

“Shaping the Future” Transition Plan for Chancellor Robert Jones

I. OVERVIEW

A. The intent of this plan is to help Chancellor Jones:

- Gain a 360° understanding of the University of Illinois at Urbana-Champaign in a methodical and expeditious manner.
- Develop working relationships with key stakeholders within and outside the university.
- Develop a foundational understanding of the organizational structure of the university and the areas of responsibility of his leadership team.
- Begin the Sesquicentennial celebration (Feb. 2017-May 2018) with a clear understanding of the breadth and the depth of the university, its strengths, opportunities and challenges.

B. Team assisting in the development of the plan:

- Ed Feser, Chair (Interim Provost)
- Doug Beck (Professor of Physics and Member, Academic Senate)
- Mike DeLorenzo (Associate Chancellor)
- Ed Ewald (Interim Vice Chancellor for Advancement)
- Katherine Galvin (Associate Chancellor)
- Robin Kaler (Associate Chancellor for Public Affairs)
- Debbie Kemphues (Assistant to the Provost)
- Ron Lewis (President of Illinois Student Senate)
- Gay Miller (Chair, Senate Executive Committee)
- Phyllis Mischo (Assistant to the Chancellor)
- Renee Romano (Vice Chancellor for Student Affairs)
- Peter Schiffer (Vice Chancellor for Research)

C. Approach

- Designate Transition Manager
 - Designate individual to serve as a primary leader for the transition.
 - Mike DeLorenzo will serve in this role.
- Appoint Advisory Committee
 - Designate a small group of faculty, staff, students and administrators to advise and offer feedback to Chancellor Jones at a general level as the plan is implemented and he familiarizes himself with the university.
- Establish Communications
 - Create a web page with broad-level transition information and link to form for requesting Chancellor Jones’ presence at events.

- Announce transition plan—in broad outline—and website via appropriate communication channels.
- Organize Transition-specific Events
 - Set up several major and minor general events for Chancellor Jones to introduce himself and receive and exchange ideas.
- Schedule General Advisory/Background Briefings
 - President Killeen
 - President’s goals, Strategic Framework, expectations.
 - Interim Chancellor Wilson
 - Initiatives, issues and hand-offs.
- Leadership Team-facilitated Introductions and Immersion into the Campus
 - Use regular and strategic meetings with the Chancellor’s leadership team (provost, vice chancellors, associate chancellors and select Chancellor’s Cabinet members) to help Chancellor Jones gain a deep understanding of the University of Illinois at Urbana-Champaign, during which the leadership team will:
 - Provide comprehensive overviews of their portfolios;
 - Introduce the Chancellor to faculty, staff, student leaders, community partners, donors, governmental and political leaders, and others;
 - Lead tours of key facilities and ensure participation in important university events and meetings;
 - Be present to answer questions and coordinate follow up on issues raised.
 - Engage stakeholders as widely as possible: Learn leadership team, faculty, and staff members’ perspectives on the university’s missions, strengths, opportunities, and challenges.
 - Help Chancellor Jones gain a meaningful introduction to the university’s education, research, and public engagement missions.
 - Develop working relationships with leadership team, allowing Chancellor Jones to share his core values, expectations and management style.
 - Create foundation to support Chancellor Jones’ leadership of the university as it begins its second 150 years.

II. LEADERSHIP TEAM PORTFOLIOS WITH KEY TRANSITION COMPONENTS

A. (Interim) Vice Chancellor for Academic Affairs and Provost Edward Feser

- Will use standing weekly meeting slot to provide broad initial briefings on various aspects of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Undergraduate admissions, trends, programs and special initiatives, including diversity efforts, with Vice Provost for Undergraduate

- Education and Innovation Chuck Tucker, Associate Chancellor Assata Zerai, and Associate Provost and Executive Director of Enrollment Management Keith Marshall – first nine months
- Faculty recruitment, promotion and retention, including diversity programs, and campus leadership development initiatives, with Vice Provost Abbas Benmamoun, Associate Chancellor Assata Zerai and Associate Provost Bill Bernhard – first nine months
 - Graduate admissions, trends, programs and special initiatives, including diversity efforts – With Graduate College Dean Wojciech Chodzko-Zajko and Associate Chancellor Assata Zerai – first nine months
 - International programs and strategy, with Vice Provost for International Affairs and Global Strategies Reitu Mabokela – first nine months
 - Information technology strategy and initiatives, with CIO Mark Henderson – first nine months
 - Climate Action Plan and ongoing sustainability initiatives – with Vice Chancellor for Research Peter Schiffer, ISEE Director Evan Delucia, Associate Chancellor Mike DeLorenzo and Associate Provost Matthew Tomaszewski – first nine months
- Initial 1:1 briefing – Aug 11
 - Budget briefing, with Vice Provost for Planning and Budgeting Paul Ellinger and Executive Associate Provost Vicky Gress – Aug 11
 - Briefing on Carle Illinois College of Medicine, with Vice Chancellor for Research Peter Schiffer, Associate Chancellor Mike DeLorenzo and Associate Chancellor Katherine Galvin – Aug 12
 - Attend Council of Deans meeting – first month (COD Fall Retreat: Oct. 14)
 - *Note: Chancellor has standing invitation to attend COD meetings but generally attends only occasionally and for retreats.*
 - Join Interim Provost Feser on provost’s annual college visits/tours – first nine months (16 visits)
 - One-on-one meet/greet meetings with each dean – first nine months
 - Attend Chancellor/Provost Monthly lunches with faculty group – one/month throughout the academic year
 - *Note: Fall college faculty meetings can be repurposed for this*
 - Briefing on Center for Advanced Study – Update on CAS initiatives (CAS director) and meeting with CAS professors and affiliates – first year
 - Special constituencies with colleges playing important role in managing relationships
 - *Agriculture (ACES)*
 - Join ACES dean on tours of selected extension and research facilities around the state – first 12 months
 - Illinois State Fair – August 2017

- *Arts (College of Fine and Applied Arts)*
 - Krannert Center for the Performing Arts
 - Tour of facility, with Acting Dean of FAA Kathleen Harleman – first year
 - Will identify major donor event for speaking opportunity in first year
 - Selected events as schedule permits
 - Krannert Art Museum
 - Tour of facility, with Acting Dean of FAA Kathleen Harleman – first year
 - Will identify major donor event for speaking opportunity in first year
 - Selected events as schedule permits
- *Culture (College of Liberal Arts and Sciences)*
 - Spurlock Museum – Join LAS dean on tour of facility – first year
- *Media (College of Media)*
 - Illini Public Media – Join College of Media dean on visit/tour with director – first year
- *Disability and Accessibility (Applied Health Sciences)*
 - Briefing on Disability Resources and Educational Services and tour of Center for Wounded Veterans, with AHS dean – first year
- *Social and Community Services*
 - Breakfast with representatives of local and state social sector, arranged by School of Social Work Dean Wynne Korr.

B. Associate Chancellor Mike DeLorenzo

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Division of Intercollegiate Athletics –DIA operations, strategic initiatives, student-athlete welfare, funding and team success – with DIA Athletic Director Josh Whitman
 - Public Safety – operations, student and community relations, with Chief of Police Jeff Christensen
 - Facilities & Services – scope of F&S mission, operations and budget, with Interim Executive Director Helen Coleman and Associate Provost Matthew Tomaszewski
 - Parking – current infrastructure challenges, master plan, related financial challenges
 - Willard Airport – strategic business plan
- Initial 1:1 briefing – Aug 11

- Athletics
 - Initial 1:1 briefing with Athletic Director Josh Whitman – Aug 11
 - Football games – various
 - Other sporting events (soccer, volleyball) – various
 - Meet with student-athletes – first three months
 - Meet with coaches – first six months
 - Meet/greet with Marching Illini (could be at a football game) – first six months
 - Big Ten meetings – December and June
- Local Community Relations
 - Metropolitan Intergovernmental Group (MIC) General Meeting – Nov. 14
 - Community Business group meeting – first six months
 - Rotary meetings – first 12 months
 - *Note: There are five Rotary groups in Champaign-Urbana*
 - Local Chamber meetings – first six months
 - State Chamber of Commerce – first six months
- Governmental Relations
 - Meet with Office of Governmental Relations Staff and AC DeLorenzo for overview of state and federal governmental relations
 - Elected officials – first six months
 - Governor Bruce Rauner
 - Urbana and Champaign mayors
 - State Senator Chapin Rose
 - State Senator Scott Bennett
 - State Representative Carol Ammons
 - State House and Senate Leadership
 - U.S. Representative Rodney Davis
 - U.S. Senator Dick Durbin
 - U.S. Senator Mark Kirk

C. Associate Chancellor Katherine Galvin

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Office of Diversity, Equity & Access – overview of mission and operations and strategic reorganization, with Director Heidi Johnson and Associate Chancellor Assata Zerai, first 3 months
 - Title IX and ADA, overview of compliance structure, policies and procedures, first 3 months

- Senate/Shared Governance – structures and processes for shared governance and discussion of current issues and initiatives, first 3 months and on a regularly scheduled monthly basis with SEC leadership and Interim Provost Feser
- Public Engagement – update and discussion of your vision for the Chancellor’s Office role for supporting this core mission, first 9 months
- Police Training Institute – operations and mission of PTI and current proposal to legislatively remove PTI from the university, with Director Michael Schlosser, first 3 months
- Illinois Fire Service Training Institute – operations and mission and tour of the institute, with Director Col. Royal Mortenson (ret. USMC), first 3 months
- Office of Special Events, overview of operations, major events and services (including commencement, awards receptions and donor events) with Director Laura Wilhelm Barr, first 6 months
- Campus Threat Assessment and Special Situation Teams – structure, procedures and units involved in threat assessment for the campus, first 6 months
- Initial 1:1 briefing – Aug 11
- Board of Trustees
 - Board meets bimonthly, first meeting after arrival on campus: November 10 in Urbana
 - Committee meetings for November Board meeting:
 - Academic and Student Affairs Committee, November 9
 - Audit, Budget, Finance and Facilities Committee, October 31
 - Governance, Personnel and Ethics Committee, November 9
 - University Healthcare System Committee, November 9

D. Associate Chancellor for Diversity Assata Zerai

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Development of a comprehensive and actionable diversity and inclusion strategy, in close consultation with faculty, students, staff and administrative leadership
 - Campus-level infrastructure, initiatives and investments in diversity and inclusion, including meeting with campus diversity committees
 - Campus and community climate, including discussion of existing education and training programs and campus responses to emerging events and issues, with Interim Provost Feser and Vice Chancellor for Student Affairs Renee Romano
- Initial 1:1 briefing – Aug 11

- Celebration of Diversity, November 11
 - *Note: This is a significant campus and community event and the chancellor typically provides remarks.*
- Martin Luther King Jr. Celebration, January 13th – January 21st
- Community Relations, with Associate Chancellor Zerai: meet with the African American Community Advisory Group – regularly scheduled every other month

E. Vice Chancellor for Research Peter Schiffer

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Research institutes (IGB, NCSA, Beckman, iSEE, IHSI, IPRH, PRI, ARI), with directors as a group – first 2 months
 - Economic development, with Laura Frerichs, Pradeep Khanna, Nate Hoffman, Andy Singer, and Nancy Sullivan – first nine months
 - Compliance, with Melanie Loots, Jan Novakofski, Lyndon Goodly, Dave Richardson, and Lisa Power) – first nine months
 - Research Park/Corporate Relations, with Laura Frerichs and Pradeep Khanna – first 6 months
- Initial high-level briefing – first month
- Join Vice Chancellor Schiffer on visits/tours of the research institutes – first year (8 visits)
- Visit high profile research/scholarship facilities in academic colleges – first year:
 - Library, with Library Dean John Wilkin
 - Engineering IRU's, with Engineering Dean Andreas Cangelaris
 - Ag Facilities, with ACES Dean Kim Kidwell

F. Vice Chancellor for Student Affairs Renee Romano

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - Auxiliary Services & Illini Union with Lowa Mwilambwe, Associate Vice Chancellor and Director of Auxiliary Services
 - Culture Centers with Gigi Secuban, Associate Vice Chancellor and Director, Office of Inclusion & Intercultural Relations (OIIR), Gioconda Guerra (La Casa Cultural Latina), David Chih (Asian American Cultural Center) and Jamie Singson (Native American House)
 - Office of the Dean of Students with Ken Ballom, Associate Vice Chancellor and Dean of Students, and Justin Brown, Associate Dean and Director of the Office of Student Conflict Resolution
 - University Housing with Alma Sealine, Director

- McKinley Health Center with Robert Palinkas, Director
- Counseling Center with Carla McCowan, Director
- The Career Center with Gail Rooney, Director
- Initial 1:1 briefing – Aug 11
- Lunch or dinner with students – first day
- Student Government
 - Illinois Student Senate President, Ron Lewis – first three months
 - Student Trustee, Collin Schumock – first three months
 - Illinois Student Senate meeting – when invited
- Tour major student affairs facilities – first six months
 - McKinley Health Center/ Pennsylvania Avenue Residence Halls (PAR) or Lincoln Avenue Residence Halls (LAR) with Dawn Aubrey, Associate Director for Dining Services
 - Illinois Street Residence Hall (ISR) with Alma Sealine, Director of University Housing and John Humlicek, Associate Director of Housing Facilities
 - Student Dining & Residential Programs (SDRP)/ Nugent Hall/ Wassaja Hall with individuals representing Beckwith Residential Support Services and hall directors from Nugent and Wassaja Halls.
 - Activities & Recreation Center (ARC)/ Bruce D. Nesbitt African American Cultural Center (BNAACC) with Robyn Deterding, Director of Campus Recreation and Gigi Secuban, Director of the Office of Inclusion and Intercultural Relations
 - Nevada Street Cultural Centers with Gigi Secuban, Director of the Office of Inclusion and Intercultural Relations
- Scheduled Events – various
 - Homecoming – Oct. 23-29 (Sun-Sat)
 - Dad's Weekend – Nov. 4-6 (Fri-Sun)
 - Lunch Bunch – Oct. 7 (or any first Friday of the month)
- Meetings with Students – monthly
 - Underrepresented Students
 - Fraternity & Sorority Students
 - International Students
 - Student Organizations
 - Resident Assistants and Multicultural Advocates
 - Students who work on sexual assault prevention
 - Illini Union Board, McKinley Health Advisory Board and special populations

G. Interim Vice Chancellor for Advancement Ed Ewald

- Will use standing bi-weekly meeting slot to provide broad initial briefings on various aspect of portfolio and to solicit direction on specific actionable issues, including but not limited to:
 - TBD
- Campaign discussion with University of Illinois Foundation President Jim Moore – Aug 11
- 1:1 with Foundation president – first week
- Donor meetings and events – first three months (and beyond)
 - *NOTE: This will require a substantial amount of travel, especially in the first three to six months.*
- Foundation Board meeting – Oct. 6-8 (Thurs-Sat)

H. Associate Chancellor for Public Affairs Robin Kaler

- Initial 1:1 briefing – Aug 12
- Media
 - News Gazette editorial board – first three months (and then quarterly)
 - Chicago Tribune editorial board – first three months (and then biannually)
 - Daily Illini editorial board – first three months (and then biannually)
 - Chicago Sun-Times editorial board – first three months (and then annually)
 - WILL radio (one-on-one) – first six months (and then biannually)
 - WDWS Penny for Your Thoughts – first six months (and then biannually)
 - WCIA Channel 3 (one-on-one) – first six months (and then biannually)
 - WTTW, Chicago Tonight – first six months (and then annually)
- Citizens of Illinois
 - Sesquicentennial celebratory activities – Feb. 2017 – May 2018
 - *Note: This event may be leveraged as an opportunity to connect with residents of the state*

I. Academic Senate Executive Committee Chair Gay Miller

- 1:1 with SEC Chair Gay Miller and Vice Chair Kim Graber for general orientation to Faculty Senate – first 3 months
- Jointly meet with SEC leadership, Interim Provost Feser and Associate Chancellor Galvin to prep for Senate meetings – monthly
- Attend SEC meeting – first month (Oct. 3, and monthly thereafter)
- Preside, Academic Senate Meeting – (Oct. 10, and monthly thereafter)

J. Other Core Constituencies

- Higher Education

- President of Parkland College – first six months
- National
 - AAU meetings in Washington D.C. – Oct. 23-25 and Apr. 23-25
 - APLU Annual meeting in Austin, TX – Nov. 13-15
 - Big Ten Council of Presidents/Chancellors – December and June
- Staff
 - Attend Council of Administrative Professionals (CAP) group – when invited
 - Attend Staff Advisory Council (Civil Service) – when invited

III. OTHER INFORMATION

A. Major Initiatives, with Lead Office

- Fundraising Campaign – VCIA
- Carle Illinois College of Medicine – Provost
- Center for Design and Design Initiative – Provost
- Strategic Leadership for Diversity and Inclusion – Chancellor
- Campus Branding – Chancellor
- Grand Challenge Learning – Provost
- Cultural Studies General Education Requirement – Provost
- Budgeting Reform – Provost
- Sesquicentennial – Chancellor
- Campus Master Plan – Provost

A. Standing Meetings, with Frequency

- Chancellor’s Staff Meeting (associate chancellors, vice chancellors) – weekly
- Chancellor’s Cabinet – quarterly (associate chancellors, vice chancellors, directors of Athletics, Business and Financial Services, Facilities and Services, Legal Counsel and Public Safety)
- Ed Ewald (interim VCIA) - biweekly
- Ed Feser (interim VCAA/Provost) – weekly
- Renee Romano (VCSA) - monthly
- Peter Schiffer (VCR) – biweekly
- Mike DeLorenzo (AC) – biweekly
- Katherine Galvin (AC) – biweekly
- Robin Kaler (AC for Public Affairs) – biweekly
- Assata Zerai (AC for Diversity) – biweekly
- Scott Rice (Legal Counsel) – monthly
- Josh Whitman/Mike DeLorenzo (Athletics) – monthly

- Tim Killeen (president) – monthly
- 3+1 (president and chancellors) – bimonthly
- Quarterly Principal Gifts Meeting w/ President (also Foundation and VCIA leaders) – quarterly
- Principal Gifts Briefing Meeting (Ed Feser, Ed Ewald) – Quarterly, prior to meeting w/ President
- Senate – Varies, according to Senate schedule
- Senate Prep Meeting (Feser, G. Friedman, Galvin, K. Graber, G. Miller) – Prior to Senate meetings
- Senate Executive Committee (SEC) – Varies, according to SEC schedule
- SEC Prep Meeting (Feser, Galvin, Graber, Miller) – Prior to SEC meetings
- Board of Trustees Meeting – Bimonthly
- Board of Trustees Committees (4) – Bimonthly, prior to Board meeting
- Board of Trustees Prep Meeting (Galvin, Rice) – Bimonthly, prior to Board meeting
- President’s Policy Council (System officers and leaders, UIC, UIS and Urbana chancellors) – pre- and post- Board meetings
- African American Community Advisory Group (Assata Zerai, Nathaniel Banks, Sam Banks, Gary Hinton, Reggie Jones, Will Kyles, Minnie Pearson, Joe Stovall) – bimonthly
- Formal Council of Deans Meeting (*Chancellor has standing invitation*) – Biweekly/Monthly
- Chancellor’s Senior Leadership Council (Chancellor’s Cabinet + Council of Deans + major institute directors) – once per semester