

UIS STRATEGIC **Compass** **2028**

UNIT OPERATIONAL PLANNING GUIDE

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In their influential book “Execution: The Discipline of Getting Things Done,” Bossidy & Charan (2009) make a compelling case for linking strategic planning with an organization’s people and operations. The conceptualization and substance of the plan’s outcomes must come from the minds of people who are the closest to the action, who understand their mission, their vision and their strengths and weaknesses. The UIS Strategic Compass was intentionally crafted using a bottom-up approach in which members of the organization had a voice in helping to create our mission, vision, values and strategic directions.

This Unit Operational Planning Guide is intended to help all units at UIS make the Strategic Compass the foundation of their strategies, plans and goals. When properly executed, the Strategic Compass offers UIS the opportunity to fully achieve its overarching strategic goal—to provide students with a **Premier Educational Experience**. Each division of UIS (Chancellor’s Division, Division of Academic Affairs and Division of Student Affairs) will use the provided Unit Operational Plan Template (pages 6-10) to identify key tactical steps based on the directional pillars specified in the Compass, with the new mission, vision and values serving as guiding principles.

The Strategic Compass is not adequately executed until the directional pillars—**World-class Teaching, Personal Attention, Experience Engaged** and **Liberal Arts Skilled**—are cast as a series of tactical action

steps. A good operational plan is a road map that gives you plenty of room to maneuver within a dynamic landscape.

How far down the unit operational planning efforts go is up to the leader of each division. For example, within the Division of Academic Affairs, the Provost (working with colleagues in the Office of Academic Affairs) will prepare a plan. This plan, with the assistance of the provided template, will be used by the college deans (with the College Executive Committee) and directors (with their staffs) to collaboratively develop a plan more specifically tailored to their units. It will be up to the college dean and directors after consultation with faculty and staff to determine whether additional plans should be developed at the departmental or more specific unit level. Individual units that do not develop their own unique unit plan will be actively engaged in developing the broader college-level plan. The academic units’ plans will be centrally collected in the VPAA office for periodic monitoring of progress.

The Strategic Compass defines where UIS wants to go, and the operational plan specifies the actions that will be necessary to get us there, the milestones required to determine progress (estimated timeline, resources, performance indicators/metrics), and the individuals and parties responsible for executing the plan. The planning template provides a framework to assist in the development of each unit’s operational plan.

The process for operationalizing the UIS Strategic Compass at the unit level involves three steps:

1. Determine your unit's connection to each directional pillar and the UIS overarching strategic goal.

The overarching strategic goal of the UIS Strategic Compass is to provide every student with a **Premier Educational Experience**. The Strategic Compass provides assurance that this goal can be achieved through the intentional and focused pursuit of the outcomes defined by the four directional pillars: **World-class Teaching, Personal Attention, Experience Engaged** and **Liberal Arts Skilled**. The challenge is to contextualize each of these directions in terms of your specific unit and the relationship of your unit to the institutional mission.

For each directional pillar, what are a couple of actions and outcomes that you are committed to achieving in the next five to 10 years that will propel your unit closer to the ideal of providing every student with a Premier Educational Experience?

2. Ensure your unit's goals are appropriately aligned with the UIS mission, vision and values.

Mission: The University of Illinois Springfield provides a uniquely student-centered educational experience both in and out of the classroom through active learning, meaningful research and impactful civic engagement that prepares graduates to contribute fully to society.

Vision: The University of Illinois Springfield will be a pathway to opportunity, a catalyst for change and a space of possibility where learners become ethical and passionate scholars, leaders and citizens capable of transforming their local and global communities.

Values: Student-focused Teaching and Learning; Integrity; Inquiry; Civic Engagement; Diversity; Strategic Thinking; Accountability

As you brainstorm and develop your unit's goals and tactics, determine the extent to which your unit's policies, practices and procedures are appropriately aligned with the UIS mission, vision and values. The values, in particular, are foundational to the creation and maintenance of a high-performing learning organization—an organization capable of delivering on its promise to students.

3. Complete the Unit Operational Plan Template.

Each unit should document a set of goals that align with (1) the UIS overarching goal to provide each student with a Premier Educational Experience both in and out of the classroom and (2) each of the four directional pillars.

The Unit Operational Plan Template also encourages each unit to document the tactics, timelines, resources, performance indicators and responsible parties required to successfully achieve each goal.

- **Tactics:** What are the action steps that will be required to achieve each of these goals? What is the basis for believing these tactics, if properly implemented, will achieve the goal?
- **Timeline:** What is your best estimate of the timeframe that will be needed to complete these tactical steps?
- **Resource Allocation:** What resources are you going to need in order to complete the action steps, and what are some of the potential sources for these needs?
- **Performance Indicators/Metrics:** How will you know if your unit is making satisfactory progress toward the achievement of your goals?
- **Responsible Parties:** Who (person, position or office) will lead the actions and activities associated with executing the operational plan?

UIS Strategic Compass Review Cycle

The UIS Strategic Compass is intended to be a living document that guides decision-making at all levels in all areas of campus life. The bulk of the Spring 2019 semester will be focused on developing operational plans to guide units' efforts for each of the relevant directions identified by the Strategic Compass for the next five years. An informal progress review will occur in Year 3 (AY 2020-2021) to examine each benchmarking metric.

Following a formal review of progress in Year 5 (AY 2022-2023), new goals and benchmarks will be established for Year 10 (AY 2027-2028) with another informal progress review in Year 7 (AY 2024-2025). Should any unit achieve a goal at any time in the Compass lifecycle, it should set higher benchmarks or identify new operational actions that are aligned with the strategic directions established in the Compass.

TIMELINE and REVIEW CYCLES

YEAR 1 Share and approve UIS Strategic Compass.
(AY 2018-2019) Establish unit operational plans.
(Operational plan on file by end of Summer 2019)

YEAR 2
(AY 2019-2020)

YEAR 3 Informal assessment of progress against benchmark
(AY 2020-2021) metrics in unit operational plan. Adjust operational plan
and/or benchmarks as appropriate.
(Summary report to supervisor by Aug. 1, 2021)

YEAR 4
(AY 2021-2022)

YEAR 5 Formal assessment of progress against benchmark metrics
(AY 2022-2023) in unit operational plan. Reset operational plan and
benchmarks if appropriate.
(Report to supervisor by Aug. 1, 2023)

YEAR 6
(AY 2023-2024)

YEAR 7 Informal assessment of progress against benchmark
(AY 2024-2025) metrics in unit operational plan.
(Summary report to supervisor by Aug. 1, 2025)

YEAR 8
(AY 2025-2026)

YEAR 9
(AY 2026-2027)

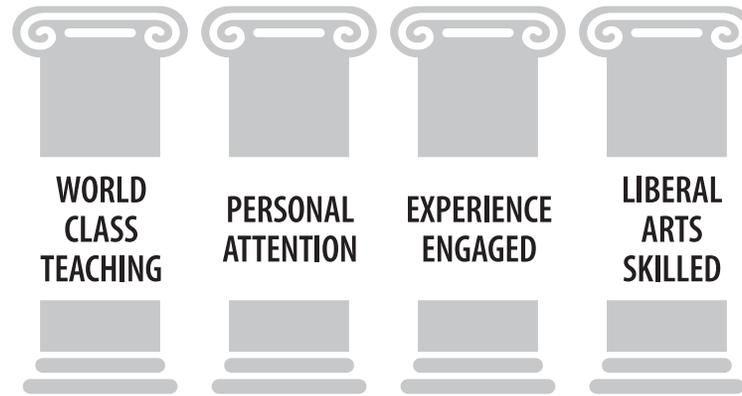
YEAR 10 Formal assessment of progress against benchmark metrics
(AY 2027-2028) in unit operational plan. Reset UIS Strategic Compass.
(Final report to supervisor by Aug. 1, 2028)

ADVICE ON PLANNING

- The UIS Strategic Compass applies to every unit on campus. The breadth of the Strategic Compass makes the creation of precise operational definitions less useful. Consider the following: What is a Premier Educational Experience? Might Political Science and Computer Science have different views on how best to define a Premier Educational Experience from their disciplinary context? How do Facilities and Services contribute to providing students with a Premier Educational Experience? **Every unit will need to determine what a Premier Educational Experience means for it in terms of the types of contributions it can make to providing each student with that outcome.**
- The directional pillars will also require discussion within each unit. World-class Teaching, Personal Attention, Experience Engaged and Liberal Arts Skilled have meanings that are guided by the context and division in which you find yourself. The fundamental issue is not whether we are a liberal arts college or a comprehensive school with professional programs, but rather how UIS can offer each student a curriculum that blends Experience Engaged and Liberal Arts Skilled so they are uniquely and distinctively prepared for a lifetime of personal and professional success.
- Though the template provides space for three goals for each of the five areas, you are not bound to developing a specific number of goals.
- Key priorities are noted under each of the directional pillars. These priorities emerged during the data collection phase of the UIS Strategic Compass planning process and are included to provide units with possible goals that might need to be addressed to advance progress toward the achievement of the goals under Premier Educational Experience and the four directional pillars.
- When developing the Timeline, Resource Allocation, and Performance Indicators (Metrics) segments of the planning template, keep in mind:
 - Timeline - The timeline should include estimates and therefore will likely take more (or less) time than estimated. The value of preparing a timeline is in gaining a better understanding of how best to sequence workflow over time. It will not be feasible to advance on all goals at the same pace – some goals will need to be accomplished before others can be initiated. The purpose of an estimated timeline is to assist you and your colleagues in pacing your work so that it is logically sequenced and more manageable.
 - Resource Allocation – Many of the goals that your unit will propose will not require any additional resources, instead focusing on new ways of thinking about and performing unit functions. At other times, resources will be required. The value of a plan is that you can identify what resources will be needed, when they are likely to be needed and who must have this information to plan to deliver the resources accordingly. Again, having a plan does not guarantee that the resources will be available when needed (i.e., state budget impasse), but it does make it more probable that the resource will be available when needed.
 - Performance Indicators (Metrics) – The Associate Vice Chancellor for Research and Institutional Effectiveness maintains a list of variables that are assessed on a predictable cycle that can be used to measure progress toward goals. In general, metrics are most effective when they are simple and easy to gather and report.

UNIVERSITY OF ILLINOIS SPRINGFIELD
Strategic Compass Crosswalk to a Premier Educational Experience

**PREMIER EDUCATIONAL
EXPERIENCE**



Effective Date: Launch Year, 2018-2019 Year 3, 2020-2021 Informal Review Year 5, 2022-2023 Formal Review Year 7, 2024-2025 Informal Review Year 10, 2027-2028 Final Formal Review

Chancellor's Division

Unit:

Division of Academic Affairs

College:

Department:

Center:

Division of Student Affairs

Unit:

UNIT OPERATIONAL PLAN TEMPLATE

Premier Educational Experience

A Premier Educational Experience can only be fully achieved when the learning organization:

- 1) can successfully attract, support and retain high-performing faculty and staff who reflect a diverse community of teachers and scholars;
- 2) is capable of visioning and implementing a curriculum that is intentional, efficient, relevant and responsive to the professional and personal development of students, both in and out of the classroom; and
- 3) provides facilities that are expressly designed to actively engage students and faculty in teaching and learning, scholarship and outreach.

Goals What are the desired outcomes?	Tactics What action steps will produce the outcome?	Timeline Estimated	Resource Allocation Resources & source, if known	Performance Indicators Baseline to Target	Accountable Position or Office

UNIT OPERATIONAL PLAN TEMPLATE

Directional Pillar 1: WORLD-CLASS TEACHING

Key priorities identified during the Strategic Compass development process:

- reinforce emphasis on hiring faculty with a strong commitment to excellence in teaching
- improve teaching assessment and feedback systems
- recognize and reward high-quality teaching
- invest in ongoing development of faculty efforts to integrate teaching, scholarship and outreach and service activities

Goals What are the desired outcomes?	Tactics What action steps will produce the outcome?	Timeline Estimated	Resource Allocation Resources & source, if known	Performance Indicators Baseline to Target	Accountable Position or Office

UNIT OPERATIONAL PLAN TEMPLATE

Directional Pillar 2: PERSONAL ATTENTION

Key priorities identified during the Strategic Compass development process:

- reinforce emphasis on individualized student interactions with faculty and staff
- assure classes are delivered to meet student needs
- improve practices for meeting the needs of a diverse student body
- partner with other units to enrich the student experience

Goals What are the desired outcomes?	Tactics What action steps will produce the outcome?	Timeline Estimated	Resource Allocation Resources & source, if known	Performance Indicators Baseline to Target	Accountable Position or Office

UNIT OPERATIONAL PLAN TEMPLATE

Directional Pillar 3: EXPERIENCE ENGAGED

Key priorities identified during the Strategic Compass development process:

- reinforce and expand current experiential learning opportunities beyond the classroom
- increase capability and practice of integrating experiential activities within courses
- assure to the extent possible that experiential learning opportunities connect to the world beyond the campus

Goals What are the desired outcomes?	Tactics What action steps will produce the outcome?	Timeline Estimated	Resource Allocation Resources & source, if known	Performance Indicators Baseline to Target	Accountable Position or Office

UNIT OPERATIONAL PLAN TEMPLATE

Directional Pillar 4: LIBERAL ARTS SKILLED

Key priority identified during the Strategic Compass development process:

- strategically expand and enhance UIS' liberal arts strengths for the future, including integration of those strengths across all majors

Goals What are the desired outcomes?	Tactics What action steps will produce the outcome?	Timeline Estimated	Resource Allocation Resources & source, if known	Performance Indicators Baseline to Target	Accountable Position or Office

CHAIR/HEAD/COORDINATOR

DATE

DEAN/DIRECTOR

DATE

DIVISION HEAD

DATE