending
- Smart / responsive centralization / shared services
- Benchmark with other Big 10 schools about initiatives and potential collaboration
- Develop tools to quantify, assess the costs and benefits of various campus activities
- Access to centrally created systems and tools
- Shared services model for HR and Tech
- Space utilization -> take action
- Wider awareness of services and resources already available so that they aren't paid for twice
- Expansion of limit-specific service units to support initiatives beyond the home unit
- Provide further incentives for units to increase efficiency (e.g. space, electric)
- More effective space utilization
- Hoteling concept for office space

b) Develop strategic and transparent allocations of resources

- Reduce reliance on state funding - versus - Develop strategies to stabilize state funding
- Think about long-term consequences of a tuition-based funding model
- Financial / Assets review for redundancies
- Personnel expense is largest overall / Establish admin % of total - / Recall 10% reduction under Joe White
- Establish more efficient budget system
- Efficient administrative structures
- Resources – sharing among different units
- Simplify processes – less paperwork (admin burden) – invest in electronic processes
- Data sharing / technology used effectively / resource sharing
- Shared technology and resources for undergraduate instruction in data
- Leverage shared knowledge, ideas, technology, people around data and tech for new programs and initiatives
- Smarter use of technology for University operations
- Increase investment in shared facilities. Reduce overlap in capabilities. Incentivize faculty to share equipment (requires new business model)
- Improve interdisciplinary opportunities with financial incentive based on metrics
- Cut office space instead: make mobile workstations – added benefit: creativity induced by different people working together
- Distribute more F+A back to the faculty to generate more grants
- Further increase transparency about budget cuts / efficiencies

c) Actively explore additional revenues through self-supporting, online and continuing education programs

- Strategic development of MOOCs such that they are easy to update as info changes (e.g. selective use of video)
- Revenue – Expanding UG enrollment through blended learning – online expansion
- Professional graduate concentration /certificates
- Increase study abroad student participation to fund growth in international studies / globalization
- Short-term educational opportunities (e.g. CME's in areas we already have expertise)

- Removing barriers to grass root initiatives from departmental level units
- Investments in marketing strategies for professional degree programs (e.g. MEng in College of Engineering)
- Explore adding new professional MS programs at the intersections of disciplines (e.g. health tech, cs and x) Central marketing – use grad college
- Identification of new graduate programs that are across colleges and departments – based on societal trends – (e.g. digital information accessibility)
- Create policy institute to concentrate expertise and facilitate interdisciplinary research, teaching and engagement around pressing global problems to:
 - Create robust policy focused on graduate / professional programs
 - Generate new grant and revenue opportunities
 - Translate research from across campus
- Increase paid massive online courses (coursera)
- Increase flexible learning locations and opportunities form non-traditional students
- Generate income for tuition units by providing meaningful research and teaching experiences for undergraduate students – exam prep, state offices, coronations
- Paid certificate programs providing global literacy to – undergraduate students, post-graduates, adult population, paid by corps
- Implement MA in global studies -> revenue generating
- Joint research and professional MA degrees
- An entrepreneurial consulting service that will help units generate plans for revenue generating activities
- Increase enrollment
- Establish new collaborative education programs to meet different needs for advanced education
- Micro credentials for students
- Certificate programs
- Online and distance learning
- Fee for optional premium student services, resources and opportunities
- Expand flagship offerings online similar to IMBA

d) Allocate additional institutional resources to increase the amount and availability of student scholarships and other financial aid

- Tie state funding to financial aid – consequences when state funds are cut
- More innovative strategies to recruit students
- Lobby against existential threat to us as a doctoral graduate institution
- Revisit special diversity recruitment programs for ROI
- PR-> must maintain / grow rankings, drives investment and student recruitment
- Diversity undergraduate student recruitment (beyond Asia)
- Buy out fees as means of tuition assistance
- Examine external scholarship programs to see if there are areas to grow them (get more tuition)
- Consider alternatives to traditional financial aid in order to reduce that burden, including initiatives to reduce time to degree, engage corporate sponsors for extra reimbursement tuition discounting efforts at central level
- Corporate sponsorships of career services and experiential education / internships / tuition waivers

- Develop new funding models of graduate programs – Engage with corporate partners, reduce tuition costs and financial aid from University
- Repeated and explicit openness to diverse populations

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

- Allow Non tenure track faculty to apply as PI's for grants (and help them win them)
- Less reliance on specialized faculty – transfer into student support / assistantships
- Collective, creative strategies to foster successful grant activities
- Reduce duplication of services
- Take a good accounting of the research support information (FTE) in each unit and centrally to make sure no unnecessary duplication
- Incentivize faculty to increase grant-writing opportunities -> assist in reviewing grants, etc.
- Research program support that connects non-faculty / AP staff into large research projects – untapped resource
- Seed money for established faculty to initiate new ventures (proof of concept)
- Better knowledge management of campus expertise and accomplishments – Build on success program that captures faculty research to create a campus-wide dossier system that could help manage this information
- Expand Research Park initiatives, target established companies
- Promote and support even greater grant-writing literacy in arts and humanities
- Grant-writing – offer classes from those who are experts on campus
- Grant-writing – centralized so there's no overlap or you can share overlap

f) Compete more effectively for multidisciplinary large-scale proposals by creating a campus-wide proposal development office to nurture and provide administrative support to faculty

- Grant-writing initiatives – OPM, college-level services. Ken Vickery in Grad College -> Something going well
- More grant writing resources – writing consultation available to all faculty
- Bring Illinois P-Card system to 21st century with allowance to purchase Amazon web services etc. – was a problem Fall 15, may have improved since
- Incentivize the creation of more cluster collaborations that will lead to co-teaching of classes
- Develop large scale interdisciplinary projects aiming at solving long term societal problems (e.g. future media, data and communication)
- Proactively engage state and nation around data, technology and new programs
- Provide administrative assistant support for high performing faculty (not just when writing a proposal)
- Online courses
- Additional revenues from online tuition, self-supporting degree programs (graduate) courses +Edx
- Undergraduate online degree programs
- Expand research opportunities (large scale) to more units – provide campus level support (non-financed)

g) Foster an integrated approach to institutional advancement efforts

- Hire online counseling center staff in a state where the location determines therapist's license (a.k.a. not IL) to support and include online students (who often feel excluded) -> Happy online students
- Build pride! University image management (progressive and forward thinking, rather than reactive) to get alumni/ae and other donors excited – happens in some cases (e.g. Siebel Center for design)
- New models to engage alumni as participant / givers – not only having donations
- Continue to foster collaboration with outside entities
- More corporate partnerships or funding strategy initiatives
- Increase engagement opportunities with our alumni -> leads to increase in private support
- Invest in resources to increase level of corporate or industry research
- Strategically add more advancement staff
- More aggressively seek corporate sponsorships
- Alumni relation overseas
- Improved resources / system for data sharing across units / departments / colleges (e.g. advancement, alumni databases)
- Alumni career services -> to keep them connected
- Continued focus on industrial relationships, gifts and research collaboration
- Encourage entrepreneurial activities on social science and humanities side of the campus
- Increase coordinated efforts between campus and college advancement regarding needs of individual units – new sources
- Provide additional training opportunities in best practices for engaging potential donors / alumni at the department levels
- Encourage a decision regarding “The Chief” – encourages those that don't currently give due to issue
- Stop unhelpful and obstructive silo'ed approach to advancement – permit more interaction with potential donors
- Hire more advancement officers in colleges
- More help identifying and keeping track of alumni
- Engage the alumni base -> relatively low financial support compared to B1G Ten
- More interaction with recent graduates
- Stay in touch with alumni by giving them eternal access to Illinois.edu email -> easy way to stay in touch -> (especially for international students)
- Examine and remove gift fund restrictions
- Use faculty / staff to “touch” donors
- Cooperation among advancement officers
- Seize opportunities for short-term giving
- Make giving money as easy as possible
- Equal emphasis on large and small donations

Other

- Don't just think of technology as online – use technologies to transform mainline instruction to reduce costs
- Increase Hybrid courses to conserve space / utilities for residential programs – If all new or revised courses contained hybrid components...
- Differentiate residence and online content.

- Create corporate educational partnerships – solicit curricular needs
- Alums auditing online credit for free (no credit) donations accepted
- Ramp up marketing efforts for campus (nationally)
- Understanding better how OTM can build on royalty and patent revenues
- Increase student fees
- Increase % out-of-state and international enrollment = tuition \$
- Campus or system-wide service contract negotiation (service on major equipment)
- Continued focus on faculty hires
- Better state environment – tends to be a negative factor in employee retention and attraction
- Investing in the community to make it more attractive to businesses and talents to stay or come
- Focus on institutional presence – study abroad in a more efficient way
- Out of state student recruitment
- Create endowments to feed start-up funding accounts to attract top faculty candidates across disciplines
- Work with all units to develop specific industry / corporate relations strategy including career services / placement / corporate investment in our programs
- Expand corporate relations – international focus use centers
- ARI and Chicago program -> need them to succeed
- Create programs that allow student research (with faculty) to engage with community
- Course scheduling – one schedule, better space use
- Expedite SHR review of A.P. papers (Process is burying us in some cases)
- Increase energy efficiency through strategic investment in infrastructure
- Reinstate international cluster hire program
- Appeal further to in-state students, assisting with state relations in commitment to the State of Illinois
- Joint ventures with the government – further commitment to commitment
- Have better mechanisms for program phase out when they run their course
- Educate students / engage students in problem-solving processes like this class project (e.g. Engineering + Arch Industrial Design for space issues)
- Engage global livestreaming and video distribution of significant campus events (e.g. concerts, lectures)
- Public engagement and education for the entire life span
- Partner with local community organizations and businesses to engage students and new employees with community (e.g. want to stay in C-U)
- Partner with community colleges for continued education
- Better integrate public engagement into faculty role by incentivizing in P+T process
- Build out “Service Centers” to provide fee for service to outside users – Industry or other university