

Chancellor's Goals  
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 Interim Chancellor  
 Year 1 Update: 2020-2021  
 September 2021

Goals	Actual Outcomes 7/1/21	Actions Underway 2021-2022	Desired Outcomes 6/30/22
<p><b>1. COVID-19:</b></p> <p>Work with university and system leaders, faculty, staff, students, alumni and community leaders to ensure that the university continues to provide high-quality teaching, learning, research and service during the COVID-19 Pandemic.</p>	<p>Issued a "Return To The Prairie Plan" for fall 20 operations &amp; an updated fall 21 plan.</p> <p>Created/updated student- and employee- related policies to prioritize safety and continuity of operations.</p> <p>Established on-site saliva testing program and conducted approximately 60,000 tests.</p> <p>Established operating thresholds and an operating dashboard.</p> <p>Conduct weekly Zoom-COVID-briefings to ensure continuous quality communication.</p> <p>Issued periodic emails as needed.</p> <p>Established a COVID Rapid Response Team to review daily testing results and recommend any operational mitigations.</p> <p>Completed all semesters as planned.</p> <p>Officiated 53 Commencements for the 2021 Class.</p>	<p>Daily Updates from the Response Team.</p> <p>Convene leadership as needed.</p> <p>Updated Summer and Fall terms based on COVID-related evidence/experiences.</p> <p>Continue weekly COVID Briefings via Zoom.</p>	<p>UIS will successfully continue its teaching, research and service functions throughout the pandemic.</p> <p>UIS will be a highly vaccinated university.</p> <p>Lead and influence the metro community to follow UIS COVID practices in order to reduce the transmission of COVID.</p> <p>Position UIS for a successful post-pandemic future.</p>

<p><b>2. Anti-Racism &amp; Social Justice:</b></p> <p>Work with university and system leaders, faculty, staff, students, alumni and community leaders to build upon UIS’ efforts that advance our values of integrity, civic engagement, diversity, strategic thinking and accountability through our teaching, learning, research and service.</p>	<p>Established an Anti-Racism Taskforce with the purpose of reviewing university policy and procedures and recommend further review/changes to any policies and procedures that would reduce system racism within the university.</p> <p>Engaged various university leaders and committees providing observations of current practices with suggestions to improve specific policies to advance the university’s commitment to social justice.</p>	<p>The Taskforce will continue to engage the Cabinet with ongoing observations and recommendations.</p>	<p>Reduce the extent to which UIS enables systemic racism.</p>
<p><b>3. Enrollment:</b></p> <p>Work with the Provost, the Enrollment Management team, and the deans to enhance student recruitment efforts, implement the Common Application platform, and increase both undergraduate and graduate student enrollments.</p>	<p>Doubled the number of students enrolling in the “Fall Half Semester” from 121 to 242 students and almost tripled credit hours.</p> <p>Introduced a new “Winter Term” that occurs between Fall and Spring with 17 course sections.</p> <p>Increased recruitment efforts in the central IL and Springfield metro areas.</p> <p>Introduced new business graduate degrees including a 14-month MBA.</p> <p>Increased applications 30% for spring 2021.</p>	<p>Launched the Common Application, August 2021.</p> <p>Making significant investments in EM staffing, training, and support.</p> <p>Making significant investments in marketing/communicating UIS programs to prospective students.</p> <p>Engaging faculty and other staff (beyond EM) to review, plan and enact changes that will increase our enrollment.</p>	<p>Increase both undergraduate and graduate student enrollments.</p> <p>Launch the Common Application.</p> <p>Create/implement a 24-month EM plan to increase new student enrollment.</p> <p>Create/implement a 24-EM plan to increase the retention of current students to graduation.</p> <p>All EM units are fully staffed, oriented and working effectively and efficiently.</p>

		Launched committee to explore growing Summer term enrollment.	
<p><b>4. Academic Affairs Reorganization:</b></p> <p>Work with the Provost, deans and faculty to finalize the college and department realignment and reorganization to optimize intellectual synergies and maximize realization of goals in the Strategic Compass.</p>	<p>College and departmental conversations continue.</p> <p>Various units progressed through a three-phase process. College of Business &amp; Management has proceeded through governance. All other units are in process.</p> <p>The Campus Senate and the Office of the Provost co-hosted a series of Campus Conversations in Spring 21.</p> <p>College realignment and re-organization was substantially advanced.</p>	<p>Working with the Provost, deans and Campus Senate and faculty leadership to ensure that we complete a proposal for reorganization to submit a final proposal to the UI BOT Fall 2021.</p>	<p>College realignment and re-organization will be completed.</p>
<p><b>5. Labor Relations:</b></p> <p>Work with the President's Office, the Provost's Office, Human Resources, and faculty and staff leaders on various labor union contracts, including negotiation of successor agreement for faculty bargaining unit.</p>	<p>Regularly meeting with labor unit leadership to ensure quality lines of communication and consultation related to the collective bargaining agreement.</p> <p>Regularly meeting with UIS/UI System regarding on-going labor items.</p> <p>Worked to advance the various labor union contracts.</p> <p>Work to complete the Faculty Union agreement included, to-date, meeting 12 times for a total of 25 hours.</p> <p>Participated in a group training with a professional mediator from</p>	<p>Reached tentative agreements on wage reopener with the UPI Clerical, Service and Technical Union and the UPI AGE Union.</p> <p>Working to complete the Faculty Union successor agreement.</p> <p>Working to complete the next UPI Clerical Services and Technical, AFSCME and IATSE agreements.</p>	<p>All union-related agreements are current and completed.</p>

	the Federal Mediation and Conciliation Services (FMCS).		
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<p><b>6. Organizational Improvements:</b></p> <p>Work with all units of the university and the system CFO to continue identifying efficiencies to strengthen the university's budget model.</p>	<p>Developed a Faculty Incentive Separation Program.</p> <p>Created the Strategic Hiring Committee to review all proposed hiring to confirm funding source and ensure workforce efficiency.</p> <p>Enacted a "pause" on all open positions for a leadership review of each position to confirm need and to consider other staff approaches.</p> <p>Using "student credit hour" and "student to employee" ratio data to review operational efficiency.</p> <p>Issued a multi-part Zoom webinar series (Show Me The Money) to describe/explain UIS Revenues/Expenses/Fiscal Condition/Fiscal Decision-Making/University Budgeting.</p> <p>Engaged our university shared governance to understand and increase their involvement in the university's budget model.</p> <p>Launch an initiative inviting all employees to identify efficiencies that could strengthen university operations.</p> <p>Established the Finance &amp; Administration Division; hired an Interim VC Finance &amp; Administration to strengthen financial planning, reporting, budgeting, and transparency.</p> <p>In order to continue the professional development of employees during a pandemic the university entered into a contract with a firm that offers a broad range of professional development</p>	<p>Utilizing "efficiency consulting" to review and improve operational efficiencies designed to reduce expenses/increase revenue. First project includes a review of enrollment management units.</p>	<p>Identify and achieve efficiencies and improvements that strengthened the university's budget model and overall operation.</p> <p>Complete the staffing and launching of the Division of Finance and Administration in order to allow the next Chancellor to search for a regularly appointed VCFA.</p> <p>Create and secure approvals and buy-in for a 5-year UIS Financial Recovery Plan.</p> <p>Establish a budget planning timetable that ensures strategic and achievable approach to the operating budget.</p> <p>Engage the Cabinet in strategic cost-cutting exercises.</p> <p>Connect the financial planning of the university to the enrollment planning.</p> <p>Completed a reorganization of the three enrollment management units: Admissions; Financial Aid &amp; Registrar in order to ensure future enrollment growth.</p>
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	<p>programs on line. This resulted in 564 total trainings taken by 150 people; 95 of this 150 have taken at least two trainings. Most popular topics are DEI, Leadership, Title IX, Student Success, Women's Leadership, Academic Leadership, Advancement, Faculty Success.</p>		
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<p><b>7. Strategic Compass:</b></p> <p>Work with administration, faculty, staff and students to continue implementation of the Strategic Compass.</p>	<p>Reviewed the Strategic Compass with the Cabinet. Working to selectively advance the plan despite the pandemic.</p> <p>Implemented all 2020-2021 aspects of the Strategic Compass</p>	<p>Spring 2022, will conduct an informal public review of the Strategic Plan progress and achieved outcomes.</p>	<p>Achieve the desired outcomes articulated in the plan.</p>
<p><b>8. Community Outreach:</b></p> <p>Work with university leaders to preserve and extend community outreach to the city of Springfield and the surrounding area.</p>	<p>Meet weekly with university and community leaders to ensure our continued outreach despite the pandemic and to discuss future curricular and co-curricular efforts.</p> <p>Continue to institutionalize outreach efforts into UIS teaching, learning, research and service.</p>	<p>Preserved and extended community outreach in the city of Springfield and the surrounding area.</p>	<p>Continue to establish UIS as a capital city university dedicated to serving the public good.</p>
<p><b>9. Reaching Stellar Campaign:</b></p> <p>Work with the President, the Foundation, the Advancement Office and UIS friends to complete the \$40 million campaign.</p>	<p>Completed 99% of the campaign. Raised \$39M of the \$40M.</p>	<p>Continue engaging, cultivating and soliciting alumni, friends and donors for programs primarily associated with campaign priorities. The Campaign funds scholarships for students, academic excellence efforts, UIS Center for Lincoln Studies, and facilities and tech needs.</p>	<p>Achieved original overall \$40M campaign goal 10 months ahead of schedule.</p> <p>Extended campaign efforts will increase support for the campaign's priorities.</p>

<p><b>10. Innovation Agenda:</b></p> <p>Assist the President, the Discovery Partners Institute team, the Illinois Innovation Network leaders, and community leaders to continue building out the innovation agenda in Springfield and across the state.</p>	<p>Met with all major stakeholders related to the Innovation Agenda.</p> <p>Working with the UIS innovation leadership to confirm goals/actions/outcomes for next 12-18 months; the business model to sustain efforts and to establish a greater physical presence in downtown Springfield.</p>	<p>Finalize a 5-year operating and budget plan.</p> <p>Secure an existing building in downtown Springfield to expand the university's presence downtown.</p> <p>Continue to grow innovation and economic development services and programs.</p>	<p>Build out the innovation agenda in Springfield and across the state.</p>
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