

# Shared Governance Strategic Planning at UIC

*Synchronizing campus and unit level planning*

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# UIC Is Always Planning...and Implementing

- Academic Directions
  - Campus Master Plan
  - Diversity
  - Global Excellence
  - Healthcare Workforce Development Task Force
  - Information Technology
  - MOOC Planning Committee
  - Student Success Initiatives
  - Sustainability
- Etc....

# From Mission to Accountability

UIC Mission



Chancellor's Overarching Goals



Shared Governance Planning Cycle

(vision → decision → implementation → accountability → vision)

# UIC Mission Statement

UIC's mission is:

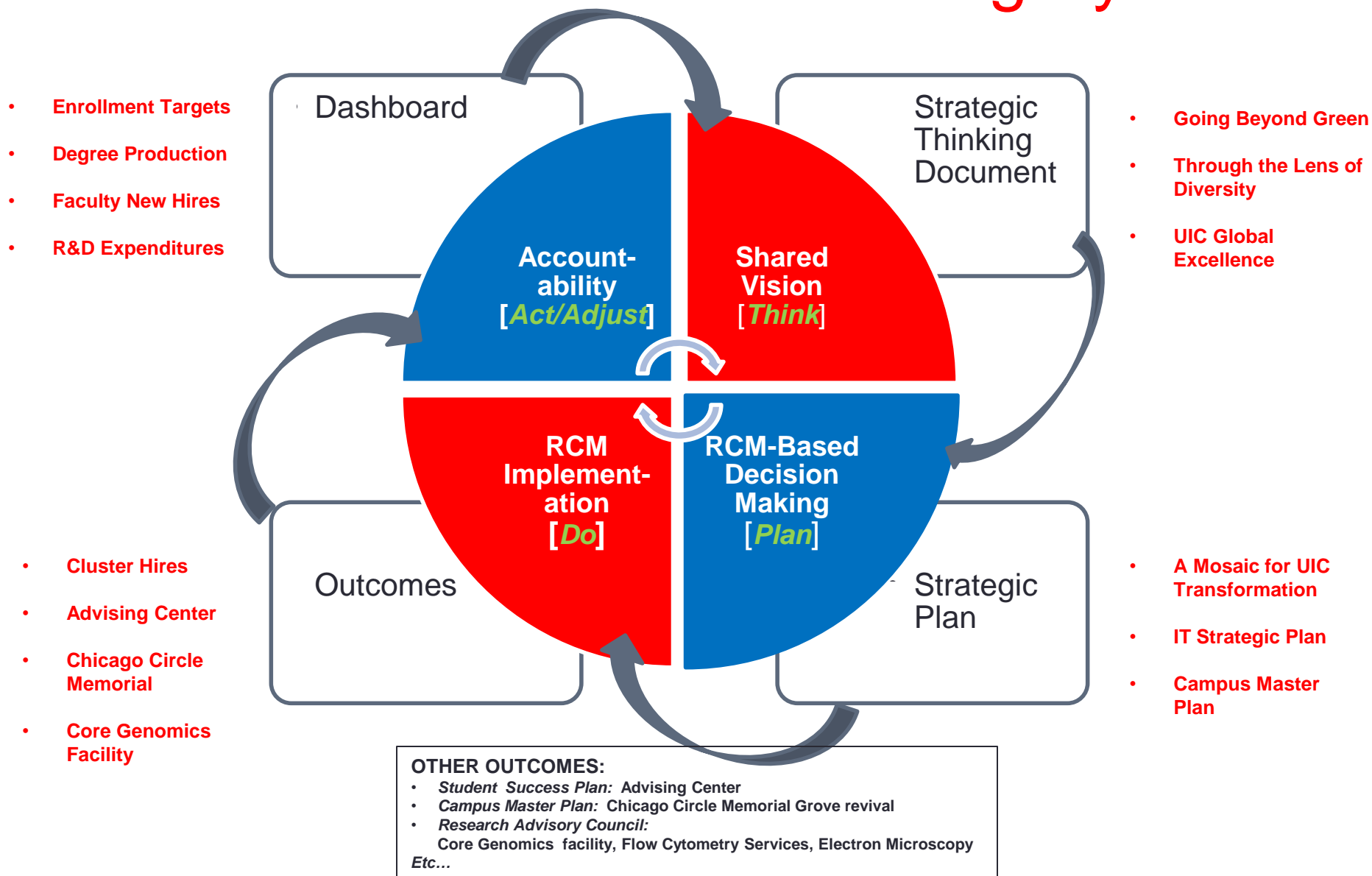
- To create knowledge that transforms our views of the world and, through sharing and application, transforms the world.
- To provide a wide range of students with the educational opportunity only a leading research university can offer.
- To address the challenges and opportunities facing not only Chicago but all Great Cities of the 21st century, as expressed by our Great Cities Commitment.
- To foster scholarship and practices that reflect and respond to the increasing diversity of the U.S. in a rapidly globalizing world.
- To train professionals in a wide range of public service disciplines, serving Illinois as the principal educator of health science professionals and as a major healthcare provider to underserved communities.

# Chancellor's Overarching Goals

UIC will advance six overarching goals:

1. Focus on our academic excellence, student access and student success
2. Emphasize transformative impact and the social good
3. Grow our translational, entrepreneurial and engaged research and discovery enterprise to include many approaches to knowing
4. Foster diversity and a global perspective
5. Honor and partner with Chicago and the State to enhance the human condition of its citizens
6. Innovate within to build greater efficiencies and future strengths

# Shared Governance Planning Cycle



# Example: From Mission to Accountability Cluster Hires

## Mission:

“To foster scholarship and practices that reflect and respond to the increasing diversity of the U.S. in a rapidly globalizing world.”



## Chancellor's Overarching Goals:

“Foster diversity and a global perspective.”



## Example: From Mission to Accountability Cluster Hires (continued)



**Shared Visioning** → Strategic Thinking Document

“Through the Lens of Diversity”

“UIC has a responsibility to use every available approach to create knowledge.”

“The greatest value would be gained through growing diversity in areas where we have an opportunity to build competitive strength consistent with our urban research mission, such as an urban social science institute, which would include subareas currently unrepresented, such as Urban Anthropology. An effective way to approach this is through **cluster hiring**, which could have immediate impact on diversity and our strength in key areas.”





## Example: From Mission to Accountability Cluster Hires (continued)



**Responsibility Centered Decision Making** → Strategic Planning Document

“A Mosaic for UIC Transformation”

“A mechanism to increase faculty diversity in focused areas of excellence that align UIC’s academic and diversity mission through cluster hiring strategies. Such strategies will be submitted in proposal form by departments and colleges for review by a panel comprised of experts in the related disciplines and diversity. Funds for this program will be allocated annually for five years.”



## Example: From Mission to Accountability Cluster Hires (continued)



**Responsibility Centered Implementation**  Outcomes:

Phase I: Approval for 6 clusters of 30 hires

Phase II: Approval of 1 additional cluster of 5 hires

Cost sharing between campus and colleges.



**Accountability for Decisions**  Dashboard/Metrics:

Cluster Implementation Advisory Committee

New areas of research, publications across disciplines, external grant awards for inter-disciplinary studies, caliber of faculty recruited, national rankings of unit, new courses in cluster areas, Percent URM faculty, Percent of departments with zero representation

## Example: From Accountability Back to Planning Cluster Hires (continued)



Dashboard measures drive future planning

➤ Targets met?

Consider setting new targets (through Shared Visioning), or strategies for maintaining targets

(e.g., future cluster focus on STEM, Innovation, Health)

➤ Insufficient impact or new priorities?

Return to Shared Visioning