

2014-2017 Strategic Plan

EXTENDED



UNIVERSITY HOUSING

LETTER FROM THE DIRECTOR

January 2017

Dear Colleagues,

We will extend our 2014-2017 Strategic Plan to allow an opportunity to continue to align our departmental plan with the campus and Student Affairs strategic plans. With a new Chancellor, Robert Jones, and the announcement of Renee Romano's retirement in May 2017, there is a potential for change in the campus strategic focus under new leadership. I am committed to keeping the University Housing strategic focus aligned to these campus plans as we represent how University Housing is an essential element of the Illinois experience.

We have made great progress on our strategic plan over the last two years. Many efforts within the multiple areas of University Housing demonstrate our dedication to our goals and objectives. To expand our focus, three additional strategic projects were added - Business Process Improvement (completed), Stewardship of Resources (in process), and Strategic Collaboration and Communications (2017). All of these projects fall within the broad themes and current strategic focus of our plan.

I would like us to continue to use our strategic plan to guide our work - we continue to accomplish a great deal every day.

Warmly,

Alma R. Sealine

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Director, University Housing

For complete plan details, view the original 2014-2017 University Housing Strategic Plan document at: GO.ILLINOIS.EDU/2014_2017STRATEGICPLAN



MISSION & VISION

Vision

University Housing communities create success for every student.

Mission

University Housing is an essential element of the Illinois experience. We create communities that transform student lives.

AREAS OF DISTINCTION

University Housing is a department within Student Affairs. University of Illinois students are transformed by their experience living, dining, and working with us. Our programs and services enhance their academic achievement, personal development, and global awareness.

1. Our commitment to communities that intentionally foster opportunities for student growth and diverse interactions.
2. Our commitment to the academic mission and partnerships with academic units.
3. Our commitment to diversity, social justice, and inclusivity.
4. Our commitment to developing global citizens.
5. Our purposefully adaptable approach to fulfilling student needs.
6. Our commitment to providing an integrated Illinois experience for students with disabilities.
7. Our dedication to safety and response to crisis.
8. Our comprehensive program and dedicated staff unified under one director.
9. Our commitment to uninterrupted service.
10. Our pursuit of innovation and our track record as a leader among peers.
11. Our culture of planning, collaboration, and feedback.

GUIDING PRINCIPLES

1. We will collaborate and engage with students and campus and community partners in support of transformative learning experiences.
2. We will incorporate student feedback and program assessment to make informed decisions that improve our work.
3. We will make informed decisions to strategically manage our resources while balancing the affordability of an Illinois education.
4. We will be committed to communities that support the academic mission.
5. We will educate and empower communities to value diversity, social justice, and inclusion.
6. We will create opportunities for students to build relationships and leadership skills, preparing them to be global citizens.
7. We will be innovative, agile, and responsive to changes in our student population.
8. We will provide a safe, supportive community in which to live and learn.
9. We will create and maintain facilities that are functional, aesthetically pleasing, reflective of our diverse student population, and supportive of learning.
10. We will be leaders in resource management and employ sustainable practices.
11. We will advocate for the University Housing experience through our actions and decisions.
12. We will cultivate an inclusive workplace and support employee development.



GOAL #1

Foster scholarship, collaboration, discovery, and innovation.

1. Offer innovative programs and experiences that are continually evaluated and complementary to the academic experience.
2. Expand collaboration both internal and external to the campus community.



GOAL #2

Provide transformative learning experiences.

1. Support transformative learning by offering programs, initiatives, spaces, and services that help all residents benefit fully from the Illinois student experience.
2. Provide activities, support, resources, and connections that assist residents with their development as global citizens and expand their cultural competency.





GOAL #3

Make a significant and visible societal and community impact.

1. Coordinate and facilitate programs and initiatives that attract and support students from underrepresented groups.
2. Hire, develop and retain a qualified, diverse workforce by enhancing professional development and staff retention efforts.
3. Demonstrate the impact of University Housing on the Illinois experience through assessment and strategic communications.

GOAL #4

Steward current resources and generate additional resources for strategic investments.

1. Evaluate and adjust University Housing's long-range facilities master plan, programs, and services through effective stewardship that anticipates the evolving needs of residents and staff.
2. Steward the social, ecological, and economic values of University Housing.



STRATEGIC PROJECTS UPDATE

Business Process Improvements - COMPLETED

University Housing will identify, evaluate, and improve business processes that result in providing the highest quality experience for internal and external stakeholders.

Project Team: Jeanette Weider (Chair), Dawn Aubrey, Kellie Blanden, Kathryn Courtney, Angie Helmuth, Herb Jones, Rick Ruppel, Carol Strohbeck, Bryan Johnson (Project Management)

Summary: The project team analyzed key University Housing business processes to identify areas to improve. The team made several recommendations that have been, or will be implemented. University Housing Business Services staff have applied modified guidelines for purchase approvals to streamline and reduce duplication in the process. The Business Services staff are also working on development of a training program for staff members who have a purchasing role in the department. A team across University Housing units has worked to develop more efficient and automated processes for tracking purchases received. Business Services and Facilities Administration are currently piloting this process before implementation with other groups.

As a result of this strategic project, multiple areas were identified and efforts are proceeding to make improvements to business processes that will result in better work experiences for our staff and external stakeholders.

Stewardship of Resources - IN PROCESS

University Housing will determine strategies for maximizing resources and increasing efficiencies by seeking internal and external stakeholder feedback and reviewing work processes.

Economic factors in the state of Illinois and pressure on campus to cut our budget and keep the cost of education down will limit University Housing's ability to rely on fee increases to pay for major facility improvements and new construction.

Project Team: Jim Rooney (Chair), Krystal Grace, Chris Henning, Robert King, Dawn Rawlings, Kit Smith, Steve Tondini, Dennis Watson, Bryan Johnson (Project Management)

Goal: Determine strategies for maximizing resources and increasing efficiencies by seeking internal and external stakeholder feedback and reviewing work processes.



Outcomes:

- Identify possible expenses that could be reduced or eliminated utilizing information from a wide range of Housing staff.
- With input from the Housing Executive Team, develop criteria for prioritizing budget cuts.
- Develop a ranked list of proposed budget cuts. Complete a cost benefit analysis for the most highly ranked items.
- Develop a list of realistic sources of new or increased revenue. Outline steps needed and person(s) involved in the development of the new revenue.
- With input from staff, review resident, stakeholder, and customer feedback.
- Implement cuts and seek additional revenue sources as recommended by the Housing Executive Team.

Summary:

The project team began work in summer 2016, and gathered feedback from University Housing staff in the fall. The team conducted two town hall meetings, several unit level meetings, and an online survey of employees. During spring 2017, the project team will review the feedback provided to identify a list of potential cost saving or revenue generating ideas with the potential of \$10,000 or more in savings or revenue. With feedback from the Housing Executive Team, the list of initiatives will be prioritized and further evaluated by the project team and key stakeholders. The project team will provide a list of suggestions collected to explore implementation, including suggestions under the \$10,000 threshold.

Strategic Collaboration and Communications – NOT STARTED

To cement University Housing’s role as an essential element of the Illinois experience, University Housing will monitor, maintain, and improve key strategic collaborations and communications. We seek to grow our influence in priority areas and further enhance our relevance on campus.

Project Team: Members and chair to be finalized. Members will include: Trish Anton, Aaron Kielbasa, Nathan Sanden, Staci Wagers, Bryan Johnson (Project Management)

Planned Outcomes:

- With input from the Housing Executive Team, conduct a stakeholder analysis (including campus, community, and government).
- Map key collaborative and communication touch points between University Housing and academic and administrative areas of campus.
- Using a priority matrix, determine which areas should be our focus. A priority matrix plots performance in an area against how mission-critical that area is.
- Define which collaborations are of highest importance in achieving our mission. These focused areas will become the basis for intentional growth of partnerships and strategic communications.
- Provide information on focused areas to a subsequent project (determine audience first, then determine content and strategy).



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