

FY27 Systemwide Strategic Goals

Introduction

As the University of Illinois System approaches a presidential transition at the conclusion of Fiscal Year 2027, we are well-positioned to sustain the significant momentum built over the past decade while ensuring continuity and stability for the next chapter of leadership. Historic gains in enrollment, student success, fiscal health, philanthropy, research excellence, economic impact, and national and international standing reflect the strength of coordinated leadership and a shared commitment to mission-driven excellence. As higher education continues to evolve and expectations of Illinois' public university system expand, maintaining this progress will require continued focus, discipline, and alignment around clear, shared, and measurable priorities.

Developed with the executive leadership team, the FY27 strategic goals build upon the work initiated in FY26 and align institutional strategies, investments, and outcomes with Systemwide priorities. Grounded in transformation, resilience, and collaborative leadership, they provide a clear framework for accountability and alignment while sustaining momentum through the presidential transition. Together, these goals position the University of Illinois System to remain among the nation's leading public university systems and continue delivering meaningful impact for the state of Illinois and all Illinoisans.

In consultation with the executive leadership team, I have identified the following FY27 strategic goals and performance indicators. These goals intentionally build upon the work initiated in FY26 and provide a clear, evaluative, and aligned framework to sustain continuity and momentum through leadership transition while positioning the System for its next era of impact.

An Institution of and for Our Students

Goal #1: Improving student outcomes

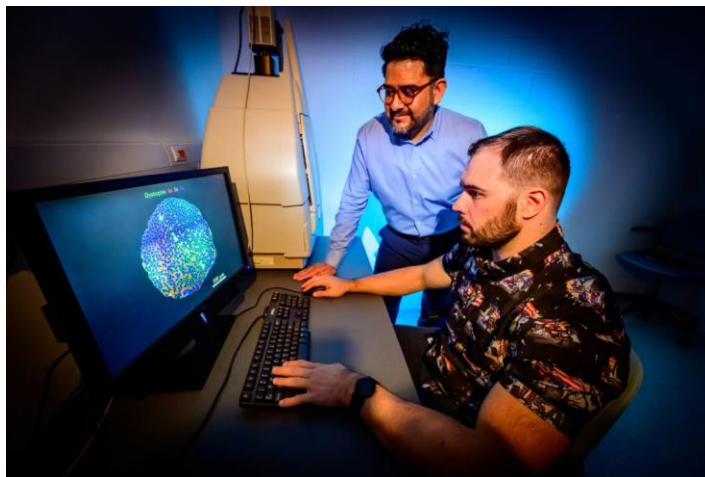
We must ensure that expanded access translates into meaningful and supportive educational experiences, timely completion, and preparation for civic and workforce contribution by treating student success as a core operating priority across all learner populations.



Goal #2: Reimagining education through technology

Advance a disciplined, systemwide approach to student-centered, faculty-guided teaching and learning that positions technology as a core institutional capacity, not merely a tool, to expand access, improve student success, and support scale—while preserving academic rigor and educational quality.

Goal #3: Expanding access across learner segments



Expand who the University of Illinois System serves—and how—by strengthening wraparound support and clearly articulated pathways for adult learners, transfer students, returning learners, high school students, and other non-traditional populations, while enhancing inclusiveness,

accessibility, and clarity of value at every entry point.

Research and Scholarship with Global Impact

Goal #1: Advancing innovation and research for global impact



Advance the University of Illinois System as a global leader in discovery-driven research and innovation

by accelerating breakthrough technologies, expanding interdisciplinary collaboration, and translating research into real-world solutions that improve lives, strengthen the economy, and position Illinois at the forefront of emerging fields, anchored by transformational initiatives such as the Illinois Quantum and Microelectronics Park.

Goal #2: Diversifying research funding

Strengthen institutional resilience by reducing overreliance on any single funding source, increasing sponsor diversity, and expanding opportunities for researchers across funding sectors.

Goal #3: Expanding global engagement impacts

Operationalize the refined Global Engagement Strategy to lead, coordinate and scale global engagement across the System expanding opportunity, strengthening partnerships, supporting Illinois' global competitiveness, advancing the public mission, and preparing global-ready graduates.

A Healthy Future for Illinois and the Midwest

Goal #1: Expanding our Chicagoland presence and impact

Expand the University of Illinois System's impact, visibility and influence in Chicagoland, including enhancing and strengthening our relationships with the business community.



Goal #2: Alignment with the State's priorities

Ensure that University of Illinois System programs, investments, and initiatives are clearly aligned with the State of Illinois' highest-priority outcomes, including emerging technologies,

workforce development, capital investment, public health, and student retention.

Tomorrow's University Today

Goal #1: Strengthening executive leadership alignment and continuity

Strengthen executive leadership alignment and preserve institutional momentum during the presidential transition by advancing a culture of shared accountability, cross-university collaboration, and disciplined strategic execution.

Goal #2: University of Illinois System communications, marketing and brand identity

Advance the evolution of the University of Illinois System brand by defining a clear external persona and strategic framework that brings new meaning to—or thoughtfully evolves—*Altogether Extraordinary*, reflecting who we are as a collective entity in partnership with our stakeholders.

Goal #3: Building renewal and operational efficiency

Address the significant backlog of building renewal projects across our campuses and maximize operational efficiency opportunities to ensure continued delivery of excellent, world-class education, educational experiences, and research opportunities.

