



Facilities & Services

Facilities & Services  
*Strategic Plan*

— *A Strategy for Service & Stewardship* —



## Introduction

The Facilities & Services (F&S) Strategic Plan provides a comprehensive roadmap to strengthen our workforce, enhance customer and stakeholder engagement, advance access and belonging, improve resource stewardship, and foster innovative collaboration. Through these initiatives, we are committed to operational excellence and ensuring that our efforts directly support the mission of the University of Illinois Urbana-Champaign.

At F&S, we are dedicated to maintaining and enhancing an environment that fosters learning, discovery, engagement, and economic development. These core principles align with the university's mission to enrich lives across Illinois, the nation, and the world. By focusing on the physical spaces and services that underpin academic and research activities, we create a foundation that enables the success of our students, faculty, and staff.

This plan is also intentionally aligned with **Boldly Illinois 2030**, the university-wide strategic initiative focused on Collaboration, Inclusion, and Empowerment. By connecting our actions to the broader objectives of the university, F&S ensures that our operations, professional development, and service delivery contribute to achieving campus-wide goals. This alignment reinforces our commitment to advancing the university's mission while positioning F&S as a catalyst for innovation and growth.

As we move forward with implementing this plan, it is important to highlight the specific areas where F&S's strategic priorities intersect with the broader vision of the university. These alignments ensure that our work not only supports day-to-day operations but also actively contributes to the university's long-term objectives. The following section outlines the key alignment highlights that demonstrate how F&S's strategies and initiatives help drive the university's overarching goals.

Key alignment highlights include:

- **Team Members & Professional Growth:** Initiatives such as comprehensive onboarding, the G.R.O.W program, and professional development pathways empower staff, foster inclusion, and ensure equitable career advancement opportunities, directly supporting University of Illinois' strategic framework, Boldly Illinois 2030 emphasis on empowerment and inclusion.
- **Stakeholder & Customer Engagement:** Regular stakeholder meetings, data-driven service improvements, and enhanced communication reflect University of Illinois' strategic framework, Boldly Illinois 2030 focus on collaboration, transparency, and evidence-based decision-making.
- **Access & Belonging:** Policies, recruitment practices, and community outreach initiatives are designed to ensure equity and accessibility, advancing University of Illinois' strategic framework, Boldly Illinois 2030 goals for a diverse, inclusive, and welcoming campus environment.
- **Stewardship & Sustainability:** Operational audits, sustainability initiatives, and resource optimization demonstrate alignment with University of Illinois' strategic framework, Boldly Illinois 2030 commitment to responsible resource management and long-term institutional impact.
- **Innovative Collaboration:** Cross-unit partnerships, safety process improvements, and advocacy for modernized guidelines reflect University of Illinois' strategic framework, Boldly Illinois 2030 values of collaboration and innovation, promoting efficient and forward-looking operations.

Through this strategic alignment, F&S strengthens its internal capabilities while enhancing its contribution to Boldly Illinois 2030, ensuring that our workforce, services, and partnerships are inclusive, empowered, and positioned for sustained excellence.

| <b>F&amp;S Theme</b>                         | <b>Primary Objective</b>                                                              | <b>Boldly Illinois Core Value</b> | <b>Boldly Illinois Strategic Goals / Notes</b>                                                                                                                                                                |
|----------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Team Members</b>                          | Strengthen onboarding by developing a comprehensive division-wide onboarding program. | Empowerment                       | Builds staff capability and confidence, supporting University of Illinois' strategic framework, Boldly Illinois 2030 focus on enabling individuals to succeed and thrive.                                     |
| <b>Stakeholder &amp; Customer Engagement</b> | Engage key customers and stakeholders through annual meetings and regular check-ins.  | Collaboration                     | Supports cross-unit collaboration and open dialogue, reflecting University of Illinois' strategic framework, Boldly Illinois 2030 goal of fostering understanding and problem-solving across the university.  |
| <b>Access &amp; Belonging</b>                | Review recruitment programs for equity, accessibility, and inclusion.                 | Inclusion                         | Promotes authentic inclusion and broad participation, aligning with University of Illinois' strategic framework, Boldly Illinois 2030 mission to create a diverse, welcoming, and equitable campus community. |
| <b>Stewardship &amp; Sustainable</b>         | Audit business processes to improve                                                   | Stewardship / Innovation          | Aligns with University of Illinois' strategic framework, Boldly Illinois 2030 emphasis on responsible                                                                                                         |

**Resource  
Management**

efficiency and  
resource alignment.

use of resources and  
operational excellence to  
support institutional goals.

**Innovative  
Collaboration**

Collaborate with  
university and  
community experts  
to optimize space  
management, capital  
project delivery, and  
resource allocation.

Collaboration /  
Innovation

Advances campus-wide  
efficiency and innovation,  
directly supporting  
University of Illinois'  
strategic framework, Boldly  
Illinois 2030 goals of  
enabling impactful,  
evidence-based operations.

## **Facilities & Services Strategic Plan**

### **Themes, Goals & Actions**

#### **TEAM MEMBERS**

The excellence of Facilities & Services is forged by its outstanding team members. We foster a culture of continuous learning and professional growth through recruitment, retention, and the enhancement of professional skill and competencies through training and career advancement opportunities to drive innovation in pursuit of sustained success.

#### **Goal #1: Strengthen the onboarding experience**

1. Develop a comprehensive division-wide onboarding program that introduces new team members to leadership, structure, workplace expectations, and university priorities, ensuring a smooth transition into the organization.
2. Cultivate a welcoming environment through consistent communication, structured introductions, and intentional engagement that supports early confidence, belonging, and role clarity.
3. Create and maintain Standard Operating Procedures (SOPs) for announcing new hires through internal communication channels, ensuring visibility, timely recognition, and consistent acknowledgment of new team members.

#### **Goal #2: Expand professional development pathways**

1. Establish a professional development budget for each division with transparent allocation and reporting practices to ensure equitable access to skill growth opportunities.
2. Define clear guidelines for position-related certifications and skill enhancement opportunities to support career progression and strengthen team expertise.
3. Strengthen collaboration with local unions and higher education partners to enhance training and growth opportunities for the skilled trades, increasing professional capacity and knowledge sharing.

#### **Goal #3: Improve career advancement opportunities**

1. Leverage the GROW (Great Resource Opportunity Within) program to advance internal mobility into F&S crafts and trades by supporting skill development, providing preparation resources, and strengthening pathways toward advancement.

2. Create promotional lines for classifications that currently lack established advancement opportunities to ensure equitable access to career growth and long-term professional development potential.

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## **STAKEHOLDER AND CUSTOMER ENGAGEMENT**

F&S is committed to delivering high-quality services that support the operational needs of the University of Illinois Urbana-Champaign. We prioritize meaningful engagement, proactive communication, and data-driven responsiveness to build trust and strengthen relationships across campus.

### **Goal #1: Consistently engage with customers and stakeholders**

1. Identify and engage with key customers and stakeholders, both new and existing, on an annual basis to orient them to F&S operations while fostering open dialogue about evolving needs and expectations.
2. Host regular, recurring meetings for deans, directors, and department heads to establish shared expectations and available resources while discussing operational goals and educating stakeholders.

### **Goal #2: Use data-driven decision-making**

1. Enhance and standardize customer satisfaction surveys to improve survey design and distribution methods, ensuring consistent data collection across all service areas and capturing feedback on key touchpoints, service quality, and areas for improvement.
2. Analyze survey data to identify trends and prioritize service improvements by reviewing recurring themes and dissatisfaction areas, categorizing improvement opportunities based on frequency, impact, and alignment with university operational goals, and developing actionable plans for resource allocation and implementation.

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## **ACCESS & BELONGING**

Guided by the values of our land-grant mission—accessibility, applied education, public service, economic development, and community impact—we are committed to fostering an environment where all individuals feel respected, accepted, and valued. By promoting

equity, cultural competency, and inclusive representation, we eliminate barriers to participation and strengthen connections to the diverse communities we serve.

**Goal #1: Ensure equitable policies and programs**

1. Review F&S policies and programs to ensure alignment with university values, promotion of equity, and removal of participation barriers, updating policies to reflect best practices in accessibility and inclusivity.
2. Review recruitment programs to ensure accessibility, fairness, and alignment with F&S's commitment to diversity and inclusion.
3. Enhance community outreach to increase awareness of career opportunities at F&S, focusing on broadening access to underrepresented groups and engaging a diverse pool of candidates.

**Goal #2: Streamline the hiring process**

1. Improve the form management system to support flexible submission options, streamline data collection, and enhance overall user experience.
2. Develop clear communication procedures for search timelines and provide regular updates to both hiring managers and candidates to maintain transparency and engagement.
3. Create a feedback process for new hires and hiring managers to evaluate experience and identify areas for improvement.
4. Standardize job advertising language to attract a diverse range of candidates while ensuring accessibility and inclusivity in recruitment materials.

**Goal #3: Enhance team engagement in inclusive practices**

1. Implement quarterly workshops focused on equitable practices, cultural awareness, and inclusive service delivery to ensure all team members are equipped to engage with diverse campus and community members.
2. Embed access and belonging principles in onboarding and daily operations to foster a culture of respect, inclusion, and empowerment for all team members.
3. Strengthen the Access and Belonging Committee to lead initiatives promoting an inclusive workplace culture and amplify the voices of underrepresented groups across all F&S units.

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## **STEWARDSHIP & SUSTAINABLE RESOURCE MANAGEMENT**

We manage and utilize our resources responsibly through sustainable practices, innovative technologies, and efficient operations. Maintaining high standards of service delivery supports the long-term fiscal and environmental goals of the university.

### **Goal #1: Reach and maintain environmental sustainability**

1. Produce a business case to reach and maintain environmental sustainability goals in alignment with the Illinois Climate Action Plan (iCAP) to demonstrate fiscal and environmental responsibility.
2. Continue to support iCAP development and implementation in coordination with campus partners to ensure measurable progress toward sustainability goals.

### **Goal #2: Align service delivery standards with campus expectations**

1. Increase in-house performance capabilities to reduce reliance on external consultants, enhancing operational efficiency and responsiveness.
2. Establish communication protocols with customers for team members working in buildings to ensure consistent service delivery and accountability.

### **Goal #3: Audit business processes to improve efficiency**

1. Improve accountability for financial resources and their allocation to strengthen operational transparency and effectiveness.
2. Review service level agreements and appropriately right-size the F&S workforce and internal budget allocations to optimize efficiency.
3. Measure and balance resources in alignment with the university strategic plan to ensure sustainable and effective service delivery.

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## **INNOVATIVE COLLABORATION**

We foster a culture of innovative collaboration by forging strategic partnerships, leveraging diverse expertise, and integrating cutting-edge technologies. This enhances operational efficiency, service quality, and sustainability.

### **Goal #1: Streamline and enhance internal safety processes**

1. Identify safety hazards on work orders in spaces where potential hazards exist to proactively mitigate risks and ensure team safety.
2. Collaborate with Information Technology Services (ITS) to develop solutions for documenting Lockout/Tagout (LOTO) procedures, Job Hazard Assessments, and safety inspections to ensure compliance and standardization.

**Goal #2: Advocate for policy changes supporting F&S operations**

1. Advocate for changes in the procurement code to streamline processes, reduce inefficiencies, and improve project timelines and labor utilization.
2. Continue advocating for modernized guidelines for project delivery at both the state and System levels to align with current best practices and operational needs.

**Goal #3: Collaborate with university and community experts**

1. Achieve operational excellence by collaborating with university departments and community stakeholders to optimize space management, streamline capital project delivery, and ensure efficient resource allocation.
2. Support teaching and research collaborations by working closely with academic and community partners to align facilities, resources, and expertise with research and academic program needs.
3. Contribute to the Environmental Health and Safety (EHS) community by partnering with subject matter experts in EHS and the Division of Research Safety (DRS) to promote safety standards, accessibility, and inclusive practices across campus operations.