



Educating Illinois to Educate • Connect • Elevate: Illinois State Crosswalk

I. Enhance Strength and Stability

A) Ensure strong enrollment and student success

1. Maintain high-quality academic student profile and increase enrollment of transfer, graduate, international, underrepresented, and non-traditional students
 - 1.1. B Implement creative recruitment and enrollment initiatives
 - 1.1.C Increase the diversity of the student population
 - 1.1.D Strengthen partnerships with community colleges to provide a seamless transition to Illinois State
2. Ensure attendance at Illinois State University is affordable and accessible for more students and their families through increasing financial support for student scholarships
 - 1.1.A Increase need-based and merit-based institutional financial aid for students to promote access and affordability
3. Increase retention and graduation rates
 - 1.2.C Increase content tutoring and other academic support services that facilitate student progress toward achievement of learning outcomes
 - 1.4.A Discuss and implement curricular recommendations of the General Education Task Force regarding program structure through the shared governance process
 - 1.4.B Increase offerings of online and hybrid/blended courses
 - 1.4.C Use curricular review processes to investigate changes that facilitate students' efficient progress toward degree completion
 - 1.4.D Increase course scheduling options
 - 1.4.E Increase program enrollment capacity through curricular changes and remodeling of facilities
 - 1.5.A Promote safe and healthy behaviors and lifestyle choices
 - 1.5.B Create and support additional themed, living-learning environments, including the development of a model that enhances the environment for students living in apartments such as Cardinal Court.
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 - 1.5.D Increase student leadership development opportunities
4. Support quality and the accessibility of graduate programs by increasing the number and value of graduate stipends/assistantships, among other strategies
 - 1.1.E Increase the competitiveness of support packages for graduate assistants



B) Attract and retain exceptional faculty and staff

General

- 2.3.A Recognize, reward, and promote the balanced teacher-scholar model for faculty
- 2.3.B Increase intentional faculty recruitment practices that emphasize candidate fit to the University's balanced teacher-scholar model
 - 1. Increase the competitiveness of faculty and staff salaries
 - 2.3.F Increase competitiveness of salaries
 - 2. Maximize employee growth through learning and professional development opportunities
 - 1.3.A Increase professional development offerings designed to help faculty deliver high-quality educational experiences, especially in one-on-one or small group settings
 - 2.2.F Enhance the University's commitment to the scholarship of teaching and learning
 - 2.3.D Enhance leadership and professional development opportunities for faculty and staff
 - 3. Foster a workplace culture that supports personal and community well-being
 - 2.3.H Enhance initiatives that promote health and wellness of faculty and staff

C) Strengthen financial position

- 1. Diversify and augment revenue
- 2. Explore alternative business models and support structures
- 3. Enrich the culture of philanthropy
 - 4.3.A Increase participation of faculty, staff, alumni, and retirees in philanthropic activity
 - 4.3.B Educate current students about philanthropy and the importance of alumni participation
 - 4.3.C Demonstrate the impact of philanthropy through university events, publications, and online media

D) Use best practices to continuously improve sustainability and institutional effectiveness

General

- 3.4.A Develop and refine the University through marketing research, integrated communication planning, and the creation of brand resources for faculty and staff
- 4.5.B Incorporate sustainability principles throughout University processes and practices
 - 1. Review, update, and align university plans with *Educate • Connect • Elevate: Illinois State*
 - 4.4.A Prioritize and implement facilities improvements identified in the Master Plan 2010-2030 that meet the needs of the University Community
 - 4.4.C Review the academic plan process to ensure integration with Educating Illinois



2. Increase collaboration across departments and divisions
 - 2.2.D Increase collaborative inter-disciplinary teams on campus
 - 3.1 A Identify cultural and structural barriers to collaboration, and develop strategies to overcome them
 - 3.1 B Develop mechanisms for designing and delivering interdisciplinary, team-taught, and cross-listed courses
 - 3.1 C Encourage and reward interdisciplinary collaboration
3. Leverage data analytics to inform decision-making
 - 4.2.B Create a modern business intelligence environment by providing ready access to data in a user-friendly format to inform decisions
4. Optimize space utilization and development to advance the University's mission
 - 4.1.A Incorporate space allocation and utilization standards in planning and review processes
5. Ensure a safe and secure physical and virtual environment
 - 4.4.D Develop continuity of operations plans to ensure that the University is prepared to handle any disruption in service
 - 4.5.C Promote initiatives and procedures designed to enhance safety and security



II. Foster Innovation

A) Support academic program offerings to meet enrollment demand in current and emerging fields of study

1. Develop and support online and distance education programs where pedagogically appropriate and feasible
 - 1.4.B Increase offerings of online and hybrid/blended courses
2. Facilitate the development and growth of interdisciplinary programs
 - 3.1.B Develop mechanisms for designing and delivering interdisciplinary, team-taught, and cross-listed courses
 - 3.1 C Encourage and reward interdisciplinary collaboration
3. Refine processes for the development of new academic programs
 - 2.1.B Evaluate potential program growth in areas where there is expertise and excellence, workforce needs, and societal demands with appropriate funding levels available

B) Support advancement of research, creative works, and knowledge generation

1. Increase grant-writing activities and administrative support for scholarship
 - 2.2.A Centralize support services for research that improve the efficiency and coordination of activities
 - 2.2.B Increase the number of faculty and staff applying for external grants
 - 2.2.D Increase collaborative inter-disciplinary teams on campus
 - 2.2 E Increase collaborative partnerships with other educational institutions, civic organizations, and private entities locally, regionally, nationally, and internationally
2. Enhance cross-disciplinary research and creative activities
 - 2.2.D Increase collaborative inter-disciplinary teams on campus
 - 2.2.F Enhance the University's commitment to the scholarship of teaching and learning
 - 3.1.C Encourage and reward interdisciplinary collaboration
3. Accelerate development and marketing of mission-consistent intellectual property where promising
 - 2.2.A Centralize support services for research that improve the efficiency and coordination of activities

C) Enhance organizational infrastructure to support innovation and collaboration

1. Create more spaces that encourage collaborative research, teaching, and other learning activities
 - 1.5.B Create and support additional themed, living-learning environments, including the development of a model that enhances the environment for students living in apartments such as Cardinal Court.



- 3.1.B Develop mechanisms for designing and delivering interdisciplinary, team-taught, and cross-listed courses
- 2. Further integrate curricular and co-curricular programs that prepare students for success
 - 1.2.D Develop and assess student learning outcomes facilitated by out-of-class and cocurricular learning experiences
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 - 1.5 D Increase student leadership development opportunities
 - 3.3.B Increase the number of opportunities for students to work in the field, including internships, professional development, on-the-job training, and student projects that meet community needs
- 3. Utilize technological solutions that enhance productivity and creativity
 - 2.1.A Increase the availability of state-of-the-art technology-enhanced courses and programs
 - 4.2.A Implement new information systems that meet the changing needs of the University, including student and financial information systems
 - 4.2.B Create a modern business intelligence environment by providing ready access to data in a user-friendly format to inform decisions
 - 4.2.C Enhance technology infrastructure for classroom and research activities



III. Nurture Diversity and Inclusion

A) Enhance diversity of faculty, staff, and student populations across the inclusion spectrum

1. Provide access to, and increase awareness of, resources for the recruitment of diverse faculty, staff, and students
 - 2.3.E Increase diversity of faculty and staff
 - 1.1.C Increase the diversity of the student population
2. Increase and promote practices that aid in the retention of diverse faculty, staff, and students that include individuals from all backgrounds
 - 1.1.A Increase need-based and merit-based institutional financial aid for students to promote access and affordability
 - 1.1 B Implement creative recruitment and enrollment initiatives
 - 1.1 C Increase the diversity of the student population
 - 1.2.C Increase content tutoring and other academic support services that facilitate student progress toward achievement of learning outcomes
 - 1.4 A Discuss and implement curricular recommendations of the General Education Task Force regarding program structure through the shared governance process
 - 1.4 B Increase offerings of online and hybrid/blended courses
 - 1.4 C Use curricular review processes to investigate changes that facilitate students' efficient progress toward degree completion
 - 1.4 D Increase course scheduling options
 - 1.4 E Increase program enrollment capacity through curricular changes and remodeling of facilities
 - 1.4 F Increase innovative academic experience offerings during summer sessions and semester breaks
 - 1.5A Promote safe and healthy behaviors and lifestyle choices
 - 1.5 B Create and support additional themed, living-learning environments, including the development of a model that enhances the environment for students living in apartments such as Cardinal Court.
 - 1.5 C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 - 1.5 D Increase student leadership development opportunities
 - 2.3.C Increase orientation and mentorship opportunities for new faculty and staff
 - 2.3.D Enhance leadership and professional development opportunities for faculty and staff
 - 2.3 E Increase diversity of faculty and staff
 - 2.3 F Increase competitiveness of salaries



-
- 2.3 G Enhance the competitiveness of resources available to assist new faculty as they initiate their scholarly and creative agendas
 - 3. Optimize support services for onboarding diverse faculty, staff, and students that include individuals from all backgrounds
 - 2.3.C Increase orientation and mentorship opportunities for new faculty and staff
 - B) Invigorate the campus community by providing a welcoming and inclusive environment
 - 1. Provide additional professional development toward cultural competency and inclusion
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 - 2.3.D Enhance leadership and professional development opportunities for faculty and staff
 - 2. Create and invest in spaces that value and capitalize on diversity
 - 3. Increase campus and community awareness of achievements and initiatives that promote diversity and inclusion
 - 3.4.B Promote faculty, staff, student, and alumni achievements
 - 3.4.C Enhance the University's role as a cultural resource for the campus and surrounding community
 - C) Advance learning experiences that help faculty, staff, and students succeed in a global society
 - 1. Increase the number of, variety of, and accessibility for students to participate in study abroad and international experiences
 - 2.5.A Increase the number and variety of opportunities for students to study abroad
 - 2.5.B Increase the number of international students and visiting scholars on campus
 - 2. Increase the number of faculty in international collaboration and exchanges
 - 2.5.B Increase the number of international students and visiting scholars on campus
 - 2.5.C Increase the number of research, teaching, and service partnerships with institutions in other countries
 - 2.5.D Enhance administrative support, recognition, and professional development opportunities for faculty and staff involved in international programs and partnerships
 - 3. Infuse diverse perspectives into the curriculum, co-curriculum, and other programs and initiatives
 - 4. Increase the number of, and participation in, interdisciplinary studies and programs that explore diversity and global perspectives
 - 2.5.A Increase the number and variety of opportunities for students to study abroad



2.5.C Increase the number of research, teaching, and service partnerships with institutions in other countries



IV. Enrich Engagement

A) Foster partnerships offering collaborative and mutually beneficial opportunities

1. Increase opportunities for alumni, community members, and other partners to create enduring connections that promote knowledge and resource sharing
 - 3.2.C Provide opportunities for students, alumni, and their families to create enduring connections to Illinois State University
2. Facilitate new partnerships with individuals, businesses, governmental entities, and organizations
 - 2.2.E Increase collaborative partnerships with other educational institutions, civic organizations, and private entities locally, regionally, nationally, and internationally
 - 3.3.A Increase opportunities to pursue collaborative applied research that benefits community partners
3. Sustain and grow existing relationships with external stakeholders
 - 3.2.B Deliver coordinated and consistent communication and relationship-building opportunities to university constituents
 - 3.2.D Provide opportunities for all University stakeholders to engage in the campus community
 - 3.3.C Investigate programs that build faculty-community teams that collaborate on applied research projects
 - 3.2.A Enhance visibility and support of Illinois State educational, cultural, intercollegiate athletic, and recreational opportunities
 - 3.2.C Provide opportunities for students, alumni, and their families to create enduring connections to Illinois State University

B) Involve more faculty, staff, and students in outreach, engagement, and research opportunities locally, regionally, and globally

1. Create awareness of opportunities for students to engage in research
 - 1.3.C Increase student participation in research at and across undergraduate and graduate levels
 - 2.2.C Increase the number and percentage of faculty mentoring students conducting research at the undergraduate and graduate levels
 - 3.3.B Increase the number of opportunities for students to work in the field, including internships, professional development, on-the-job training, and student projects that meet community needs
2. Increase the number and quality of opportunities that engage students in research with faculty
 - 1.3.C Increase student participation in research at and across undergraduate and graduate levels
 - 2.2.C Increase the number and percentage of faculty mentoring students conducting research at the undergraduate and graduate levels



-
- 3.3.C Investigate programs that build faculty-community teams that collaborate on applied research projects
 - 3. Recognize, promote, and encourage civic engagement and service learning
 - 1.3.B Increase partnerships across campus and with other educational, civic, and corporate entities that support student learning and development
 - 2.4.A Increase curricular and cocurricular initiatives and activities that include civic engagement themes for faculty, staff, and students
 - 2.4.B Support programming and ensure long-term viability of community engagement activities
 - 2.4.C Increase the number and variety of service learning opportunities
 - 3.2.D Provide opportunities for all University stakeholders to engage in the campus community
 - 3.3.A Increase opportunities to pursue collaborative applied research that benefits community partners
 - 3.3.B Increase the number of opportunities for students to work in the field, including internships, professional development, on-the-job training, and student projects that meet community needs
 - 3.3.C Investigate programs that build faculty-community teams that collaborate on applied research projects
 - 4. Enhance the ability of members of the University community to engage with each other, internal and external resources, and university partners
 - 1.3.B Increase partnerships across campus and with other educational, civic, and corporate entities that support student learning and development
 - 2.2.E Increase collaborative partnerships with other educational institutions, civic organizations, and private entities locally, regionally, nationally, and internationally
 - 2.4.A Increase curricular and cocurricular initiatives and activities that include civic engagement themes for faculty, staff, and students
 - 3.1.C Encourage and reward interdisciplinary collaboration
 - 3.2.C Provide opportunities for students, alumni, and their families to create enduring connections to Illinois State University
 - 3.2 D Provide opportunities for all University stakeholders to engage in the campus community
 - 3.3.A Increase opportunities to pursue collaborative applied research that benefits community partners
 - 3.3.C Investigate programs that build faculty-community teams that collaborate on applied research projects
- C) Deepen student engagement in activities that prepare them for lifelong learning and success



-
1. Support efforts to assess student career outcomes and placement in graduate and professional school
 - 1.2.B Provide professional development opportunities and create administrative support structures to ensure that assessment of student learning outcomes is central to program improvement
 - 1.2.D Develop and assess student learning outcomes facilitated by out-of-class and cocurricular learning experiences
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 2. Integrate career development and readiness opportunities throughout the collegiate career
 - 1.3.B Increase partnerships across campus and with other educational, civic, and corporate entities that support student learning and development
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 3. Expand and promote opportunities for engagement in professional development
 - 1.3.B Increase partnerships across campus and with other educational, civic, and corporate entities that support student learning and development
 - 1.3.C Increase student participation in research at and across undergraduate and graduate levels
 - 1.5.C Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
 - 1.5.D Increase student leadership development opportunities
 4. Infuse campus culture with opportunities that cultivate students' understanding of, appreciation for, and commitment to, personal and community well-being
 - 1.5A Promote safe and healthy behaviors and lifestyle choices
 - 1.5.D Increase student leadership development opportunities
 5. Enhance student connections with alumni and employer networks
 - 3.2.B Deliver coordinated and consistent communication and relationship-building opportunities to university constituents
 - 3.2.C Provide opportunities for students, alumni, and their families to create enduring connections to Illinois State University
 - 3.3.B Increase the number of opportunities for students to work in the field, including internships, professional development, on-the-job training, and student projects that meet community needs