It is with great pleasure that I introduce this strategic plan, a document deeply rooted in our traditions and history as the community center for the campus. We are committed to complementing the academic mission of the University by providing Illinois students with a co-curricular experience that will help them thrive during their college years and beyond.

At the heart of this strategic plan lies newly-developed mission and vision statements, core values, strategic initiatives and metrics that reflect the University of Illinois Campus and Student Affairs strategic plans. The Illini Union Strategic Plan has grown organically from previous strategic directions and is also a reflection of collaborative efforts within and outside of the organization. The development of this document included conversations with students, faculty, staff and off-campus stakeholders, as well as extensive analyses of data which allowed us to create strategies to respond to students’ needs today and prepare our organization for the future.

The Illini Union Strategic Plan articulates our vision and serves as a tool to guide us in focusing our work and driving our priorities. We are committed to creating a culture of assessment and continuous improvement to guide organizational planning and resource allocation. We realize that strengthening our partnerships with faculty, staff, parents, alumni, community members and every student is critical to our organizational success. Every member of our organization understands their role in creating an inclusive community and providing growth and development opportunities that are responsive to the unique needs of Illinois students. We are ready to strengthen our role on campus and within the college union field.

I appreciate the time and effort our staff and stakeholders contributed to developing this document. I am proud of the plan and look forward to providing our students an outstanding Illinois Experience.

Sincerely,

Lowa Mwilambwe, Director
MISSION
The Illini Union enriches our students’ academic experience by building an inclusive community and providing growth and development opportunities through engaging programs, outstanding services, purposeful employment and state-of-the-art facilities.

VISION
The Illini Union will be the premier college union.

CORE VALUES
Our values serve as a compass and describe how we behave every day.

- **COMMUNITY:** We value community and continually work to strengthen our ties to the University and the surrounding community through active citizenship, service, traditions, teamwork and collaboration.
- **STUDENT CENTEREDNESS AND LEARNING:** We value students and their voice as they are central to our mission. Our work is guided by a commitment to their holistic development and learning.
- **LEADERSHIP:** We value the opportunity to lead from every level of the organization and create innovative programs and services. We recognize that each employee has the ability to inspire and motivate others and serve as a catalyst for change. We are accountable and take responsibility for our decisions and actions.
- **EXCELLENCE:** We value pursuing and exceeding high expectations and developing distinctive and quality programs and services through innovation and continuous improvement.
- **DIVERSITY AND INCLUSION:** We value the uniqueness of people and individual perspectives. We embrace and celebrate one another’s differences, talents and abilities. We cultivate an inclusive environment by considering all dimensions of diversity, and we help prepare our campus community for life in a multi-cultural society.
- **INTEGRITY:** We value being honest and ethical and exemplifying behavior that can be modeled by all. We maintain open and transparent decision-making at all levels of our organization.
- **TRADITIONS:** We value our position as the center of campus life – physically, socially and culturally. We recognize that every member of our Illinois family has a Union story to tell. Through these stories we help preserve the rich traditions and legacy that current and former Illini have created.
- **COLLABORATION:** We value cooperating and partnering with others and strengthening our efforts to serve the university and our surrounding community.
More than an iconic building at Illinois, the Illini Union is a comprehensive collection of programs and services that brings together people, ideas and perspectives. It serves as a unifying force for members of the campus community who come together to learn, teach, eat, relax, play and make new friends.

- We are the community center of the campus, providing a welcoming environment for all to enjoy.
- We create a unique sense of place and identity.
- We provide numerous resources for students in support of their academic success.
- We celebrate diversity and inclusiveness and promote social justice.
- We offer an outstanding hotel experience and event service centrally located on the main Quad.
- We value shared governance and involve students in our decision-making processes.
- We advocate for and encourage free speech and freedom of association.
- We actively promote student involvement and engagement on campus.
- We are a dynamic organization that reinvests funds into programs and does not rely primarily on student fees.
- We provide a purposeful student employment experience throughout the organization.
- We offer engaging programs and activities for students, faculty, staff, families, parents and the campus community at large.
This is a three-year plan guiding our organization through the end of FY17. While we acknowledge that changes in the environment may bring about changes in action plans and strategies, this set of guiding principles will remain constant and be the basis of all decisions and actions. It provides the foundation for our strategic plan.

- We will continue to make strategic investments in the student experience.
- We will be mindful and responsive to the changing financial landscape through effective stewardship of resources and advancement.
- We will collaborate and engage with faculty, staff, students, alumni, and other stakeholders in our planning and implementation to advance student learning.
- We will embrace a culture of assessment and improvement to inform decision making and practice.
- We will be innovative and flexible as we pursue the priorities of our plan.
- We will empower members of our organization and celebrate our achievements.
- We will allow staff to pursue new initiatives (with approval) and learn from their experience.
- We will support all members of our campus community to speak up and out.
- We will engage students in active learning that prepares them to be global citizens and leaders in the 21st century.
- We will embrace and build a community that values diversity, social justice and inclusion.
- We will build and nurture transformative relationships with all members of our communities.
- We will be a laboratory of innovation and the global leader in the student union profession.
1.1 Create purposeful and collaborative relationships across campus to plan, promote and execute events that enhance international and domestic student interactions
   a) Number of activities and events designed to focus on international students and the attendance numbers from those events
   b) International Student Barometer survey ratings for the Illini Union (conducted by International Student Scholar Services and International Graduate Insight Group annually)

1.2 Expand and strengthen traditional programs that serve Illinois families, including international families, to increase parental engagement
   a) Number of parents’ contact information.
   b) Number of parents who participate in Parent Programs overall

1.3 Integrate and enhance technology to improve workplace processes, increase access to information, facilitate programs and service delivery, and engage students
   a) Number of paper processes converted to electronic processes
   b) Number of systems and processes identified as inadequate, outdated or underutilized
   c) Number of students using CLASS
   d) Number of “hits” on Illini Union website, social media outlets and feedback mechanisms

1.4 Enhance the assessment program that will be utilized to make informed decisions to improve programs, services and facilities
   a) Number and types of surveys completed

1.5 Provide training that will foster innovation and enhance leadership skills to increase organizational effectiveness
   a) EBI Survey results measure prior years over a three-year time span: customer service, staff friendliness and leadership factors
   b) Number of training sessions offered
   c) Number of attendees at training sessions

Goal I: Foster collaboration, discovery and innovation
Goal 2: Provide transformative learning experiences

2.1 Implement a co-curricular involvement record
   a) The number of workshops/initiatives the RO Office does and the participation rate
   b) The number of participants in the co-curricular involvement record program

2.2 Implement a comprehensive student employment program that incorporates learning outcomes and offers career development opportunities
   a) Pre/post reflection-learning outcomes.
   b) Number of students participating
   c) Rate of student retention

2.3 Develop an internship program, in collaboration with academic departments, which provides relevant, hands-on professional experience in relation to field of study
   a) Number of internships
   b) Learning outcomes of internships

2.4 Implement learning outcomes for students involved in leadership roles in registered student organizations
   a) Annual assessment of learning outcomes
Goal 3: Make a significant and visible societal and community impact

3.1 Fund high-quality programming that supports community building on campus, fosters inclusiveness across campus, and meets the unique needs of students, faculty, staff and their guests
   a) Number of programs sponsored by the Illini Union
   b) Year-over-year overall program participation

3.2 Expand the Office of Volunteer Programs outreach to students and the campus community through the development of a Student Volunteer Network: offer additional service opportunities, including immersion service trips, and increase programming
   a) The number of service events and programs sponsored by OVP
   b) The number of students participating in programs with OVP

3.3 Increase sustainability efforts and update equipment to more economical and energy-efficient devices
   a) Number of sustainability initiatives participated in
   b) Number of digital signs
   c) Utility usage

3.4 Translate key materials into the top five languages used by Illinois families to better serve the diverse population of families and parents
   a) Number of materials translated each year

3.5 Develop and implement an organization-wide customer service program
   a) Number of staff trained on customer service philosophy
   b) Number of customer service sessions facilitated for staff
   c) Percentage of positive customer feedback (i.e. customer comment cards, emails, social media, etc.)
Goal 4: Steward current resources and generate additional resources for strategic investment

4.1 Align services to better meet the needs of the campus community
   a) Financial performance of realigned units

4.2 Complete a twenty-year facility master plan for future infrastructure renovations and facility upgrades for Illini Union facilities
   a) Completed master plan

4.3 Capture additional market share and increase revenue through revenue-generating operations
   a) Continued annual revenue growth of 5%, based on FY14 revenue, over the next three years

4.4 Establish Illini Union Marketing as a shared resource marketing center to serve Student Affairs
   a) Number of clients each academic year
   b) Increase in revenue by at least 10% annually

4.5 Implement new printing solutions for students and visitors to campus
   a) Number of orders

4.6 Increase outreach and cultivate relationships with former employees, IUB and other affiliated-organization members in order to develop lifelong relationships with the Illini Union
   a) Number of communications
   b) Gift income
Staff workshops hosted by the Director were held in March 2013, to outline the strategic planning process and provide an opportunity for staff to ask questions

Department managers worked with their staff to develop the first draft of their unit strategic initiatives for presentation to Illini Union staff at a later date

On April 24 and May 6, 2013, department managers presented their rough drafts to peers for feedback and insight and revised drafts were prepared

On May 21, 2013, department managers traveled to Ohio State University’s Union for the annual staff retreat, and presented their revised strategic initiatives

During the summer of 2013, managers and the Senior Leadership Team identified key external stakeholders and invited them to participate in focus group sessions

Stakeholder focus group sessions were conducted April 23-30, 2014. Feedback from the sessions was used to further refine unit strategic initiatives

In April 2014, the Illini Union staff was surveyed to determine what values were regarded as most critical to the mission of the organization. Staff further discussed values at an ensuing Monthly Managers meeting

The Monthly Managers conducted a review of multiple assessment initiatives conducted by Illini Union departments during the summer 2014

Throughout the summer of 2014, the Senior Leadership Team reviewed the unit plans to determine what high-level priorities would be included in the larger organization-wide plan

During the later summer months of 2014, the Director invited managers to provide last thoughts and feedback on the draft strategic plan

In August 2014, the Senior Leadership Team and the Director finalized the overall Illini Union Strategic Plan