

December 16, 2025

### **Strategic Planning Steering Committee**

John Coleman, *Co-Chair*  
Eva Pomerantz, *Co-Chair*  
Laura Appenzeller  
Matthew Berry  
Dan Bodony  
Germán Bollero  
Betsy Brandt  
Nerissa Brown

H Chad Lane  
Angie Lyons  
Carly McCrory-McKay  
Ariana Mizan  
Venetria Patton  
Gene Robinson  
Jim Schlueter  
Cassidy Short

Dear colleagues,

As the landscape surrounding higher education continues to shift at an extraordinary pace, the University of Illinois Urbana-Champaign must reaffirm our 21st century public land-grant mission by listening, leading differently, and demonstrating that higher education is a shared investment in the future. Our leadership role obligates us to respond to evolving needs within our society and to deliver meaningful outcomes for students and all the other stakeholders who rely on the work we do.

To ensure Illinois continues to lead in this moment we find ourselves in, we must clarify our priorities, sharpen our focus, and articulate a strategic direction that allows us to excel. With that in mind, I am charging you to serve as the steering committee for the development of our next strategic plan. Building on the foundation of Boldly Illinois, this group will be forward-looking and action-oriented, bringing a strong institutional knowledge, a deep understanding of our diverse constituents, and the capacity to think broadly about Illinois' leading role in an ever-evolving higher education landscape.

Over the next semester, I ask you to:

- Assess opportunities and challenges that define our current moment in higher education.
- Identify the priorities that will shape Illinois' future of impact and innovation.
- Incorporate input that will be gathered from faculty, staff, students, and other stakeholders during the planning process.
- Develop a set of clear, ambitious, and measurable recommendations that will guide campus units in their planning and goal setting.

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- Ensure our university's strategic direction reflects our land-grant mission; strengthens public trust; accelerates discovery and learning; and positions Illinois to lead nationally and globally, including being recognized as a leader.

I look forward to reviewing your insights and recommendations at the end of the Spring 2026 semester.

Thank you for lending your expertise and vision to this effort. I am grateful for your partnership as we chart the course for the future of our great university.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles L. Isbell, Jr.", with a long horizontal flourish extending to the right.

Charles L. Isbell, Jr.  
Chancellor

