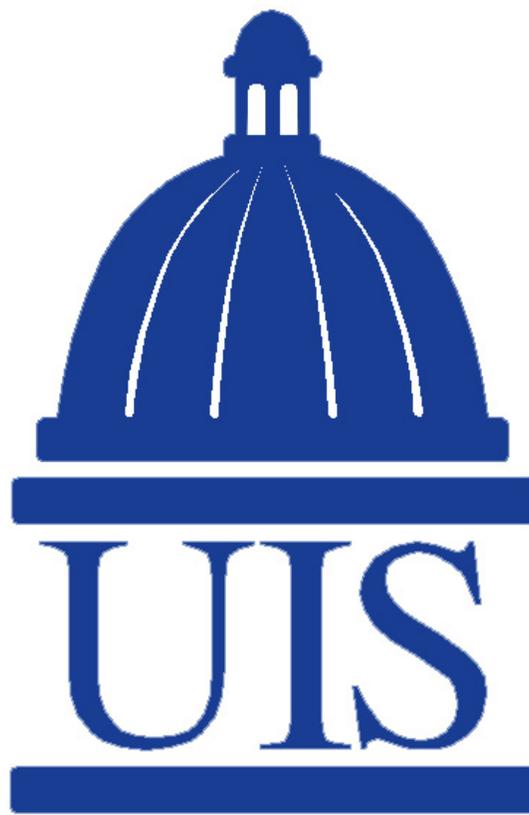# Provost's Office Strategic Plan

UNIVERSITY of ILLINOIS at SPRINGFIELD

Prepared by

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EXECUTIVE SUMMARY

This report has been prepared as part of the comprehensive strategic planning effort initiated by President White in March, 2005. Stage 3 of that planning effort calls for strategic plans from each major administrative unit on all three campuses of the University of Illinois. UIS' Office of the Provost is included among those units.[1]

Over the past two decades, the responsibilities of the Office of the Provost have grown substantially owing to the merger with the University of Illinois and the maturation of the campus. In contrast to the Provost's Office of twenty–or even ten–years ago, the current Provost's Office provides campus-wide oversight or coordination in the areas of graduate education, undergraduate education, budget planning, academic human resources, and technology. Development of a strategic plan affords the opportunity not only to identify strategic goals and associated actions, but also to educate the UIS community about the scope of the office's responsibilities.

The Provost and Vice Chancellor for Academic Affairs is UIS' chief academic officer. In addition to having responsibility for the campus' academic functions, the position also entails budget planning responsibilities that extend across the divisions. Deans of the four colleges and the library, as well as the Executive Director of the Center for State Policy and Leadership and the Director of the Sangamon Auditorium, report directly to the Provost.

The responsibilities of staff in the Office of the Provost include activities related to general campus administration, instruction and research, and technology. The scope of these responsibilities is described in this report. Additionally, because of the placement of the Sangamon Auditorium in the Division of Academic Affairs, the Provost's Office also has some responsibility in the area of campus-community relations.

Mission
The Provost's Office advances the UIS vision, mission, and strategic goals by providing coordination among units both within the Division of Academic Affairs and across the entire campus. The Provost's Office exercises leadership in the formulation of academic policies and ensures adherence to those policies. It coordinates campus planning and budgeting activities and promotes innovation in education, research, and service.

Guiding Values
- Pursue excellence
- Foster cooperation, collaboration, and communication

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[1] The Provost's Office team is grateful to Dean Larry Stonecipher, Dean Pinky Wassenberg, and Interim Executive Director Barbara Ferrara for their helpful feedback on an earlier version of this report.

- Act ethically
- Be responsive and timely
- Be financially responsible and exercise good stewardship of resources
- Be fair and consistent
- Focus on what benefits students

Strategic Intent
The Office of the Provost and Vice Chancellor for Academic Affairs will work collaboratively with the other divisions, with the colleges, and with the faculty to achieve the goals of the UIS Strategic Plan.

UIS' Statement of Strategic Intent will be kept paramount by the Provost's Office in all its planning activities. That statement is:

> *UIS will be recognized as one of the top five small public liberal arts universities in the United States.*

The Provost's Office will gather and disseminate information and develop strategies aimed at achieving UIS' strategic intent. Earning recognition as a leading small public liberal arts university will require actions central to the responsibilities of the Provost's Office. The office will identify strategies aimed at improving UIS' reputation and visibility in the higher education community. These include:

- Exploring the feasibility of membership in the Council of Public Liberal Arts Colleges (COPLAC)

- Building institutional understanding of the college ranking process

- Encouraging faculty presentations on UIS' educational innovations at national conferences

- Building a culture of assessment of learning outcomes

- Investing in faculty development related to teaching and scholarship

- Developing a strong and widespread program of support for student research

Key Strategic Issues
- How do we reconcile the need for additional staffing with the realities of limited resources and scrutiny of administrative hires?
- What is the proper balance between functions reporting directly to the Provost and functions with intermediate reporting lines?

Strategic Goals
This report identifies key strategic goals, action steps, and target dates in fifteen functional areas in the categories of: Administration; Instruction and Research; Technology; and Campus and Community. The goals are:

Administration

General Administration
- Increase access to information about campus policies and procedures
- Mitigate risks associated with turnover and loss of institutional memory

Financial Operations
- Enhance data availability by providing timely, accurate, and relevant standard data to campus constituencies via the web
- Enhance the ability to identify deviation from budget plans and business practices
- Automate the monitoring of fiscal operations

Academic Human Resources
- Ensure the accuracy of appointments and contracts for faculty, academic professionals, and other academic employees
- Enhance the accessibility of academic personnel policy and procedures by providing relevant information via the Academic Affairs website.
- Support the compilation and analysis of institutional data.
- Enhance support for professional development of academic professionals

Institutional Research
- Enhance the availability of institutional data by providing timely, accurate, and relevant data to campus constituencies via the web
- Enhance the availability of benchmark data by routinizing the collection, analysis, interpretation, and dissemination of these data to support the monitoring of progress toward campus academic goals
- Capitalize on capabilities of Decision Support system to strengthen enrollment planning, staffing, scheduling, and resource allocation decisions

Instruction and Research

Academic Planning
- Identify opportunities for new curricular activities
- Monitor progress in achieving the goals that are included in the UIS Strategic Plan
- Improve the effectiveness of the program review process

- Provide useful and timely information about UIS' programs, activities, and accomplishments to internal and external entities
- Explore the feasibility of membership in the Council of Public Liberal Arts Colleges

Undergraduate Education
- Implement and maintain the quality of the new general education curriculum
- Insure communication and coordination at all levels of undergraduate education, for the betterment of teaching and learning
- Help majors offer the highest quality education to students

Graduate Education
- Improve graduate student recruiting and admissions
- Promote and support high-quality graduate education

Research Administration, Grants and Contracts
- Appoint a faculty-rank administrator over this area, and secure staff support for the office
- Efficiently and effectively support the scholarly and public service agendas of UIS faculty, staff, and students
- Develop a mechanism to encourage and support faculty presentations on UIS' educational innovations at national conferences
- Develop a strong, widespread program of support for student research

Faculty Development
- Assess the advantages and disadvantages of creating a Faculty Development Unit
- Coordinate faculty development opportunities on campus
- Evaluate current system for allocating faculty development funds

Online Education
- Enhance communication and coordination among online programs and between online programs and various campus units

Assessment
- Develop an organizational structure for campus-wide assessment of student learning
- Work with the Higher Learning Commission Re-accreditation Self-Study Team to insure that campus assessment materials meet standards

International Programs
- Strengthen study abroad programs on the UIS campus
- Facilitate the development of program assessment plans that use data for reflection and change

Technology

Banner Support
- Increase support for Banner/administrative computer application users

Information Technology
- Leadership in planning, management, and direction of technology initiatives in support of both academic and administrative operations
- Ensure that systems and networks are secure, reliable, and easy to use
- Improve student life through technology-related initiatives
- Provide outstanding technology support in all areas
- Provide an environment that encourages the use of technology to facilitate and enhance learning

Campus and Community

Sangamon Auditorium
- Ensure the financial viability of the auditorium, while offering a rich array of programs
- Create experiential learning opportunities for students, in support of the campus' academic divisions and continuing education
- Upgrade the proprietary ticket system
- Create procedural manuals that integrate industry standards of the performing arts with UIS policies

Resource Needs and Sources of Funding
Several of the key goals of the Provost's Office Strategic Plan, such as those related to faculty development and support for scholarship, involve the implementation of action steps contained in the UIS Strategic Plan. The resources needed to support these activities are contained in the *Supplement* to the *UIS Strategic Plan,* and are not included in this plan. Resources needed for initiatives identified in this plan, but not included in the campus plan, are estimated at $291,000 recurring funds and 4 FTE in new positions. The sources of funding are those identified in the UIS Strategic Plan.

Implementation Timetable
Target dates for completion of actions steps are included under each goal.

Performance Metrics
Although there are specific outcomes and, in some cases, metrics associated with each of the goals of the fifteen functional areas identified in this report, considerable weight needs to be given to a more limited set of metrics, specifically those associated with the statement of strategic intent.

UIS will know that it has achieved the goal of being *recognized* as one of the leading small public liberal arts institutions in one of several ways:

- Acceptance into the Council of Public Liberal Arts Colleges
- Inclusion (or favorable ranking) in a national guide to colleges
- Awards or other recognition from national educational associations such as AASCU or AAC&U

Some metrics from the UIS Strategic Plan and from the annual UIS Performance Report will be central to achieving the strategic intent of becoming recognized as a leading small public liberal arts institution. These metrics track actions that will *produce* recognition and include:

- Proportion of degree programs with active programs of assessment of learning outcomes
- Annual number of student presentations at campus, regional, and national scholarly and professional conferences
- Annual number of faculty presentations at national conferences on UIS' educational innovations

SECTION 1: PURPOSE

Mission
The Provost's Office advances the UIS vision, mission, and strategic goals by providing coordination among units both within the Division of Academic Affairs and across the entire campus. The Provost's Office exercises leadership in the formulation of academic policies and ensures adherence to those policies. It coordinates campus planning and budgeting activities and promotes innovation in education, research, and service.

Guiding Values
- Pursue excellence

- Foster cooperation, collaboration, and communication

- Act ethically

- Be responsive and timely

- Be financially responsible and exercise good stewardship of resources

- Be fair and consistent

- Focus on what benefits students

Mandates Impacting Unit
The Office of the Provost and Vice Chancellor for Academic Affairs has responsibility for complying with operating requirements and parameters set by state and federal agencies for program planning, budget requests, and various reporting requirements. The office also has responsibility to ensure that mandated requirements of accrediting agencies are met. The Office of the Provost and Vice Chancellor for Academic Affairs works with various campus and university offices to ensure that these obligations are addressed in a timely and responsible manner. At the same time, the office provides feedback to external agencies about the costs and implications of mandates.

SECTION 2: STRATEGY FOR THE FUTURE

Statement of Strategic Intent
The Office of the Provost and Vice Chancellor for Academic Affairs will work collaboratively with the other divisions, with the colleges, and with the faculty to achieve the goals of the UIS Strategic Plan.

UIS' statement of strategic intent will be kept paramount by the Provost's Office in all its planning activities. That statement is:

> *UIS will be recognized as one of the top five small public liberal arts universities in the United States.*

The Provost's Office will gather and disseminate information and develop strategies aimed at achieving UIS' strategic intent. Earning recognition as a leading small public liberal arts university will require actions central to the responsibilities of the Provost's Office. In particular, the office will identify strategies aimed at improving UIS' reputation and visibility in the higher education community. These include the following:

- Exploring the feasibility of membership in the Council of Public Liberal Arts Colleges (COPLAC)
- Building institutional understanding of the college ranking process
- Encouraging faculty presentations on UIS' educational innovations at national conferences
- Building a culture of assessment of learning outcomes
- Investing in faculty development related to teaching and scholarship
- Developing a strong and widespread program of support for undergraduate research

While engaging in these activities the Provost's Office will continue to fulfill its obligations in the areas of administration, instruction (particularly graduate education), research support, technology support, and campus-community relations (Sangamon Auditorium).

Environmental Assessment
The environmental forces affecting UIS are highlighted in the UIS Strategic Plan. For the Provost's Office, the environmental factors that are most salient are those related to student demographics, competition for faculty, and the long-term decline in public funding for higher education.

Competitive/Benchmark Analysis
Consistent with the statement of strategic intent noted above, this plan presents information about how UIS compares to institutions in the Council of Public Liberal Arts Colleges (COPLAC) in terms of publicly available indicators used in the *U.S. News & World Report* college rankings (See Appendix A).

Examination of this table reveals that in terms of the *U.S. News* indicators UIS already bears a strong resemblance to the COPLAC institutions. For example, the UIS student/faculty ratio, class sizes, and percentage of full-time faculty compare very favorably with the data for the COPLAC institutions. The table also indicates areas where UIS will need to improve in order to be in the top ranks of these institutions. These areas include the alumni giving rate and the peer assessment score, which at this point is not measured for UIS.

Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

Strengths
- Staff has institutional history and experience with campus processes

- Dedicated staff demonstrates cooperativeness, resourcefulness, and understanding in daily operations and problem-solving
- Staff exhibits sense of humor
- Leadership is committed to the campus
- Provost's Office has a history of successful involvement with new and on-going initiatives
- A flat organizational structure allows quick response time to situations as they emerge
  - Allows us to respond quickly
- Staff members wear "multiple hats," which contributes to knowledge base and ability to solve problems
- Staff members have increasing expertise with business systems
- Provost's Office has good working relationships with faculty, deans, administrators, and University Administration

Weaknesses
- Flat organizational structure increases the number of direct reports to the Provost
- "Stretched too thin"–that is, expertise typically resides in a single person
- Need for more cross-training
- Some systems, policies, and procedures are not well documented
- Insufficient support staff creates inefficiency and poor use of area expertise
- Interim positions create instability in office operations
- Limited financial resources can curtail efforts to encourage innovation and provide campus coordination
- Physical environment suffers from a lack of adequate space with no room for growth

Opportunities
- The Provost's Office has the potential to create and maintain partnerships with local businesses, other institutions of higher learning, state agencies, etc.
- Efficient and creative use of available technologies can enhance educational opportunities and administrative services
- Existence of Strategic Plan assists with advancing mission
- The Provost's Office has the opportunity to lead marketing and branding efforts associated with the increasingly clear identity of the institution
- Provost's Office staff can encourage research and public presentations on successes in key areas, especially integrative learning and technology
- The Provost's Office can foster and sponsor faculty development
- The Provost's Office can lead the campus towards enrollment increases by working with other units
- Continuing Education and Professional Development

Challenges
- Flat, negative, or slow growth in state funding impedes efforts towards innovation and maintenance of campus initiatives
- Lack of recognition for need for administrative support among external audiences means that adequate staffing for the office is difficult to achieve
- Provost's Office must help lead the campus towards building relationships with supporters, donors, alumni, etc.
- The Provost's Office must help the campus increase its name recognition
- Competition for students–online, transfer, and freshmen–is fierce
- Securing adequate funding to support initiatives
- The number of new initiatives on campus that require coordination by the Provost's Office stretches the ability of the staff to respond

Key Strategic Issues Facing the Organization
- How do we reconcile the need for additional staffing with the realities of limited resources and scrutiny of administrative hires?
- What is the proper balance between functions reporting directly to the Provost and functions with intermediate reporting lines?

Strategic Goals, Action Steps, and Target Dates
This report analyses fifteen functional areas in four categories: Administration, Instruction and Research, Technology, and Campus and Community.

ADMINISTRATION

General Administration
The Office of the Provost and Vice Chancellor for Academic Affairs is responsible for interpreting and disseminating authoritative information on university, campus, and division policies and procedures. The office has a highly visible role and is responsible for maintaining good public relations. The office monitors and ensures compliance with faculty personnel policies and ensures confidentiality of personnel records. The office is also responsible for the campus operator, ensuring the accuracy and responsiveness of that function.

GOAL ONE: Increase access to information about campus policies and procedures.
    Action Step 1: Further development of the Academic Affairs website.
    TARGET DATE: *Summer 2006*

GOAL TWO: Mitigate risks associated with turnover and loss of institutional memory.
    Action Step 1: Document office policies and procedures.
    TARGET DATE: *Ongoing*

Financial Operations
The Division of Academic Affairs represents over two thirds of the UIS appropriated budget allocation along with the majority of grants and contracts activity. Hence, the Office of the Provost is involved in extensive financial operations. Now that the Banner implementation has been completed, our efforts must be focused on reaping the benefits of the integrated system and enhancing the effectiveness and productivity of staff engaged in financial operations. It is now possible to access information to support financial monitoring and decision making in ways formerly unavailable to the campus. We have only just begun to take advantage of the power of Banner and the data warehouse.

GOAL ONE: Enhance data availability by providing timely, accurate, and relevant standard data to campus constituencies via the web.
>
> *Action Step 1*: Develop a set of standard financial reports to monitor fund utilization.
> TARGET DATE: *June 30, 2007*
>
> *Action Step 2*: Establish routine production of standard financial reports for use within the Office of the Provost and the colleges.
> TARGET DATE: *June 30, 2007*

GOAL TWO: Enhance the ability to identify deviation from budget plans and business practices.
>
> *Action Step 1:* Develop a set of standard financial exception reports to highlight deviations.
> TARGET DATE: *June 30, 2008*
>
> *Action Step 2:* Establish routine production of financial exception reports for use within the Office of the Provost and the colleges.
> TARGET DATE: *June 30, 2008*

GOAL THREE: Automate the monitoring of fiscal operations.
>
> *Action Step 1:* Develop a set of standard financial operational reports to monitor fiscal and personnel transactions to ensure accuracy.
> TARGET DATE: *June 30, 2007*
>
> *Action Step 2:* Establish routine production of financial operational reports to monitor fiscal activity.
> TARGET DATE: *June 30, 2007*

Academic Human Resources
Academic Human Resources (AHR) staff in the Provost's Office provide personnel-related services for academic staff members and the institution, including the monitoring for adherence to policy requirements for tenure, promotions, salary, leaves, and termination. AHR staff prepare, update, and distribute policy documents, participate in the development of new policies, and monitor compliance of academic staff members in accordance with current state/federal laws and University policies. Deans, Directors, Department Heads, supervisors, and employees regularly consult AHR regarding academic personnel policy and practices. AHR provides training to units on academic personnel policy issues and processes and serves on committees dealing with academic staff issues. In addition to dealing with personnel policy and practices,

AHR compiles summary data on academic staffing and salaries for a variety of management and decision-making reports.

🏛 GOAL ONE: Ensure the accuracy of appointments and contracts for faculty, academic professionals, and other academic employees.

Action Step 1: Assist in the implementation of the Replacement Interface for Banner Transactions (RIbit) on the UIS campus by serving as UIS Campus Liaison.

TARGET DATES: Analysis phase*: 2/06-6/06*
Development of deliverables: *6/06-9/06*
Prototyping: *9/06-12/06*
User feedback: *12/06-4/07*
Integration of 3-4: *4/07-8/07*
Testing/training/rollout*: 8/07-10/07*

Action Step 2: Develop and utilize Crystal, Eddie, and View Direct reports to ensure that appointment and contract information is accurate.

TARGET DATES: Analyze appointment and contract errors: *3/06-12/06*
Develop audit reports: *6/07*

🏛 GOAL TWO: Enhance the accessibility of academic personnel policy and procedures by providing relevant information via the Academic Affairs website.

Action Step 1: Disseminate instructional materials and forms for hiring, appointment, and termination processes via the Academic Affairs website.

TARGET DATES: Develop resource materials: *3/06-5/07*
Add policy materials to Academic Affairs website: *3/06-12/07*

🏛 GOAL THREE: Support the compilation and analysis of institutional data.

Action Step 1: Develop and distribute AHR data and reports for campus specific needs.

TARGET DATES: Analyze information requests and access information needs with relevant campus units, departments. and committees: *3/06-8/07*
Obtain relevant training and production support to develop reports: *3/06-8/07*
Develop summary reports of institutional data: *12/07*

Action Step 2: Participate in appropriate training and report development meetings to utilize UOHR, DS, and Banner reporting systems.

TARGET DATES: *Ongoing*

🏛 GOAL FOUR: Enhance support for professional development of academic professionals.

Action Step 1: Develop and distribute AHR data and reports for campus specific needs.

TARGET DATE: *July 1, 2006*

Institutional Research

The Office of Institutional Studies (OIS) gathers, analyzes, interprets, and disseminates timely and accurate data in support of academic management, decision-making, assessment, and planning. The availability of institutional (i.e., metrics) and comparative (i.e., benchmark) data is

essential to facilitate organizational learning for the continuous improvement of our campus as rational, data-driven decision-making processes yield more informed and successful decisions. *(See Appendix B for additional information on the Office of Institutional Studies.)*

GOAL ONE: Enhance the availability of institutional data by providing timely, accurate, and relevant data to campus constituencies via the web.

> *Action Step 1:* Establish a routine schedule of meetings with campus stakeholders to continually identify new and refine existing data needs.
> TARGET DATE: *June 30, 2007*

> *Action Step 2*: Redesign the OIS website to create a platform from which end-users can easily access needed data.
> TARGET DATE: *June 30, 2008*

GOAL TWO: Enhance the availability of benchmark data by routinizing the collection, analysis, interpretation, and dissemination of these data to support the monitoring of progress toward campus academic goals.

> *Action Step 1:* Identify the sources from which valid and reliable benchmark data can be obtained by soliciting opinions from peers within the institutional research community.
> TARGET DATE: *June 30, 2006*

> *Action Step 2:* Meet with campus stakeholders to determine the metrics needed.
> TARGET DATE: *June 30, 2007*

> *Action Step 3:* Create reports displaying the benchmark data.
> TARGET DATE: *June 30, 2008*

GOAL THREE: Capitalize on capabilities of Decision Support system to strengthen enrollment planning, staffing, scheduling, and resource allocation decisions.

> TARGET DATE: *June 30, 2008*

GOAL FOUR: Enhance support for professional development of Academic Professionals.

> *Action Step 1:* Provide increased funds to support professional development activities of Academic Professionals.
> TARGET DATE: *July 1, 2006*

INSTRUCTION & RESEARCH

Academic Planning
The Provost's Office is responsible for academic planning, curriculum development (including coordinating the submission of program actions to the Board of Trustees and the Board of Higher Education), the program review process, and the preparation of documents and reports for internal and external purposes for the campus.

GOAL ONE: Identify opportunities for new curricular activities.

> TARGET DATE: *Ongoing*

🏛 GOAL TWO: Monitor progress in achieving the goals that are included in the UIS Strategic Plan.

    Action Step 1: Develop a system for tracking progress in achieving strategic goals.
    TARGET DATE: *July 31, 2006*

🏛 GOAL THREE: Improve the effectiveness of the program review process.

    Action Step 1: Reinstate the memorandum of understanding following the individual program reviews.
    TARGET DATE: *Fall 2006*

🏛 GOAL FOUR: Provide useful and timely information about UIS' programs, activities, and accomplishments to internal and external entities (e.g., Higher Learning Commission, Illinois Board of Higher Education, and University of Illinois Board of Trustees).

    Action Step 1: Working with Institutional Research, establish and maintain databases of useful indicators and information.
    TARGET DATE: *May 2007*

    Action Step 2: Develop policies and procedures for the preparation of recurring documents and reports (e.g., Guide to Programs, Underrepresented Groups Report, UIS Performance Report, and Annual Assessment Report).
    TARGET DATE: *May 2007*

🏛 GOAL FIVE: Explore the feasibility of membership in the Council of Public Liberal Arts Colleges.

    TARGET DATE: *June 2006 & Ongoing*

🏛 GOAL SIX: Lead UIS to successful reaccreditation by the Higher Learning Commission.

    TARGET DATE: *October 2007*

Undergraduate Education

The expansion of the Capital Scholars Program and the development of the new general education curriculum have placed new emphasis on undergraduate education at UIS. The Provost's Office, through the Office of Undergraduate Education, will assist faculty, programs, colleges, and campus governance to insure a high-quality education for students.

🏛 GOAL ONE: Implement and maintain the quality of the new general education curriculum.

    Action Step 1: Complete initial phase of approval process for ECCE curriculum through the General Education Council.
    TARGET DATE: *May 2007*

    Action Step 2: Complete initial phase of policy and procedure development for general education.
    TARGET DATE: *May 2007*

    Action Step 3: Implement the General Education web site.
    TARGET DATE: *May 2006*

    Action Step 4: Complete the next round of course submissions for approval by the Illinois

Articulation Initiative.
TARGET DATE: *September 2006*

Action Step 5: Finalize and implement an assessment plan for general education.
TARGET DATE: *Spring 2008*

Action Step 6: Foster interdisciplinary teaching and learning, global awareness, and an understanding of engagement local to global through grants, faculty development, and information to students.
TARGET DATE: *Ongoing*

Action Step 7: Develop the ECCE curriculum, including the Speakers Series, and insure the availability of coursework to students on-ground, online, and in Peoria.
TARGET DATE: *May 2007*

GOAL TWO: Insure communication and coordination at all levels of undergraduate education, for the betterment of teaching and learning.
Action Step 1: Create opportunities for regular communication between faculty regarding the teaching of the general education curriculum.
TARGET DATE: *Ongoing*

Action Step 2: Hire and train undergraduate advisors and develop an Office of Undergraduate Advising.
TARGET DATE: *August 2006*

Action Step 3: Create opportunities for communication and coordination between Academic Affairs and Student Affairs.
TARGET DATE: *Ongoing*

Action Step 4: Work with the Office of International Affairs on study abroad opportunities for students and exchange partnerships for faculty.
TARGET DATE: *Ongoing*

GOAL THREE: Help majors offer the highest quality education to students.
Action Step 1: Foster integration of general education with the majors.
TARGET DATE: *Spring 2007*

Action Step 2: Seek external funding for undergraduate student research.
TARGET DATE: *Ongoing*

Action Step 3: Foster the growth of honors programs and advanced study in the majors.
TARGET DATE: *Ongoing*

Graduate Education
The Office of Graduate Studies coordinates graduate recruitment, monitors the implementation of graduate education policies, disseminates information to faculty on national standards and best practices in graduate education, provides cross-campus coordination of graduate assistantships, promotes the development of support services for graduate students, and serves as an advocate for graduate education.

🏛 GOAL ONE: Improve graduate student recruiting and admissions.
> *Action Step 1:* Work with graduate programs and the Office of Admissions to clarify graduate recruitment policies and procedures.
> TARGET DATE: *December 2006*

> *Action Step 2:* Examine the advantages and disadvantages of moving the responsibility for graduate student application processing to the Office of Graduate Studies.
> TARGET DATE: *May 2007*

🏛 GOAL TWO: Promote and support high-quality graduate education.
> *Action Step 1:* Consider restructuring of Graduate Council to be more inclusive of all graduate programs.
> TARGET DATE: *May 2007*

> *Action Step 2:* Prepare a graduate education handbook that includes UIS policies relevant to graduate students and their advisors.
> TARGET DATE: *May 2009*

Research Administration, Grants & Contracts

The Office of Grants, Contracts and Research Administration serves two main functions: oversight and administration of University and campus research-related policies; and pre-award approval of proposals to outside funders, including support and guidance for faculty and staff regarding funding opportunities and proposal preparation. The overall goal is to efficiently and effectively support the scholarly and public service agendas of UIS faculty, staff and students

🏛 GOAL ONE: Appoint a faculty-rank administrator over this area, and secure staff support for the office.
> *Action Step 1*: Hire support staff.
> TARGET DATE: *July 2006*

> *Action Step 2:* Appoint faculty-rank administrator.
> TARGET DATE: *July 2007*

🏛 GOAL TWO: Increase the total dollars from outside funders for research and public service initiatives.
> *Action Step 1:* Offer one workshop each semester on a research-related topic.
> TARGET DATE: *January 2007+*

> *Action Step 2:* Provide annual training on the use of web-based funding databases.
> TARGET DATE: *October 2006+*

> *Action Step 3:* Provide annual training on the use of grants.gov and other external proposal-submission systems.
> TARGET DATE: *October 2006+*

> *Action Step 4:* Collaborate with Center for State Policy and Leadership in assisting individual faculty in developing grant/contract proposals and in seeking funding.
> TARGET DATE: *Ongoing*

🏛 GOAL THREE: Utilize technology to maximize the effectiveness of internal processes.
  Action Step 1: Redesign the office web page.
  TARGET DATE: *May 2007*

  Action Step 2: Implement the InfoEd proposal tracking and development system campus-wide.
  TARGET DATE: *July 2007*

  Action Step 3: Review current internal processes for efficiency; redesign and incorporate technology into these processes as appropriate.
  TARGET DATE: *July 2007*

  Action Step 4: Design and post additional boilerplates related to proposal budgets, human subjects forms, etc.
  TARGET DATE: *May 2007*

🏛 GOAL FOUR: Adequately document policies and procedures in all areas of research administration.
  Action Step 1: Develop a policy and procedure manual for pre-award activities that incorporates the use of electronic systems for proposal submissions.
  TARGET DATE: *July 2007*

  Action Step 2: Review and update the Conflict of Commitment and Interest policy and annual report process.
  TARGET DATE: *August 2006*

  Action Step 3: Review and update the Human Subjects Policy.
  TARGET DATE: *January 2008*

  Action Step 4: Review and update the Animal Subjects Policy.
  TARGET DATE: *August 2008*

🏛 GOAL FIVE: Develop a mechanism to encourage and support faculty presentations on UIS' educational innovations at national conferences.
  TARGET DATE: *December 2006*

🏛 GOAL SIX: Develop a strong, widespread program of support for student research.
  TARGET DATE: *May 2008*

Faculty Development

One of the goals of the UIS Strategic Plan was academic excellence, related to excellence in teaching and learning. A central idea of excellence in teaching was creation of a Faculty Development Unit (Goal 1, Strategic Thrust 1, Step 1). The Provost's Office, even in advance of the final decision on creating such a unit, will assess the advantages and disadvantages of creating such a unit. This will create opportunities for faculty development more generally on campus.

🏛 GOAL ONE: Plan for and lead the effort to organize a Faculty Development Unit.

Action Step 1: Determine proper organizational structure for the unit.
TARGET DATE: *Fall 2006*

Action Step 2: Determine appropriate reporting lines for the unit.
TARGET DATE: *Fall 2006*

Action Step 3: Identify funding for the unit.
TARGET DATE: *May 2007*

GOAL TWO: Coordinate faculty development opportunities on campus.
    Action Step 1: Develop opportunities for faculty to participate in internal and external workshops, conferences, research opportunities, etc.
    TARGET DATE: *Ongoing*

    Action Step 2: Gather and disseminate information on topics related to teaching and learning.
    TARGET DATE: *Ongoing*

GOAL THREE: Evaluate current system for allocating faculty development funds.
    Action Step 1: Analyze models for allocating faculty development funds and identify best practices that can be adapted for UIS.
    TARGET DATE: *May 2007*

    Action Step 2: Determine process for replacing old system with new.
    TARGET DATE: *May 2007*

Online Education

UIS has had enrollment success in online education, but campus coordination is critical to the continued success of our online initiatives.

GOAL ONE: Enhance communication and coordination among online programs and between online programs and various campus units.
    Action Step 1: Provide an organizational structure that enhances communication and coordination.
    TARGET DATE: *May 2007*

    Action Step 2: Develop relationships with the evolving Global Campus Project.
    TARGET DATE: *Ongoing*

    Action Step 3: Assess the needs for new online programs, both credit bearing and non-credit bearing.
    TARGET DATE: *Ongoing*

Assessment

The Provost's Office will facilitate the progress of assessment on campus, largely by sponsoring the work of the Assessment Task Force, which is involved in assessment of baccalaureate skills, general education, graduate education, and the major. The Provost's Office will help put into

place policy and structural changes to make assessment more useful to the campus, both for improvement of curricula and for communication with external audiences.

🏛 GOAL ONE: Develop an organizational structure for campus-wide assessment of student learning.
> *Action Step 1:* Develop a position description for an Assessment Coordinator to report to the Associate Vice Chancellor for Undergraduate Education.
> TARGET DATE: *Fall 2006*

> *Action Step 2:* Identify funding for the position of Assessment Coordinator.
> TARGET DATE: *Fall 2006*

🏛 GOAL TWO: Work with the Higher Learning Commission Re-accreditation Self-Study Team to insure campus assessment materials meet standards.
> *Action Step 1:* Work through Assessment Task Force to insure that campus faculty and staff are educated about HLC requirements regarding assessment.
> TARGET DATE: *Fall 2006 & Ongoing*

🏛 GOAL THREE: Facilitate the development of program assessment plans that use data for reflection and change.
> *Action Step 1:* Foster the continued work of the Assessment Task Force to link the program review process to assessment.
> TARGET DATE: *Ongoing*

International Programs
Although the Office of International Affairs is currently housed in the Student Affairs Division, the Provost's Office works closely with the Director to coordinate academic programs related to international study.

🏛 GOAL ONE: Strengthen study abroad programs on the UIS campus.
> *Action Step 1:* Increase exchange partnerships.
> TARGET DATE: *Ongoing*

> *Action Step 2:* Create a campus strategy for maximizing the impact of our international relations.
> TARGET DATE: *May 2007*

> *Action Step 3:* Complete the development of policies related to study abroad activities.
> TARGET DATE: *May 2006*

TECHNOLOGY

Banner Support
At the end of the UI-Integrate project, a Banner System Support Team was created to provide support to UIS users of the student, finance, and human resources system, and to serve as liaisons to Central Banner support. The first step was the creation of two positions to support

technical and operational needs. The campus also has two other positions, formally part of AITS, that provide administrative computing support. The creation of the two Banner support positions was the first move toward formalizing a Banner Support Unit. New campus initiatives, new academic programs, Banner upgrades, and changes in staff and business processes will continue to take place. These continuing needs necessitate the creation of an expanded and coordinated support unit on the UIS campus. *(See Appendix B for additional information about Banner Support.)*

GOAL ONE: Increase support for Banner/administrative computer application users.
    Action Step 1: Create a central Banner/Administrative Computing support unit.
    TARGET DATE: *June 30, 2007*

    Action Step 2: Increase support for Banner training and coordination and information sharing.
    TARGET DATE: *June 30, 2007*

Information Technology
Information Technology Services is responsible for the planning, management, and direction of technology initiatives in support of both academic and administrative operations at UIS. We provide the campus community a diverse set of technology services, including development, monitoring, and maintenance of the campus data network, as well as campus cable television services, telephone system, computer labs, smart classrooms, and computer systems and servers.

The primary objective of Information Technology Services is to advance the mission and vision of the university by:

    Ensuring that the core systems and the network infrastructure are reliable, robust, secure, and capable of handling the increasingly sophisticated types of applications UIS is using or plans to use in support of teaching, learning, and conducting university business.

    Providing excellent technology support, making sure that anyone needing assistance with technology receives it promptly, courteously, and in an accurate manner.

    Exploring emerging technologies and promoting and assisting with integration of technology with the curriculum and with business processes.

(See Appendix D for goals, action steps, target dates, and resource needs for Information Technology Services.)

CAMPUS AND COMMUNITY

Sangamon Auditorium
The mission of the Sangamon Auditorium is to present and support varied cultural and educational professional arts activities of high quality to the many audiences on campus, in Springfield, in Sangamon County and in the surrounding areas, reflecting a broad representation

of music, theater, and dance in all their forms. Some specific goals of the auditorium over the next five years include:

🏛 GOAL ONE: Ensure the financial viability of the auditorium, while offering a rich array of programs.

🏛 GOAL TWO: Create experiential learning opportunities for students, in support of the campus' academic divisions and continuing education.

🏛 GOAL THREE: Upgrade the proprietary ticket system.

🏛 GOAL FOUR: Create procedural manuals that integrate industry standards of the performing arts with UIS policies.

Exact Action Steps that will be taken to meet the Sangamon Auditorium goals will be determined by the new director, who takes charge of the auditorium on May 1, 2006.

SECTION 3: RESOURCE PLAN FOR ACHIEVING STRATEGIC GOALS

Resources Needed

Given that the strategic intent of the Office of the Provost and Vice Chancellor for Academic Affairs is to work collaboratively to achieve the goals of the UIS Strategic Plan, it follows that the office will be engaged in ensuring the efficient use of resources invested in the action steps of the UIS Strategic Plan. Several of the major goals of the Office of the Provost's Strategic Plan involve the implementation of action steps contained in the UIS Strategic Plan.

The implementation of an Office of Graduate Studies (Goal 5, Strategic Thrust 2, Action Step 16), establishes an office that will be responsible for both our graduate education and research administration goals. The implementation of an organizational structure and resources to advance teaching and learning (Goal 1, Strategic Thrust 1, Action Step 1) along with resources contained in the General Education Expansion Plan will assist the Office of the Provost in attaining the goals related to undergraduate education and faculty development.

Implementing these goals will add resources and staffing to the Office of the Provost. Staffing additions will include an Associate Vice Chancellor for Graduate Education and Research (funded in the UIS Strategic Plan) and an Associate Vice Chancellor for Undergraduate Education (funded in the general education expansion budget) as well as support for these areas. The resources needed to support these initiatives are not shown here as they are contained in the Supplement to the UIS Campus Strategic Plan and General Education Expansion Plan.

A common thread in the administration area is the effective and timely use of data and availability of policy and procedure information. The common theme is increased use of web-based delivery of data and information. Greater use of the web is also a recurring theme in the

other areas of the plan. As current staff in the Office of the Provost is nearly exclusively engaged in continuing operations, it will be necessary to add two additional staff members to achieve these goals. An additional staff member in the Institutional Studies Office will allow for more data delivery and information production. A second staff member responsible for maintaining our web presence will meet our data and information delivery goals.

Finally, our goals in the area of assessment will require an additional staff member. The first goal related to assessment is to develop and fill an assessment coordinator position. This will also require additional resources not contained in the UIS Strategic Plan.

New Resources Needed		
	Recurring Financial Resources	Human Resources
Additional Staff in Office of Institutional Studies	$ 45,000	1.0
Web Development/Maintenance	$ 45,000	1.0
Resource and Policy Analysis (Academic Planning)	$ 45,000	1.0
Assessment Coordinator	$ 45,000	1.0
Staff Support Expenses	$ 20,000	
Information Technology Services	$ 91,000	
Totals	**$ 291,000**	**4.0**

Resource Procurement Strategy
The sources for funding are those identified in the UIS Strategic Plan.

SECTION 4: MONITORING/EVALUATION OF PLAN IMPLEMENTATION AND RESULTS

Implementation Timetable with Milestones
See Section 2: Strategic Goals, Action Steps, and Target Dates

Performance Metrics and Results
Although there are specific outcomes and, in some cases, metrics associated with each of the goals of the fifteen functional areas identified in this report, considerable weight needs to be given to a more limited set of metrics, specifically those associated with the statement of strategic intent.

UIS will know that it has achieved the goal of being *recognized* as one of the leading small public liberal arts institutions in one of several ways:

- Acceptance into the Council of Public Liberal Arts Colleges
- Inclusion (or favorable ranking) in a national guide to colleges
- Awards or other recognition from national educational associations such as AASCU or AAC&U

Some metrics from the UIS strategic plan and from the annual UIS Performance Report will be central to achieving the strategic intent of becoming recognized as a leading small public liberal arts institution. These metrics track actions that will *produce* recognition. They include:

- Proportion of degree programs with active programs of assessment of learning outcomes
- Annual number of student presentations at campus, regional, and national scholarly and professional conferences
- Annual number of faculty presentations at national conferences on UIS' educational innovations

Appendix A
COPLAC Schools in
2006 *U.S. News & World Report* Rankings

	U.S. News Ranking	Endowment	Peer Assess-ment Score	Avg. Fresh-man Retent ion Rate	Gradu ation Rate	Classes with < 20 Students	Classes with > 50 Students	Student / Faculty Ratio	% of Full-Time Faculty	SAT/ACT 25-75 Percentile	Freshmen in Top 10% of High School	Freshmen in Top 25% of High School	Accep tance Rate	Avg. Alumni Giving Rate
College of Charleston (SC)	Universities Master's (South) 10th	$34,696,070	3.6	82%	56%	33%	4%	14/1	82%	1140-1280	--	65%	65%	29%
Eastern Connecticut State University	Universities Master's (North), 3rd tier	$60,000	2.6	75%	41%	30%	0%	16/1	74%	920-1120	--	26%	68%	8%
Evergreen State College (WA)	Liberal Arts Colleges, 4th tier	$2,286,243	2.9	72%	52%	40%	11%	21/1	88%	1010-1250	8%	--	95%	10%
Fort Lewis College (CO)	Liberal Arts Colleges, 4th tier	data unavailable	2.2	56%	30%	42%	3%	18/1	89%	18-23	8%	--	74%	12%
Henderson State University (AR)	Universities Master's (South), 3rd tier	data unavailable	2.7	63%	31%	56%	1%	17/1	89%	19-25	--	39%	61%	11%
Georgia College & State University	Universities Master's (South), 44th	$15,490,957	3.2	76%	35%	44%	1%	15/1	85%	1040-1198	--	41%	44%	7%
Keene State College (NH)	Universities Master's (North), 3rd tier	$9,101,594	2.7	77%	52%	57%	4%	18/1	73%	900-1100	--	21%	75%	14%
Massachusetts College of Liberal Arts	Liberal Arts Colleges, 4th tier	$3,211,788	2.1	73%	45%	64%	0%	13/1	75%	925-1150	--	--	75%	13%

	U.S. News Ranking	Endowment	Peer Assessment Score	Avg. Freshman Retention Rate	Graduation Rate	Classes with < 20 Students	Classes with > 50 Students	Student / Faculty Ratio	% of Full-Time Faculty	SAT/ACT 25-75 Percentile	Freshmen in Top 10% of High School	Freshmen in Top 25% of High School	Acceptance Rate	Avg. Alumni Giving Rate
New College of Florida	Liberal Arts Colleges, 88th	$31,300,823	2.8	80%	65%	64%	2%	10/1	96%	1220-1390	52%	--	53%	26%
St. Mary's College of Maryland	Liberal Arts Colleges, 84th	$4,095,374	2.9	88%	75%	58%	1%	14/1	82%	1150-1350	39%	--	57%	21%
Sonoma State University (CA)	Universities Master's (West) 34th	$21,052,222	3.0	80%	48%	37%	9%	25/1	78%	940-1140	--	--	70%	1%
Southern Oregon University	Universities Master's (West), 3rd tier	$11,060,054	2.8	67%	34%	46%	6%	19/1	83%	890-1130	--	--	85%	6%
SUNY - Geneseo	Universities Master's (North), 12th	$6,033,884	3.6	91%	79%	29%	8%	19/1	89%	1200-1340	--	86%	44%	15%
Truman State University	Universities Master's (Midwest), 8th	$16,108,971	3.8	85%	65%	33%	3%	15/1	97%	25-30	--	81%	84%	14%
University of Maine-Farmington	Comprehensive Colleges Bachelor's (North), 18th	$7,531,000	2.9	74%	55%	64%	1%	16/1	90%	910-1130	--	38%	72%	18%
University of Mary Washington (VA)	Universities Master's (South), 8th	$25,660,723	3.4	88%	71%	44%	1%	16/1	85%	1140-1310	--	84%	64%	31%

	U.S. News Ranking	Endowment	Peer Assess-ment Score	Avg. Freshman Retention Rate	Graduation Rate	Classes with < 20 Students	Classes with > 50 Students	Student / Faculty Ratio	% of Full-Time Faculty	SAT/ACT 25-75 Percentile	Freshmen in Top 10% of High School	Freshmen in Top 25% of High School	Acceptance Rate	Avg. Alumni Giving Rate
University of Minnesota-Morris	Liberal Arts Colleges, 3rd tier	$3,228,127	2.5	83%	57%	70%	6%	13/1	90%	23-28	35%	--	78%	13%
University of Montevallo (AL)	Universities Master's (South), 58th	$1,989,161	2.9	73%	44%	38%	2%	17/1	85%	19-24	--	--	80%	12%
University of North Carolina-Ashville	Liberal Arts Colleges, 3rd tier	$14,909,146	2.7	79%	52%	51%	1%	14/1	81%	1060-1270	21%	--	73%	13%
University of Wisconsin-Superior	Universities Master's (Midwest), 3rd tier	$2,015,858	2.6	68%	33%	50%	11%	25/1	81%	20-25	--	42%	77%	10%
University of Illinois-Springfield	UNRANKED	$6,342,743	--	84%	--	61%	1%	13/1	78%	23-28	--	65%	43%	7%

Note: The Peer Assessment Score is based on a scale where 5.0 is the highest.

Appendix B
Institutional Research

The Office of Institutional Studies (OIS) coordinates the campus' response to statewide and national statistical surveys and data exchanges. Participation in these activities is required by mandate and/or beneficial to increasing awareness of our campus among members of the higher education community. OIS provides data on an as-scheduled basis to external audiences, including other University offices, the Illinois Board of Higher Education, the Illinois Virtual Campus, and the National Center of Education Statistics. Data is also provided to survey publishers, such as College Board, Thomson Peterson's, National Science Foundation, and *U.S. News & World Report* in order to garner greater name recognition in the higher education community. Similarly, OIS provides data sets to various exchanges, including the State Shared Enrollment and Graduation Data Consortium and the High School Feedback Project in order to garner access to data from other Illinois public schools.

Various data analysis and presentation techniques, such as data mining, can be employed to uncover and understand hidden patterns within the data, thereby increasing the information available to our decision makers. Given the current staffing levels within OIS (1.0 staff FTE and one 0.5 FTE graduate assistant), the vast majority of time is dedicated to providing internal metrics and responding to the high level of external data requests. Very little time is available for the collection, analysis, and presentation of benchmark data or for learning and employing additional data analysis and presentation techniques, such as data mining. In light of our new strategic plan and the evaluation needs surrounding its implementation, it is questionable as to the extent the office can be of assistance without an additional professional staff member.

Appendix C
Banner Support

UIS is unique in the fact that as a small campus, employees have many varied functional responsibilities covering a much wider range than would be found on the other two large University of Illinois campuses. The transition to Banner was more challenging because Administrative Information Technology Services (AITS) closed their Springfield office, and the Campus Data Steward position (sponsored by Decision Support) was eliminated.

The functions of this unit will include:

- Provide leadership in working with functional areas on upgrades, system and business process improvements, test plans and testing, etc.

- Serve as a primary resource for campus business and academic units to support their use of the integrated system.

- Develop processes and communication mechanisms for working with campus end-users outside the functional areas (Information sharing, liaison/coordination of meetings). Coordinate updating of UI2-developed training materials and prepare appropriate end-user job aids for business, academic, and academic support units as needed. Administer new-employee and/or refresher training as necessary in the colleges, departments, and other campus offices (such as Accounts Receivable, Bursar's Office, etc.)

- Act as liaison with key people from UIUC and UIC, the cross-campus support staff, AITS, and SCT to give UIS a strong and focused voice in the evolution of Banner and affiliated products.

- Coordinate system changes across UIS business and student areas (Admissions, Records and Registration, Financial Aid, Catalog, Schedule, DARwin, Finance, HR/Pay, etc.)

- Coordinate Banner upgrades and Production Readiness Testing

- Update training material to reflect upgrade

- Act as a UIS contact point for Help Desk referrals

Appendix D
Information Technology Services
(Draft)

Mission Statement
Information Technology Services provides services and solutions that advance the UIS vision, mission, and strategic goals. We support our students, faculty, staff, and an ever growing global community with customer-oriented service and a robust and reliable environment that encourages innovative ways of using technology in all facets of teaching, learning, research, and service.

Guiding Values
- Commitment to excellent and responsive customer service
- Respect for colleagues and customers
- Commitment to fairness, consistency, trust
- Accountability
- Integrity
- Fostering cooperation and collaboration
- Adaptability
- Always having the best interest of the campus in mind
- Effective and efficient use of resources and time
- Innovation and leadership

Strategic Goals and Action Steps

GOAL ONE: Leadership in planning, management, and direction of technology initiatives in support of both academic and administrative operations.

> *Action Step1:* Establish a technology consulting team to direct new campus technology initiatives.
>
> *Action Step 2:* Develop and maintain a technology architectural vision for the campus, aligned with the University priorities.
>
> *Action Step 3:* Review resource allocations annually for an efficient balancing of support for current and future endeavors.
>
> *Action Step 4:* Seek broad participation in setting IT priorities. Pursue ongoing communications with stakeholders concerning priorities and future needs.
>
> *Action Step 5:* Develop and maintain technical expertise of staff by providing ongoing professional development opportunities.
>
> *Action Step 6:* Conduct annual skills assessment for all staff, to ensure appropriate matching of skills with job functions.
>
> *Action Step 7:* Routinely track IT trends and best practices in higher education and industry by participating in conferences, workshops, and by following publications and online resources.

Action Step 8: Ensure that documentation is evaluated for accuracy and necessary updates on a regular schedule.

Action Step 9: Implement campus-wide document management and collaboration tools.

Action Step 10: Explore alternative funding sources for IT.

Action Step 11: Continually assess the technology needs of UIS. Select and introduce technologies that will further the campus mission.

GOAL TWO: Ensure that systems and networks are secure, reliable, and easy to use.
Action Step 1: Ensure that critical systems are stable, scalable and are operating current versions of software. Establish policies and procedures for updating campus technology. Ensure campus management is aware of the budgetary impact.

Action Step 2: Schedule review of possible points of failure and verify that all possible points have redundant solutions. Ensure redundant solutions are in place, tested, and functional for all critical systems and services.

Action Step 3: Perform periodic review of backup strategy. Schedule regular tests of backup and restore procedures.

Action Step 4: Employ project management practices for all major projects.

Action Step 5: Develop and maintain comprehensive set of documentation. Ensure that all information is available to staff.

Action Step 6: Fully define and test procedures for recovery from catastrophic failure of equipment and/or applications.

Action Step 7: Systematically monitor all network equipment, network services, and core applications.

GOAL THREE: Improve student life through technology-related initiatives.
Action Step 1: Hold monthly informal sessions with students to discuss technology issues and solicit feedback.

Action Step 2: Advertise new services and publish ITS announcements in the student newspaper.

Action Step 3: Create and monitor an electronic suggestion box for student comments and ideas.

Action Step 4: Increase the number of classroom lectures made available as audio and video downloads in various formats.

Action Step 5: Actively support radio podcast initiatives and student-produced content on the campus cable TV channel.

Action Step 6: Explore the possibility of providing legal music sharing and gaming services for students.

Action Step 7: Explore the possibility of providing IP phones in all student housing.

Action Step 8: Provide technology support and resources for student organizations.

GOAL FOUR: Provide outstanding technology support in all areas.

Action Step 1: Communicate IT issues and problems to the campus in a timely manner.

Action Step 2: Provide an annual one-day workshop for the combined staff and student workers focusing on customer support, team-building, and teamwork.

Action Step 3: Encourage campus use of the Technology Support Center as the single point of contact for all technology questions.

Action Step 4: Continue development of the Procedures Manual Wiki so that it contains full sets of common questions and solutions.

Action Step 5: Establish service-level agreements on common functions/procedures.

Action Step 6: Maintain a section on the ITS website with RSS feeds to announce new services, changes, and status of systems.

Action Step 7: Conduct a carefully designed annual customer satisfaction survey. Analyze the survey results and develop plans to address problems. Communicate the results to the campus.

Action Step 8: Develop and maintain sets of documentation for common services and technologies, which allows users to resolve common problems using these resources.

Action Step 9: Educate users in the use of online support tools.

GOAL FIVE: Provide an environment that encourages the use of technology to facilitate and enhance learning.

Action Step 1: Continue to form partnerships with faculty to ascertain which technologies can enhance their course content and instruction.

Action Step 2: Provide opportunities for faculty to pilot new technology initiatives. Sponsor presentations and workshops by the faculty to their colleagues.

Action Step 3: Research technology used at other educational institutions. Sponsor means for ITS staff and UIS faculty to visit other institutions that are using technology in innovative ways.

Action Step 4: Provide the faculty with instructional examples to stimulate imagination and creativity in teaching. Offer ongoing training and support.

Action Step 5: Provide ongoing faculty and student development opportunities, workshops, and orientation sessions.

Action Step 6: Coordinate institutional offerings in areas of training and faculty development.

Action Step 7: Offer regular forums for faculty to showcase technology usage in their courses.

Table 1: Resource Needs for Achieving Strategic Goals

Goal	Item	Amount Needed
1. Leadership in planning, management, and direction of technology initiatives in support of both academic and administrative operations	Professional development, tracking IT trends	$25,000
	Campus-wide document management and collaboration system	$50,000
2. Ensure that systems and networks are secure, reliable, and easy to use	Accumulate the necessary funds to replace the network backbone (over each of the next 3 fiscal years)	$500,000
	Replace servers	$130,000
	Increase internet bandwidth	$30,000
	Purchase network monitoring tools, network sniffers, equipment for test labs, etc.	$10,000
3. Improve student life through technology-related initiatives	Promotion/Marketing	$5,000
	Audio/video class capture; additional hardware/software and storage needs	$40,000
	Additional GA	$8,000
4. Provide outstanding technology support in all areas	Additional Student Workers	$20,000
5. Provide an environment that encourages the use of technology to facilitate and enhance learning	Explore software and hardware solutions	$20,000
	Faculty events and incentives	$5,000

Table 2: Implementation Timetable

Goal	Action	Schedule
1. Leadership in planning, management, and direction of technology initiatives in support of both academic and administrative operations	1. Establish technology consulting team	SP 06
	2. Develop and maintain a technology architectural vision for the campus	Ongoing
	3. Annually review resource allocations	Budget cycle
	4. Seek broad participation in setting IT priorities	Ongoing
	5. Develop and maintain staff and technical expertise	Ongoing
	6. Conduct annual skills assessment	Prior to perf. eval.
	7. Routinely track higher education and industry IT trends	Ongoing
	8. Ensure that all documents have set cycles for evaluation	Ongoing
	9. Implement campus-wide document management system	SP 07
	10. Explore alternate funding sources for IT	Ongoing
	11. Continually assess the technology needs of UIS	Ongoing
2. Ensure that systems and networks are secure, reliable, and easy to use	1. Ensure that critical systems are operating current versions	Ongoing
	2. Review of possible points of failure	Ongoing
	3. Perform periodic review of backup strategy	Ongoing
	4. Employ project management practices for all major projects	Ongoing
	5. Develop and maintain comprehensive set of documentation	Ongoing
	6. Fully define and test procedures for recovering from catastrophic failure	Ongoing
	7. Monitor all network equipment, services, and applications	Ongoing
3. Improve student life through technology	1. Monthly informal sessions with students	F 06
	2. Advertise new services and announcements in the student newspaper	F 06
	3. Create and monitor electronic suggestions box	F 06
	4. Increase the number of classroom lectures made available for download	Ongoing
	5. Support podcasts and student produced content on campus TV channel	Ongoing
	6. Explore the possibility of providing legal music sharing/gaming services	SU 06
	7. Explore the possibility of providing IP phones in all residence halls	SU 06
	8. Provide technology support and resources for student organizations	Ongoing
4. Provide outstanding technology support in all areas	1. Communicate IT issues and problems in a timely manner	Ongoing
	2. Provide annual one-day workshop for the combined staff	SU 06
	3. Encourage campus use of TSC	Ongoing
	4. Continue development of the Procedures Manual Wiki	Ongoing
	5. Establish service-level agreements on common functions/procedures	Ongoing
	6. Maintain a "what's new" page on ITS website with RSS feeds	SU 06
	7. Conduct carefully designed annual customer satisfaction survey	F 06
	8. Develop and maintain comprehensive set of documentation	Ongoing
	9. Educate users in the use of online support tools	Ongoing

Table 2: Implementation Timetable, *cont.*

Goal	Action	Schedule
5. Provide an environment that encourages the use of technology to facilitate and enhance learning.	1. Continue to form partnerships with faculty	Ongoing
	2. Provide opportunities for faculty to pilot new technology initiatives	Ongoing
	3. Research technology used at other institutions	Ongoing
	4. Provide faculty with effective instructional examples	Ongoing
	5. Provide ongoing faculty and student development opportunities	Ongoing
	6. Coordinate institutional offerings	Ongoing
	7. Offer regular forums for faculty to get together and share	Ongoing