

**OFFICE OF VICE CHANCELLOR FOR EXTERNAL AFFAIRS
UNIVERSITY OF ILLINOIS AT CHICAGO
STRATEGIC PLAN- 2005/2006**

MISSION

The Office of the Vice Chancellor for External Affairs is responsible for supporting and promoting the University of Illinois at Chicago's core mission of teaching, research and public service. To fulfill this mission, the Officer of the Vice Chancellor for External Affairs must proactively build and maintain relationships between its neighboring communities; state, local and federal officials; by civic, corporate and community organizations and by alumni and internal constituents.

VISION

Through strategic, innovative marketing and communications techniques, the Office of the Vice Chancellor for External Affairs will actively engage all of its units in helping UIC attain recognition as a leading urban based research institution. The Office will also be readily identified by the campus community and our external partners as the place where issues that affect all of these constituents can be effectively addressed and resolved.

GUIDING VALUES

The Office of the Vice Chancellor for External Affairs supports a set of core values that are aimed at enhancing the image of UIC at the local, state, national, and international communities. These core values underlie the interactions our units have the campus constituents:

- Respect for the dignity and merit of students, faculty, medical professionals, administrators and staff
- Promotion of learning, creativity, innovation, research, and public service
- Recognition of social responsibility to those served by UIC
- Delivery of unparalleled service to and support for the campus
- Developing constituent relationships based on fairness, loyalty and trustworthiness

UIC's bold and innovative strategic plan will require that all units of the campus work collaboratively. This will be a fundamental principle which will guide all External Affairs staff.

BENCHMARK ANALYSIS

The Office of the Vice Chancellor for External Affairs at UIC brings together a unique set of functions within the university, and we know of no other institution against which we can benchmark directly. Comparisons will need to happen on a unit basis within a yet-to-be-determined set of peer institutions.

To measure the scope of service, frequency of engagement, and resources expended by the Office of the Vice Chancellor for External Affairs at UIC, units will report their activities on a monthly basis, documenting events, encounters, meetings, media recognition, etc. This information will go into an annual summary of activity for purposes of longitudinal assessment.

To broaden our awareness of external affairs activities at other institutions of higher education, the Office of the Vice Chancellor for External Affairs will join the Council for Advancement and Support of Education (CASE). Staff will be encouraged to attend conferences which provide networking opportunities with others pursuing similar goals and to bring back ideas with potential implementation at UIC.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND WEAKNESSES (SWOT)

The SWOT analysis for the Office of the Vice Chancellor for External Affairs parallels much of the SWOT analysis of the strategic plan. There are, however, specific SWOT factors which affect External Affairs.

Strengths

- Several mechanisms are already in place to continue community, civic and corporate outreach.
 - There exists a large number of strong community and corporate relationships.
 - The Office of Public Affairs has developed mechanisms for creating positive news for public media as well as for monitoring what is being reported about UIC.
 - International Affairs has achieved a reputation of professionalism and effectiveness in the international academic community and maintains a highly sought-after diplomat in residence program.
 - The External Affairs Council is an umbrella to all external outreach activities, is active, and serves as a coordinating/informational body for the campus.
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Weakness

- The Office of the Vice Chancellor for External Affairs is a relatively small office challenged to respond to a large number of constituent groups. Lack of funding limits staff.
 - The lack of fiscal resources requires External Affairs units to be selective when engaging external partners and limits the types of engagement to fairly superficial events.
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Opportunities

- The developing awareness of the campus' Minority and Female Business Enterprise Outreach is creating new bridges to the minority community.
 - New lecture series courses and commencement speaking opportunities which engage legislators are creating a new affinity with members of the Illinois House and Senate.
 - The Illinois Bill of Health Initiative is helping legislators, health care professionals, alumni and the general public understand and appreciate the work being undertaken by public institutions like UIC.
 - UIC's continuing improvement in physical environment (South Campus, student centers, recreation facilities) creates opportunities to share the campus with alumni and general public creating opportunities for new partnerships.
 - The new interest and support "globalization" reinforces the work in which International Affairs has assisted UIC academic departments for many years.
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Threats

- Under-funding initiatives in External Affairs will stagnate efforts to enhance UIC's image to external constituents.
- Taking on new initiatives without new resources will dilute current programs and outreach activities.
- Maintaining interest, energy and a high-level imagination is very challenging when faced with limited resources.

STRATEGIC PLAN

Through strategic, innovative marketing and communications techniques, the Office of the Vice Chancellor for External Affairs will actively engage all of its units in helping UIC attain recognition as a leading urban based research institution. The Office will also be readily identified by the campus community and our external partners as the place where issues that affect all of these constituents can be effectively addressed and resolved.

Following are the goals outlined in the University of Illinois Strategic Plan and the role of the Office of Vice Chancellor for External Affairs will take to help support their attainment:

Goal 1: UIC will offer an outstanding education at all levels to a diverse student body.

- Continue overhaul of campus admissions materials, including primary Web site and admissions site, to draw top students from all backgrounds.
- Support efforts to grow UIC's External Education program, including possible ad campaign to raise awareness of UIC programs and build image of quality
- Continue active participation in education initiatives of community groups such as the Westside Ministers Coalition, Gads Hill and UNO. Heighten our profile as a viable choice for higher education by increasing our participation and presence in community programs
- Expand awareness of pre-college enrichment programs and collaborate on development of initiatives which enhance readiness for high school and college

- K-12 Commitments: Formalize plan for math-science high school for Fall 2008 and establish partnership with Chicago Public Schools to implement Community Schools
 - Develop program in entrepreneurship training in conjunction with CBA for faculty, administration, and staff with target of pilot program in early 2007.
 - Expand UIC/City of Chicago Small Business Expo with Office of the City Treasurer, including faculty and graduate student participation in educational programs.
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Goal 2: UIC will excel as an internationally recognized center for research and creativity by advancing and disseminating knowledge within and across disciplinary boundaries and by translating discovery into application, practice, and the marketplace.

- Aggressively publicize UIC research excellence in local, state, national and international print and broadcast media
 - If the NIH should decide to fund another National Biocontainment Laboratory or similar Biosafety Level 4 facility, play a key role in supporting UIC's application
 - Support the work of the Collaborative for Academic, Social and Emotional Learning at UIC as a member of its Illinois Advisory Board and increase inter-college collaboration in the application of its research.
 - Resume UIC annual report with research focus for distribution to key stakeholders and prospective donors
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Goal 3: Through our Great Cities Commitment, UIC will engage with people, communities, and institutions of Chicago and other great cities of the world in ways that transform lives.

- Develop the Chancellor's Community Advisory Council to enhance awareness of UIC and support our mission among a diverse group of high-profile individuals
- Expand the Great Cities database and publish annual directory. Provide search and report support for campus units.
- Publish updated version of 2003 Great Cities Report, high-end publication with shelf life of 2-3 years targeted to opinion leaders, policymakers, donors and prospects.
- Continue to support programs that provide significant opportunities to draw important community stakeholders to campus, such as Black History Month, Unity Month Kickoff, the Daley Urban Forum and the Great Cities Winter Forum
- Coordinate the MAFBE certification process revisions and coordinate between State and City of Chicago.
- Develop a funding source to assist community groups who seek university fiscal support of programs and activities
- Negotiate intergovernmental agreement between university and City of Chicago.
- In cooperation with David Perry, complete process of developing and promulgating new Great Cities identifier for use on all related publications and Web sites

- Proactive outreach to increase awareness among community organizations of availability of UIC facilities and programs
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Goal 4: UIC will build areas of excellence in disease prevention, health promotion, patient care, education and research within a highly-competitive health care market.

- Provide strategic and tactical support to the Illinois Bill of Health
 - Continue aggressive media relations support of the UIC clinical enterprise, focusing on impact placements in major Chicago print and broadcast news outlets
 - Encourage university-based health providers to participate in community-sponsored health fairs and faith-based ministries
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Goal 5: UIC will be a destination where students, faculty and staff want to study, work and live and that attracts visitors from around the world.

- Launch UIC Welcome Center
- Participate as member of Hull House Museum Advisory Board in expanding outreach of museum and its programs. Identify resources for same.
- Self-guided walking tours of the campus, which entails:
 - Identification of public art at UIC
 - Creation of a plan to maintain and improve our public art
 - Identification of points of historic interest
 - Telling the story of our unique architecture
 - Development of materials, including markers, brochures, and podcasts, to introduce points of interest along the walking tours
- Public display of the Comer Archive, Chicago in the Year 2000, which entails:
 - Extracting key information about some 130 photographs from the Comer Archive database at UIC Special Collections
 - Developing a museum-quality exhibit of photographs for the upper floors of University Hall
 - Presenting the Archive to campus visitors
- In coordination with the College of Architecture and the Arts, support an international architecture competition for a major building at UIC.
- Develop pedestal-mounted, ADA-accessible campus maps which will appear in key locations throughout UIC in time for the accreditation visit in April 2007

Goal 6: UIC will secure the resources needed to achieve its goals from a wide variety of sources and use those resources wisely.

- Support upcoming fundraising Campaign (scheduled launch spring 2007) through:
 - development of publications and Web materials advancing college and campus objectives
 - publicizing major gifts
 - serving on President's Advancement Council.
 - Serving on university liaison committee to Lipman Hearne, campaign communications consultants
 - Collaborate with Office of Development, unit leadership in identifying private, corporate, civic, and philanthropic resources to support campus objectives.
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Goal 7: UIC will implement a comprehensive marketing and public relations program to increase its visibility and improve its image among key external constituencies.

- Marketing of UIC: create a separate division of marketing and appoint director reporting to the Vice Chancellor for External Affairs.
- Begin process of comprehensive redesign of primary UIC Web site
- Resume production of high-end collaterals such as annual report or Great Cities report, both victims of budget cuts
- Continue working with colleges to develop greater consistency in use of UIC logo system and graphic identity standards
- Produce DVDs of 2005-2006 Daley Urban Forums

STRATEGIC ACTIONS

The strategic actions that will be taken by the various units of the Office of the Vice Chancellor for External Affairs are intimately linked to the direction and focus of the UIC Strategic Plan "Access to Excellence".

As the various academic, research and health science units engage in their strategic actions, the OVCEA will work to assure that the following principles are maintained:

External Inclusiveness: Actively embracing all international, community, civic and corporate partners who share in achieving the goals of the strategic plan. The Office of the Vice Chancellor for External Affairs will continually nurture the idea of shared interests among the wide range of organizations, which may be beneficial to UIC. As appropriate, the external entities will be drawn in to share the strategic objectives.

Excellence: The underlying principles to which units of the OVCEA subscribe in achieving the campus goals can occur only if we provide outstanding service and demonstrate our value to University departments.

Integrity: Establishing relationships between UIC and external partners requires a commitment to the highest ethical standards including honesty, loyalty and open communications.

CHALLENGES

The strategic actions applied to the implementation of the campus strategic goals face one critical challenge - resources.

Current staffing levels in Public Affairs, Community Relations, and Corporate and Civic Relations and International Affairs can provide support to the campus' more ambitious goals to the extent that there is a consensus and willingness to forgo other responsibilities being provided by these units.

Internal review of both personnel and fiscal resources will be examined to identify opportunities for improved efficiencies.

RESOURCE PLAN

Funded almost exclusively with state dollars, the Office of the Vice Chancellor for External Affairs is subject to the fiscal constraints of the institution.

There are, however, opportunities in External Affairs to become somewhat more efficient by reassessing how support is provided to the units. Sharing administrative resources, reviewing unit adjacency to improve effective use of operating supplies and improving communication to assure that duplication of effort is avoided are just some of the ways to offset diminishing financial resources.

The potential also exist for additional revenue to support UIC Community Connections and the Great City Commitment Directory through advertising revenue. These opportunities will be explored over the coming months.

Also in an effort to support community use of UIC facilities with less financial pressure on External Affairs, some type of endowment should be considered. The endowment funded by community banks and commercial enterprises could help defer the cost of community activities on the campus.

RESOURCES NEEDED

There will be challenges across all External Affairs units, which will be best met by additional staff.

- **Illinois Bill of Health** (\$250,000 non-reoccurring)
Will require temporary staff support during the period when University Partners attempt to gain legislative approval. Approximately \$500,000 will be necessary to maintain the level of engagement, which will help achieve? passage of legislation.

- **Advertising/Marketing** (\$500,000/year re-occurring)
The UIC campus is prepared to engage in a Capital Campaign. It has been known for some time that an advertising campaign is necessary to bolster the public's image and view of UIC. While marketing dollars will help develop the image of the campus, it is advertising dollars which will change the public's perception of UIC. In addition, creating the image of a place where visitors are attracted requires that important messages are communicated to the community outside UIC.
- **Discover UIC** (\$150,000 re-occurring)
Goal 5 and Goal 7 of the Strategic Plan call for? campus action on increasing visibility to the public UIC serves. The Discover UIC initiative is intended to move closely couple UIC with our external constituents. In order to fund the office and develop programs to reach the community it is estimated that a reoccurring budget of \$250,000 will be necessary.
- **Web Page Design and Updating** (\$250,000 non-reoccurring; \$50,000 reoccurring)
One of the most effective communications tools and image builders for UIC is the Web site. The current Web site, which went live in December 2001, is outdated. It is also necessary to maintain the site to maximize efficiency and effectiveness.

MONITORING AND EVALUATION PLAN

The effectiveness of the Strategic Plan for the Office of the Vice Chancellor for External Affairs will be found in the tools to measure successes and failure of initiatives and activities. As was noted earlier in the benchmarking section of this document, monthly reports submitted by each of the units of the Vice Chancellor will provide valuable data to measure whether tasks, initiatives and objectives are being met.

Unfortunately no previous data collection has been undertaken to measure External Affairs activities. Consequently, it will take several years to acquire meaningful comparative data. Mechanisms will however be put in place to begin monitoring and evaluating various External Affairs initiatives.

Measurement tools will be developed but will focus on the following:

- Initiative Type (meeting, luncheon, publication)
- Purpose of Initiative
- Target Audience (legislators, community leaders, parents, City of Chicago, department heads, etc.)
- Attendance
- Readership Response
- Event Evaluation

The construction of a systematic measure matrix to analyze data and inform External Affairs about the effectiveness of each initiative will be in place by the end of 2006.