

The Changing Nature of UIC and implications for 2010

1

Past assumption

Contradiction of access and excellence

Current/Future assumption

Access to excellence strengthens UIC’s mission

Implications for 2010

Embracing the tension between access and excellence will strengthen and distinguish UIC.

Everyone engaged with UIC will be directed to a clear mission of excellence in our teaching and research, and in the physical and social ways we contribute to the community, city and the world.

UIC’s approach to teaching, research, service and economic development will be re-thought.

A value-added approach to measuring student success will be developed.

Admissions processes reflective of UIC’s commitment to access and excellence will be developed.

The commitment to supporting the people of UIC—students, faculty, staff, alumni and partners—will be explicit.

All members of the UIC community—students, faculty, staff, academic professionals and external constituencies—will be included as contributors to the mission.

UIC’s reach and the number of participants in the UIC community and partnerships will be broadened.

Preserving access by ensuring the affordability of education, even during times of decreasing state financial support, will be a priority.

A physical environment reflective of UIC’s excellence will be a priority.

Faculty, staff, and graduate students will have access to continued training and education, enabling them to increase their contribution to UIC’s mission.

2

Past assumption

East and West campuses of UIC

Current/Future assumption

Integrated urban campus of UIC

Implications for 2010

A distinctive campus identity and integration—physical, architectural, and substantive—will be fostered through a new Master Planning initiative that reflects UIC’s ambitions and supports its mission.

Institutional support and structures will enhance campus-level integration.

The diverse disciplinary strengths of UIC will be combined and increased through academic, research and service programs.

UIC’s contribution to the state and to intellectual communities, and its standing as an equal to UIUC, will be acknowledged.

Cross-campus cooperation will be strengthened through technology and communication infrastructure.

The campus will reflect Chicago’s architectural and planning imperatives, attentive to innovative and sustainable design standards.

Community-building will be emphasized, with respect to the complexities of UIC’s urban, international, diverse and multi-disciplinary identity.

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3	<b>Past assumption</b> Great Cities Initiative
	<b>Current/Future assumption</b> Great Cities Commitment (metaphorical and literal)
	<b>Implications for 2010</b>  UIC will commit to the Great Cities concept in its broadest sense.  The Great Cities commitment will influence UIC’s research, teaching, service and economic development priorities.  The Great Cities concept will represent a literal commitment to the city of Chicago.  The Great Cities concept will link UIC to the state of Illinois, the city of Chicago and the “Great Cities” of the world.  UIC will be integrated with Chicago government, business and other organizations.

4	<b>Past assumption</b> University with disconnected research and teaching missions
	<b>Current/Future assumption</b> Integrated research and teaching centered university
	<b>Implications for 2010</b>  Research and instructional infrastructure will be improved.  Attention to the relationship between scholarship and learning of all students will be increased.  Attention to student satisfaction and student services will be increased.  There will be greater participation of undergraduate and professional students in research.  Support and recognition structures will enable faculty to achieve a reasonable balance between teaching, research, service and economic development.  Interdisciplinary efforts will be made to combine innovative approaches and application to research and teaching.

The Changing Nature of UIC and implications for 2010

5

Past assumption

University with less prestigious research rankings

Current/Future assumption

Leading research university

Implications for 2010

UIC is ranked among the top 50 research universities, with an upward trajectory.

Research space will be increased and improved.

Research growth will be sustained through measures such as grant-writing training, greater availability of specialized support staff, and structures that are flexible to react to time-sensitive projects.

The demands of research and teaching will be balanced.

Undergraduates will have opportunities to be involved in research.

UIC will attract and retain increasingly prestigious faculty, students and partnerships.

Flexible structures and processes will adapt to trends in higher education, research, service and economic development, keeping UIC competitive among research universities.

The relative emphasis on non-NIH funding will increase to compensate for expected slower growth in NIH budgets.

Partnered, interdisciplinary, high-impact research will become a signature element of UIC, as its “Great Cities” reputation blends with its reputation as a top research university through expanded use of its engaged research infrastructure.

6

Past assumption

State-funded university

Current/Future assumption

State-assisted university

Implications for 2010

Institutional constraints resulting from unfunded state mandates will be addressed.

Non-state funding sources will become more important.

Development will be a priority.

New collaborations and partnerships will be developed.

Flexible institutional structure and processes will allow for creativity in funding and reasonable response time to new opportunities.

Process efficiency will ensure maximum use of limited resources.

Support from research grants, tuition and development funds will become more important.

Professional services and entrepreneurial activities will become more important.

The commitment to financial accessibility for students will be ensured.



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7

Past assumption

Technology implementation that is outdated soon after completion

Current/Future assumption

Technology that adapts, updates and plans for obsolescence and replacement

Implications for 2010

A solid foundation of IT infrastructure will be established, enabling UIC to achieve a position of leadership.

Sound planning will permit infrastructure to be maintained at state-of-the-art levels.

Innovative teaching methods, including distance and on-line learning, will be adopted.

The opportunity to connect and collaborate with broader intellectual community will be strengthened, as will UIC’s commitment to creating, sharing and applying knowledge.

Incentives and support will encourage faculty and staff in the creative use and application of information technology for teaching, research, and service.

8

Past assumption

Accessible undergraduate, professional and graduate education

Current/Future assumption

Access to highest quality undergraduate, professional and graduate education

Implications for 2010

Student support will be improved, including long-term orientation programs for freshman focusing on study skills, continual and explicit advising, and outreach and tutoring programs.

Expectations of curriculum content, delivery and outcomes will be raised.

Use of assessment as a tool for learning outcome improvement will increase.

The focus on professional education will increase.

The emphasis on undergraduate research will increase.

Interaction of graduate education with outside agencies, laboratories, business and industry will increase.

Initiatives that maintain the commitment to access and openness will be implemented.

Co-admission programs with the community colleges will be created, giving students with weaker scholastic credentials access to courses that will increase their success at UIC, while also leading to greater teaching efficiencies, flexibility in scheduling and higher retention levels.

Closer relationships with Chicago public schools (K-12) will be developed, to increase students’ preparedness and potential for success. Efforts will include work with high schools to generate college preparedness programs; creation of dual enrollment programs; and clear and continued communication with teachers and guidance officers about expectations.

“Exit” programs will integrate all students into the post-baccalaureate world of employment, graduate study and civic life. These programs will include career counseling, employer-based seminars, internships and external study abroad programs.

The Changing Nature of UIC and implications for 2010

9

Past assumption

First generation undergraduate students from Chicago and limited pool of graduate and professional students from across the state

Current/Future assumption

Mixed generation undergraduate students with very diverse backgrounds and increasing pool of competitive graduate students from across the region, nation and world

Implications for 2010

A wider range of student needs will be met, from services and programs to curriculum.

Faculty will increasingly reflect the diversity of the student population.

More on-campus and near-campus student residences will be available.

More International Services staff will be available to assist with visa and related issues.

Higher professional service quality will be expected.

Articulation agreements will be more important.

Student recruitment practices will change.

Graduation and retention rates will improve.

There will be greater vitality in campus life.

Transfer students from community colleges may increase.

These students have a higher graduation rate and shorter time to graduation.

UIC’s commitment to access will remain a priority.

10

Past assumption

Discipline-oriented graduate education

Current/Future assumption

Research and profession oriented graduate education and interdisciplinary graduate education, while maintaining excellence in programs in basic disciplines

Implications for 2010

Curriculum delivery modes will change, expanding to on-line, remote sites, etc.

Graduate programs will be reorganized and interdisciplinary programs developed.

The combining of research and learning with engagement, service and the Great Cities commitment will receive greater emphasis.

Students’ evolving role from graduate assistants to junior colleagues will be recognized.

The fee structure, including tuition differentials, will be changed.

Admission procedures, including strategies to ensure shorter lead times, will be changed.

Recognizing that the quality of graduate students attracts faculty, recruitment practices will change.

The Changing Nature of UIC and implications for 2010

11

Past assumption

9–5 Commuter campus

Current/Future assumption

Quasi-residential school

Implications for 2010

24x7 campus activities and services, as well as evening and weekend events including class offerings, will be available.

The potential for attracting more students from outside the Chicago area will be higher.

Stronger ties among the members of the university community, and with the surrounding community, will be developed.

Affordable housing options for students, faculty and staff will be ensured.

The concept of ‘campus’ will be expanded to include those living in close proximity.

12

Past assumption

Campus additions and physical projects done without much thought to the whole and limited to physical boundaries of east, south and west campuses

Current/Future assumption

Campus Master Planning directs decision making and boundaries open into the surrounding community and city

Implications for 2010

The campus will be the physical manifestation of UIC’s excellence.

The campus will become a destination within the city of Chicago.

Transportation linkages will be ensured.

A broader public will be involved in UIC’s mission.

Integration of East, West and South campuses will be improved.

Campus accessibility for all will be ensured.



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13

Past assumption

Maintenance and care of the campus as a low priority

Current/Future assumption

The physical condition of campus as a high priority

Implications for 2010

- The excellence of UIC’s physical environment will reflect its mission of access to excellence.
- Support for students, staff and faculty will be increased, and appreciation expressed.
- Culture will be changed to promote a greater sense of ownership and awareness.
- UIC will present a better image to the public.

14

Past assumption

Faculty unrecognized for contributions to all aspects of the mission

Current/Future assumption

Faculty are equitably recognized and rewarded for contributions to varied aspects of the mission and value to the institution

Implications for 2010

- Guidelines and policies will reflect the distinct and varied ways faculty contribute to UIC’s mission.
- A better-coordinated, clearly communicated system of recognition and rewards will be implemented.
- Improved infrastructure and processes will support faculty endeavors.
- An effective mentoring system will be created.
- Interactions and interdisciplinary research and programs will be facilitated among different faculty cultures (such as scholars, professionals and clinicians), as well as among varied disciplines.

The Changing Nature of UIC and implications for 2010

15

Past assumption

Academic professionals and staff disconnected from the university mission

Current/Future assumption

Academic professionals are integral contributors to the university mission

Implications for 2010

Support and recognition structures will be improved.

Streamlined process and infrastructure will promote efficiency and excellence.

16

Past assumption

Entrepreneurial activity was not compatible with a state-funded university

Current/Future assumption

Entrepreneurial activity is intrinsically connected with economic development, an added university mission

Implications for 2010

Institutional infrastructure will support entrepreneurship.

A policy on faculty entrepreneurial activity will be clearly articulated.

The Office of Technology Management will become a fully integrated office and economic development service group, with clear lines of access and communication, to support and monitor entrepreneurial activity.



The Changing Nature of UIC and implications for 2010

17

Past assumption

Process and Infrastructure designed to operate a less complex system

Current/Future assumption

Growth of UIC into a more extensive, diverse and complex institution with a more responsive and appropriate system of operations

Implications for 2010

Process efficiency will ensure maximum use of limited resources, aligned with UIC’s mission.

Institutional structure and processes will facilitate collaboration across units, to promote interdisciplinary research and scholarship.

Admissions processes will reflect UIC’s commitment to access and excellence.

18

Past assumption

Student education complete once diploma received

Current/Future assumption

UIC serving students for a lifetime with continuing education, professional development, distance learning, the arts, athletics, etc.

Implications for 2010

The quality of the student experience at UIC will be ensured, with the availability of strong advising and the potential to graduate in four years.

Alumni connections will be strengthened, and tracking improved.

UIC mission of access to excellence will be better realized.

UIC’s visibility and impact will increase.

UIC’s partner and donor base will expand.

UIC will be competitive in the growing continuing education market, generating greater revenue.