2014–16 COLLEGE OF ACES STRATEGIC PLAN

A Promising Landscape

ILLINOIS | ACES College of Agricultural, Consumer and Environmental Sciences

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STRATEGIC PLANNING FOR A PROMISING LANDSCAPE

The College of Agricultural, Consumer and Environmental Sciences is finding solutions to the world's most critical challenges in order to ensure abundant food and energy, a healthy environment, and successful families and communities. Through unsurpassed teaching, research, and outreach, ACES provides the public greater access to higher education with a focus on agricultural, consumer, and environmental sciences.

The Morrill Act of 1862 gave the impetus to develop public land-grant universities, including the University of Illinois. The fundamental concept made higher education available to more students from more walks of life and increased knowledge through research that could be readily translated into practice. The model has been hugely successful and remains highly relevant for the future, employing the elements of public goods, provided by scholars, with public support, for local application.

As we have done throughout our history, the College of ACES embraces the land-grant mission in academic programs, in research activities spanning fundamental to applied dimensions, including the Illinois Agricultural Experiment Station, and in outreach functions through University of Illinois Extension. Citizens of Illinois are actively engaged to accomplish our aspirations, and our partners expect the university to meet needs with solutions. Going forward, we intend to engage others in the campus community to participate more fully in the land-grant mission.

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Dean, College of ACES

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PROCESS

The College of Agricultural, Consumer and Environmental Sciences is a unit of the University of Illinois at Urbana-Champaign and develops its strategies in the context of the university's strategic plans. The campus articulated a shared vision in its 2013–2016 Strategic Plan:

"We will be the preeminent public research university with a land-grant mission and global impact."

The campus plan was developed from a process of Visioning Future Excellence at Illinois, which examined grand challenges and identified six critical multidisciplinary themes: Economic Development; Education; Energy and the Environment; Social Equality and Cultural Understanding; Health and Wellness; and Information and Technology. Resources in ACES are well positioned to influence societal outcomes that map closely to these key themes and campus priorities. We will have important contributions to make in strategic campus initiatives.

Capabilities we have forged in ACES align well with crucial societal challenges of our day, and the students we teach are in high demand. Building on our strategic vision and goals, we are prepared to contribute knowledge to solve evident problems and meet emerging challenges. We engage in deliberate, participatory, and iterative processes to gain organizational understanding and plan in ways commensurate with the competitive fiscal environment.

VISION

ACES will be recognized as the global leader in learning, discovery, and engagement in the most promising areas of scholarship broadly relevant to agricultural, consumer, and environmental sciences.

MISSION

Discovering, advancing, and integrating new knowledge to ensure nutritious and safe food, sustainable and innovative agriculture, strong families and communities, and environmentally sound use of natural resources to benefit the people of Illinois and the world.

CLUSTERS OF EXCELLENCE

As connections between campus disciplines are rewired and we strategically acquire new talent, exciting prospects are emerging to tackle grand challenges for food, water, energy, and health. To illustrate, food security involves food systems from production to consumption, affecting all strata of society. An approach that combines our expertise in animal and crop production and food science with campus strengths in areas like systems computation, engineering, biology, and economic modeling can lead to better solutions for adequate, safe, and high-quality food, locally and globally.

"Universities are one of this nation's greatest assets. They invigorate generations. They imagine and then create the future. They are ladders to success for members of our society no matter their socio-economic status. In that sense universities are the essence of our great American value of democracy."

Remarks by President Robert Easter,
Conference on The Morrill Act at 150: The Future of Public Education
Urbana, October 26, 2012

GUIDING PRINCIPLES

WE PROVIDE

- An inclusive, diverse, and rewarding atmosphere for work and learning
- An enabling environment for highly creative scholarly activity

WE EXPECT

- Leading scholarship at all levels
- The finest education for undergraduates, graduates, and other audiences
- Active engagement with public audiences in our areas of scholarship
- Active service within the institution and professionally
- Responsibility for individual and collective actions
- Accountability for program outcomes and effects

WE ENCOURAGE

- Contributions to the organization's health and growth
- Innovation and superior performance in all aspects of our mission

MAJOR INITIATIVES

We are positioned to take advantage of opportunities as they arise. Past successes by faculty have led to even larger initiatives, like research on dietary estrogens that was the foundation for the NIH Botanical Center, or the SoyFACE project, which was the cornerstone for the Energy Biosciences Institute. Looking ahead, we envision partnerships that will allow our people to play leadership roles in additional opportunities, such as the Visioning Future Excellence at Illinois clusters, the proposed USDA Innovation Institutes, the Regional Conservation Partnership Program, and industry partnerships that will stem from the new Integrated Bioprocessing Research Laboratory being constructed to fill the gap from innovative research to market application and commercial bio-products.

INTERDISCIPLINARY EXPLORATION

To spark creativity and collaboration between our faculty and their research partners, the Office of Research awards Future Interdisciplinary Research Explorations (FIRE) seed grants. Investigators explore ideas that require the involvement of multiple disciplines, identify questions that relate to the scope of our research programs, and collect preliminary data or other relevant information. Their efforts often result in additional external resources. One example is a rapid detection system for the soybean cyst nematode that is moving to the next stage of funding.

INTERDISCIPLINARY LEADERSHIP

We have a track record of developing leaders for some of the prominent interdisciplinary programs on campus. Pioneering research and exceptional scientific vision prepared faculty from ACES to lead the early establishment of the Institute for Genomic Biology and the BP-funded Energy Biosciences Institute, among others. STRONG Kids, led by our Family Resiliency Center, combines investigators in nutritional sciences, human development and family studies, kinesiology and community health, social work, and communications to identify biological, family, and environmental contributors to obesity in early childhood.

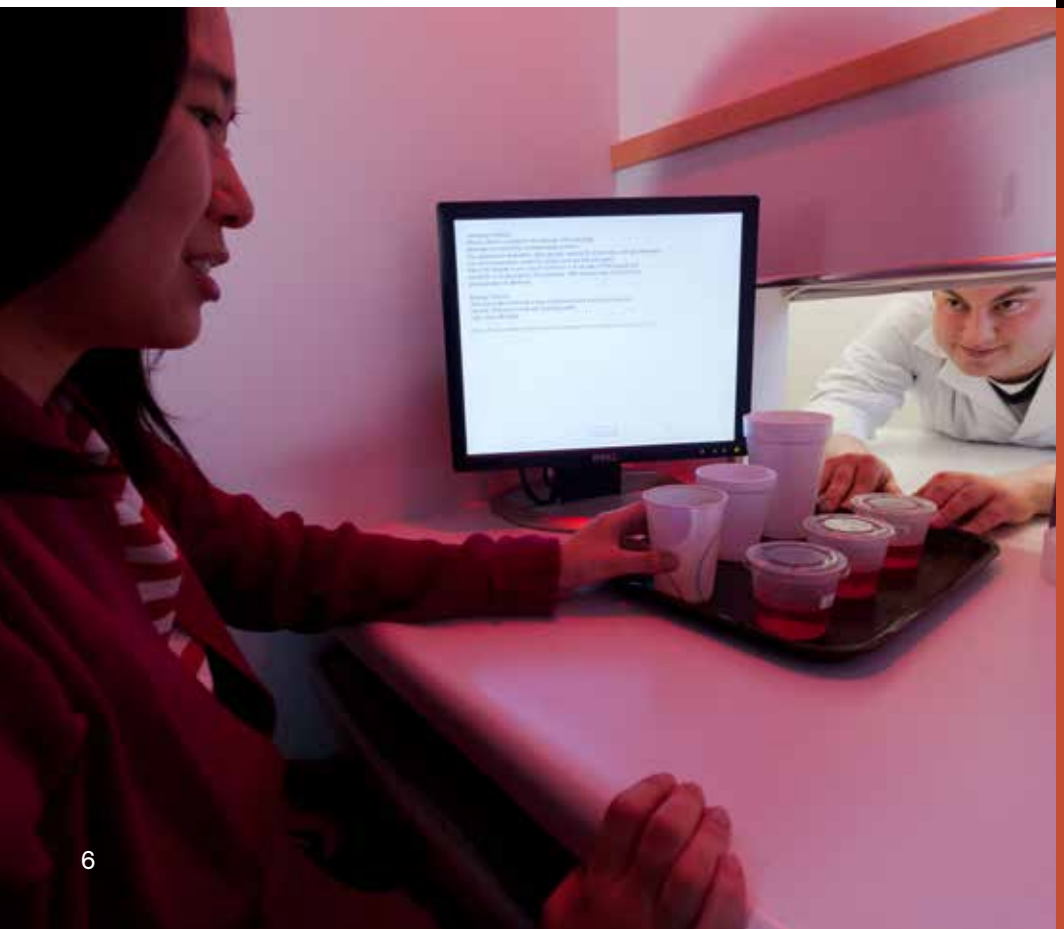
FUTURE EXCELLENCE

We intend to be globally preeminent and locally relevant, contributing excellent scholarship nationally and internationally and working on behalf of all communities in Illinois, urban and rural.

We embrace the land-grant mission of the University of Illinois, leading engagement with the public statewide and exceeding expectations for mission-oriented education, research, and outreach.

We are interdisciplinary by nature, employing fundamental and applied social, physical, and biological sciences, integrating approaches related to agricultural, consumer, and environmental domains, and leveraging partnerships, formal and informal, with other disciplines and units.

We will positively influence a range of societal outcomes through our work. Among the ways to describe the college's future excellence is to imagine solutions we can contribute to the critical challenges we see.



IMAGINE...

A world with abundant food: We influence the world's systems for growing and distributing food in many ways. From innovations in plant and animal production to safe, nutritious, economical meals for consumers, we are tackling hunger, the most basic of human needs. As the climate for growing food changes, we will lead the search for new approaches that will feed future generations.

Continual innovation: We focus on innovation not for its own sake, but to affect the way we live and work. Using science to stretch the frontiers of knowledge, we create new technologies, develop new processes, and change paradigms across a range of disciplines—food and agricultural systems, natural resources and the environment, human activities and health, energy and biological systems, and more.

A healthy world: Sustaining and improving the conditions for life on our planet requires understanding the continuum between production and consumption—of food, energy, and the myriad resources we need and value. Our work lies at the center of inquiry into the interactions among the earth's natural and managed ecosystems.

Productive and empowered communities: Communities thrive when their members do. Learning what individuals, families, and society need to flourish is the cornerstone of our social science scholarship.

Financial security: People make better decisions in their jobs and for their families when they can use knowledge that comes from sound research. We integrate perspectives on prosperity and financial security with the study of families and communities, globally integrated value chains, resource management, and local and international economic policies.

THEMATIC EXCELLENCE

Strategic themes in the College of ACES intersect with important societal issues in our domains of scholarship. We strive to be essential contributors to the campus vision for future excellence. We also apply our strengths and competitive advantages to challenges outlined by our partners and investors. Our aim is to contribute solutions for these challenges, while we create exceptional opportunities for our students and economic and social value for our other stakeholders.

Current campus priorities revolve around many issues related to food, energy, water, and health. These are core domains of scholarship for investigators in ACES, and several themes have emerged for the college relating to these and other key areas of inquiry, such as:

- Sustainable food systems
- Food security and safety
- Health, nutrition, and wellness
- Renewable energy and bioprocessing
- Sustainable water and land use
- Financial security and risk management
- Family resiliency and youth development

FUNCTIONAL EXCELLENCE

The College of ACES comprises seven academic departments—Agricultural and Biological Engineering; Agricultural and Consumer Economics; Animal Sciences; Crop Sciences; Food Science and Human Nutrition; Human and Community Development; and Natural Resources and Environmental Sciences—and a postgraduate interdisciplinary unit, the Division of Nutritional Sciences. In addition, the college is the administrative home for the Illinois Agricultural Experiment Station and University of Illinois Extension. We apply a wide range of disciplinary expertise to the university's missions of discovery, learning, engagement, and economic development, concentrated on our particular domains of knowledge.

DISCOVERY/RESEARCH

- Excellence in basic and applied research across biological, physical, and social sciences
- Leadership prepared to address emerging issues
- Affiliations with premier allied programs among other campus units, scientific surveys, and federal partners

LEARNING/EDUCATION

- Distinctive, highly ranked educational programs
- Highly qualified, increasingly diverse students, domestic and international
- Undergraduates very well prepared for graduate and professional education
- Outstanding merit-based scholarship support
- Excellent record of student advising and placement at graduation

ENGAGEMENT/EXTENSION

- Dedicated local extension support for sustained and effective statewide outreach
- Unique partnerships among urban and rural constituencies
- Longstanding public and private partnerships
- Strong track record and capability for international outreach

ECONOMIC DEVELOPMENT

- Graduates who contribute to economic development in Illinois and the nation
- Applied research focused on the adoption of knowledge for economic benefit
- Research translation, development of advanced technology, and commercialization
- Effective integration of research and outreach to achieve progress

STAKEHOLDER INVESTMENT

ACES stakeholders have historically invested in research that responds to needs that they identify. For example, to balance the need for crop production gains with water quality goals, Illinois's farmers and fertilizer companies have stepped up to establish the Illinois Nutrient Research and Education Council. Promising to be a key partner for the University of Illinois and the College of ACES, the NREC will address critical water quality and crop production issues with relevant scientific research and educational programs. The council is funded by a fee of 75 cents per ton on all fertilizer sold in Illinois.

GOALS AND INITIATIVES

1. ENABLE EXCEPTIONAL DISCOVERY RESEARCH THAT IS PURPOSEFULLY TRANSLATED INTO PRACTICE

a. Build faculty capacity and excellence.

- Reverse the long-term erosion in faculty capacity and achieve a net increase in faculty, commensurate at minimum with the rate of campus faculty growth.
- Lead and contribute to cluster hiring efforts under Visioning Future Excellence at Illinois that significantly complement our current expertise.
- Develop faculty career excellence through departmental mentoring and innovative college programs.
- Aggressively recruit, reward, and retain outstanding early- and mid-career faculty and scientists.

b. Restore support for mission-oriented research.

- Develop new models for financing research activities conducted for the public good through the Agricultural Experiment Station or other means.
- Build research capacity on the foundation of current strengths and capabilities.
- Develop new external funding partnerships.

c. Lead interdisciplinary initiatives addressing key societal issues.

- Equip and furnish research and administrative leaders for interdisciplinary initiatives on campus and with other institutions.
- Support and encourage innovative interdisciplinary investigations and proposals.

d. Foster collaborative research with industry and other institutions.

- Develop and grow partnerships to effectively compete for major initiatives.
- Nurture and grow our collaborations with external partners, from industry and elsewhere, to achieve significant impacts on critical issues of mutual value to collaborators.
- Increase the competitive external sources of support for faculty and programs.

e. Create international research opportunities.

- Identify and support strategic partnerships for international research collaborations.
- Seek and compete for significant international research and educational grant programs.
- Provide leadership for international initiatives on campus.
- Support the international scholarship and research of faculty and staff through the Office of International Programs.
- Recruit exceptional international graduate students and postdoctoral researchers.
- Create and strengthen partnerships for building institutions internationally.

EXTERNAL COOPERATION

Consistent with the university's land-grant mission, ACES is fundamentally oriented toward partnerships with industry and other external entities. Cooperation takes place on a wide range of topics, varying in scope and scale. For example, the TIAA-CREF Center for Farmland Research is helping us create the tools needed to promote sustainable and innovative agriculture practices, maintain our status as the premier source for farmland research, inform policy on issues related to farmland prices and the financial aspects of farm management, and ensure the long-term value of farmland assets.

GLOBAL COLLABORATION

Global reach is a hallmark of the College of ACES. Our scientists and educators collaborate with like-minded peers throughout the world. International students and exchanges at the graduate and undergraduate levels strengthen connections that will return creative value for the next generation. In China, faculty connections have blossomed into regular summer research exchanges with Zhejiang University. In Mexico, growing out of introductions made through our global academy, the UP Amigos program with the University of San Luis Potosí has yielded new insights into family functions, eating behaviors, and wellness issues among Latino young adults.

We are recognized campuswide for providing leadership in the international aspects of the university's mission. Leadership stems from the global expertise of our faculty, transformative experiences of our students, and transnational accomplishments of our alumni. The ACES Office of International Programs is the nerve center for promoting such leadership in our ranks, while our internationally experienced leaders contribute their skills to the global efforts of the university, including International Programs and Studies, National Resource Centers, and the Lemann Institute for Brazilian Studies.

2. PREPARE GLOBALLY COMPETITIVE UNDERGRADUATE, GRADUATE, AND MIDCAREER STUDENTS

a. Enroll high-quality freshmen and transfer students.

- Effectively market and recruit at both departmental and college levels to attract outstanding high school students from Illinois and other states and countries.
- Leverage relationships with community colleges and with undeclared students on campus to attract exceptional transfer students.
- Increase scholarship support to students for more affordable access.
- Ensure attractive career placement opportunities for graduates.

b. Offer innovative graduate, professional, and online educational experiences.

- Attract and select graduate students with superior qualifications to succeed in our programs.
- Refine and build off-campus master's and professional science master's programs to meet evolving market demands.
- Exploit information technology for innovative uses in online education to serve learners and reach new audiences.

c. Emphasize transformative learning experiences and study abroad opportunities.

- Significantly increase and enhance undergraduate student research experiences.
- Support and develop experiential learning and immersion programs and internships for students.
- Increase study abroad participation by undergraduate students.

d. Promote student diversity and enrichment.

- Recruit and retain a more diverse student population.
- Enhance experiences and extracurricular opportunities for students from diverse backgrounds, cultures, and regions.

TRANSFER STUDENTS

ACES has transfer agreements with at least 25 community colleges in Illinois. A unique program is offered for graduates of Illinois high schools who begin their studies at Parkland College in Champaign and want to transfer to the University of Illinois. Parkland Pathway to Illinois is an opportunity for qualifying students to gain guaranteed admission to certain University of Illinois programs, including all of the undergraduate degree programs offered in the College of ACES.

PROFESSIONAL EDUCATION

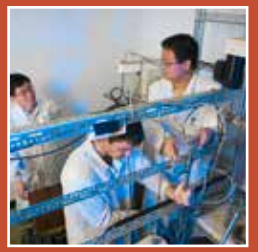
The Illinois Professional Science Master's (PSM) is a non-thesis graduate program that offers an MS degree, allowing students to pursue advanced training in science or mathematics while simultaneously learning critical business skills through an integration of four key curriculum components: science or mathematics courses, business courses, an industry seminar, and an internship. Four PSM programs are offered in ACES: agricultural production, bioenergy, food science and human nutrition, and technical systems management.

DIGITAL EDUCATION

We offer four online master's degree programs—in agricultural education, crop sciences, food science, and natural resources and environmental sciences—allowing students to advance their professional development through online courses.

UNDERGRADUATE RESEARCH

Our undergraduate students have numerous research opportunities both on and off campus. The 11-week ACES Summer Internship Program is open to sophomores and juniors in settings such as the Dixon Springs Agricultural Center in southern Illinois. The internship provides a hands-on learning experience that covers all stages of research, from experimental design and layout to data collection, analysis, and reporting. Each intern is under the supervision of a faculty mentor and an advisor.



EXPERIENTIAL LEARNING

The college and its generous supporters believe in transformative learning experiences, emphasizing opportunities that enhance classroom learning. We strongly encourage study abroad, undergraduate research, and internships and work diligently to make those experiences available and exceptional. Over more than a decade, hundreds of Illinois students have benefited from the International Business Immersion Program (IBIP), which puts our highly prepared students into international business environments with food and agricultural industry executives to deliver professional-quality studies of important business questions.

DIVERSITY PROGRAMS

Several of our programs target traditionally underserved groups, which are underrepresented in the food and agricultural sciences. Enrollment of students from underrepresented populations is steadily rising as a result of these efforts to diversify the talent pipeline. The Research Apprentice Program (RAP) is a multi-stage program that reaches promising high school students from underserved and economically disadvantaged communities, providing a structured hands-on experience with science and introducing career opportunities in the fields of study covered by ACES. Once students enroll in ACES, many become involved in the Illinois chapter of Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS), an organization that promotes leadership development, enhances academic skills, facilitates networking, and fosters diversity in the food, agricultural, and related sciences.

UNIVERSITY OF ILLINOIS EXTENSION

Beginning in 2010, University of Illinois Extension undertook a major reorganization, streamlining programs and substantially reducing field operations into a flatter management model. Extension education now reaches statewide from the campus to all 102 counties through three administrative regions and 27 local units, employing unit-based educators.

INTERNATIONAL OUTREACH & EXTENSION

In the College of ACES, we reach out internationally to build institutions and capacity, to provide short-term training and long-term degree programs, and to build relationships that will serve our interests and stakeholders. A consortium is currently led by Illinois to improve the livelihoods of rural farmers in the world's poorest nations by modernizing and strengthening their agricultural extension systems. The MEAS project, Modernizing Extension and Advisory Services, is funded by a grant from the U.S. Agency for International Development (USAID).

3. BE THE PREFERRED SOURCE OF KNOWLEDGE THAT INFORMS SOUND INDIVIDUAL AND COLLECTIVE DECISIONS, TRANSFORMS LIVES, AND DEEPENS COOPERATIVE RELATIONSHIPS TO ACHIEVE POSITIVE SOCIETAL OUTCOMES

a. Transform and strengthen University of Illinois Extension.

- Complete the statewide restructuring of University of Illinois Extension and strategically rebuild extension educator capacity.
- Restore and build state support for University of Illinois Extension, developing new models or alternative means of public and external funding.
- Implement extension program initiatives in priority areas: energy and environmental stewardship; food safety and security; economic development and workforce preparedness; family health, financial security, and wellness; and youth development.
- Implement the campuswide extension initiative, coordinating with the provost and U of I Extension.

b. Innovate approaches to educational outreach and knowledge transfer.

- Adopt effective technologies to manage and deliver educational outreach.
- Cooperate with Illinois community colleges to deliver extension education.
- Develop innovative formal and informal curricular and educational programs for K–12 youth.
- Expand the reach of extension and related outreach programs in underserved communities.

c. Cultivate external and community partnerships.

- Strengthen partnerships with counties and local communities, especially through U of I Extension.
- Develop national and international partnerships based on our expertise and capacity for a positive impact.
- Create stronger ties and greater cooperation with industry segments that pertain, both directly and indirectly, to domains of the college.
- Lead development of external partnerships with well-recognized program brands.

INNOVATIVE YOUTH PROGRAMS

Youth in Illinois obtain valuable education and training through several critical channels based in ACES, including curricular support for high school vocational programs, school enrichment, and youth development programs, led locally by extension educators and thousands of volunteers. 4-H is the university's flagship program to help youth learn skills for living, embracing principles of lifelong learning, research-based education, and diversity. Illinois 4-H curricula focus on three primary mission mandates: science, engineering, and technology; healthy living; and citizenship.

UNDERSERVED COMMUNITY OUTREACH

Outreach and extension education programs are particularly important to underserved communities in Illinois. Many of the educational programs extended from ACES reach nontraditional audiences of the university, whether through food and nutrition education, school programs, 4-H activities, or multilingual outreach. For example, University of Illinois Extension reaches Spanish-speaking clientele through the urban programs resource network and Spanish-language educational content, En Español – recursos de extension.

4. STEWARD AND INVEST RESOURCES FOR LEADERSHIP IN AREAS OF INNOVATION AND INTERDISCIPLINARY STRENGTH

a. Maintain an effective capacity for brand and marketing management to serve ACES.

- Support departments, faculty, and programs with professional and appropriate brand management and marketing approaches.
- Attract students, staff, and faculty to the college and its programs.
- Support development and fundraising strategies and campaigns.

b. Focus and enhance development efforts.

- Establish ambitious and attainable development campaign goals.
- Devote development resources to donor opportunities with high return on investment.
- Increase giving to support top priorities: student scholarships, endowed professorships, graduate fellowships, critical infrastructure needs, and innovative programs.
- Increase the number of gifts of farm real estate.
- Create cost-efficient strategies to promote wide-audience and annual giving.

c. Enhance and restore vital facilities.

- Complete the renovation and remodeling of Turner Hall.
- Complete the project to build the Integrated Bioprocessing Research Laboratory.
- Build-out or renovate a food innovation technology center, including food pilot plant facilities.
- Obtain funding to replace and modernize critical research infrastructure in the South Campus Master Plan:
  - » Build a state-of-the-art animal nutrition and diet preparation facility to replace the obsolete plant in the research park area.
  - » Complete the build-out and move of the Urbana agronomy research and education field center to intended new facilities on the South Farms.
  - » Create a new biomedical animal research and modeling unit to replace the swine research laboratory unit in the research park area.

d. Make strategic program investments.

- Invest in programs that align with the college's strengths and the campus's strategic plan.
- Invest in programs that are high-value opportunities for our research, education, extension, and economic development missions.

AN AWARD-WINNING CAMPAIGN

Recognizing the need to reach new audiences and alter stereotypes, the College of ACES launched a brand management plan in 2012 and reorganized our marketing and communications functions. A new messaging campaign and style guide have created a consistent image for our college. Our messages and designs are integrated to convey the concepts of imagination, "Imagine yourself in ACES," and "Imagine your role in solving the world's critical problems."

GIVING TO ACES

Among our top priorities for philanthropy are scholarships and fellowships for students, critical teaching and research facilities, and building an endowment for the future. Endowed professorships, like the Melissa M. Noel Endowed Professorship in Nutrition and Health, help us to insure that the foundational capacity for academic excellence will remain in place for the future.

SCHOLARSHIPS

In addition to campus financial aid, more than $2.5 million of scholarships are awarded annually to deserving undergraduate students in ACES. For more than 30 years, we have awarded our marquee Jonathan Baldwin Turner (JBT) scholarships to outstanding incoming freshmen on the basis of their academic achievements, leadership potential, and interest in ACES majors.

RENEWING ASSETS

The physical assets of a great university require continual care. We need to make way for future progress, such as the rebuilding of field research facilities so that the U of I Research Park can grow. We also need to renew many of our valuable capital assets to meet modern educational and research needs. Partners are needed who share our vision. Transforming the venerable Turner Hall into a state-of-the-art learning environment will help us to recruit, educate, train, and inspire the world's future leaders in agriculture, natural resources, and environmental sciences.

5. CREATE AN INCLUSIVE WORK ENVIRONMENT

a. Develop a representative workforce.

- Plan hiring programs that create opportunities for a qualified, highly productive, and diverse workforce.
- Retain valuable and dedicated employees, balancing an inclusive and supportive environment for faculty and staff from any background.

STRATEGIC METRICS AND PROJECTIONS

Measurable indicators and targets have been developed in concert with the campus strategic planning process, in part to provide continuity among academic units for monitoring progress, revealing trends, and evaluating efforts. At the same time, we have unique goals, initiatives, and strategies that need to be assessed over time. Following is a strategic profile of ACES, consisting of the set of both standard and custom measures as shown in the campus management information database. Additional means of assessment, represented by other objective measures and accounting information or by subjective analyses, are inherent in the implementation of the college's plans over time.

1. Enable exceptional discovery research that is purposefully translated into practice

	Benchmark	2016 Target
Tenure system faculty, head count	183	190
FTE tenure system faculty, All $$	183	190
Grants and contracts, federal expenditures, $000	17,391	18,000
Grants and contracts, Illinois expenditures, $000	8,585	8,500
Grants and contracts, private and other expenditures, $000	10,573	12,000
Land-grant appropriations expenditures, $000	16,759	17,000
Grants and contract expenditures, PI home department, $000	43,966	45,600
PI grant and contract expenditures/faculty FTE	238,171	240,000
Sponsored $/FTE faculty, $000	174	174
Sponsored projects, $000	32,076	33,000

2. Prepare globally competitive undergraduate, graduate, and midcareer students

	Benchmark	2016 Target
Undergraduate advisees/faculty FTE	15.8	15.4
External incoming transfers	164	180
Internal incoming transfers	199	225
% international graduate students	36	35
% graduates employed	49	55
% going to graduate/professional school	26	30
Average salary, BS graduates	43,526	46,000
Total advisees – undergraduate	2,863	2,900
Total advisees – graduate and professional	610	625
Extramural IUs	1,908	2,000
On-campus graduates	2,770	2,800
% international undergraduates	8.1	9.0
Undergraduate minors	311	400
Undergraduates/faculty FTE	15.3	14.7
Freshman retention rate (%)	93.8	94
6-year graduation rate	87.6	88
6-year graduation rate: same college	58.9	60
Bachelor terms to degree	8.4	8.2

	Benchmark	2016 Target
Study abroad participation rate	30.7	40
% who did undergraduate research	54.3	55
Total of IUs offered online	9,955	11,000
Undergraduate paid IUs	69,993	75,000
Paid IUs/faculty FTE	488	500
% fall main sections <20	36.8	35
% underrepresented undergraduates	14.6	16
% underrepresented graduate students	6.1	7
New freshmen ACT composite	27.0	27.5
All advisees/faculty FTE	19.9	18.7
4-year graduation rate	76.2	76
4-year graduation rate: underrepresented	56.4	60
6-year graduation rate: underrepresented	79.5	80
Transfer graduation rate	81.1	85
% full-time work or graduate school	41.3	47
% total IUs offered online	11.2	11.6
% courses taken online	6.4	7
Undergraduate scholarship and grant awards, $000	2,328	2,500
Doctoral terms to degree	12.8	12.5

3. Be the preferred source of knowledge that informs sound individual and collective decisions, transforms lives, and deepens cooperative relationships to achieve positive societal outcomes

	Benchmark	2016 Target
Extension teaching contacts, 000	881.85	1,000
Youth reached by 4-H, 000	134.99	150
Extension volunteers	29,431	30,000
Extension web views per day, 000	205.75	220
Counties with UI Extension levy	85	85
UI Extension county/local funding, $000	12,475.6	13,000
UI Extension grant and contract expenditures, $000	8,455.5	8,500
UI Extension professional FTE	202.20	225

4. Steward and invest resources for leadership in areas of innovation and interdisciplinary strength

	Benchmark	2016 Target
Gifts and endowment expenditures, $000	32,867	35,000
ICR generated, $000	6,641	7,000
State/tuition instructional expenditures, $/advisee	5,276	5,700
State/tuition instructional expenditures, $/IU paid	201	210
State $ – total, $000	49,527	50,000
Total tuition dollars, $000	30,630	35,000
State $, net excluding UI Extension/Agricultural Experiment Station, $000	23,408	24,000
Self-supporting/cost recovery academic programs, $000	464	500
Number of budget deficits	7	5
Budget deficits, $000	437	200
Undergraduates/faculty FTE, excluding UI Extension/ Agricultural Experiment Station	41.72	40
Students/faculty FTE, excluding UI Extension/ Agricultural Experiment Station	50.60	50
State $/student	6,740	6,800
State $/IU, excluding UI Extension/Agricultural Experiment Station	245	255
Cash giving, $000	18,450	27,200
# new donors	2,178	2,400
# major gift prospect donors	380	465
# principal gifts (>$5M)	0	3
# major gift proposals (>$100K)	55	70
# donors $1,000 or higher	329	403

5. Create an inclusive work environment

	Benchmark	2016 Target
Tenure-system faculty, % underrepresented	9.3	12
Tenure-system faculty, % women	29	30
Academic professionals, % underrepresented	9.6	12
Academic professionals, % women	61.9	60
Civil service staff, % underrepresented	13.9	15
Civil service staff, % women	90.6	90

Note: To account for lagging indicators, a benchmark represents the latest year for which data is available for a given indicator. Likewise, the target assumes the latest data available in 2016 for a given indicator.

"We are in a rapidly changing world…, a world where Midwestern agriculture and the food-related industries have to adapt by creating new opportunities. There will be, as there has been in the past, a global center for the world's food and agricultural system. For much of the past century we have been that hub for technology, for risk management, for food manufacturing. . . . Our goal should be nothing less than retaining that position of preeminence and leadership."

—Remarks by President Robert Easter
Illinois Food and Agriculture Summit
Chicago, October 21, 2013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