



Educating Illinois

2013–2018

Individualized Attention, Shared Aspirations



ILLINOIS STATE
UNIVERSITY
Illinois' first public university

Dear colleagues

I am pleased to present Illinois State University's strategic plan, *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations*. The plan provides campus divisions, departments, units, and offices a guide for navigating through planning and resource allocation decisions.

Educating Illinois 2013–2018 was developed through extensive campus collaboration from across the Illinois State University community—faculty, staff, students, alumni, annuitants, and friends of the institution.

Four goals promote achievements centered on the student educational experience; rigorous, innovative, and high-impact undergraduate and graduate programs; internal and external engagement; and institutional effectiveness. Each of the goals supports the University's vision, mission, and five core values: pursuit of learning and scholarship, individualized attention, diversity, integrity, and civic engagement.

Educating Illinois 2013–2018 positions Illinois State University to build on its strong foundation and to further its success as an institution of choice for high-achieving, motivated students seeking an individualized and transformative experience.

Sincerely,

Timothy J. Flanagan

President, *Illinois State University*

individualized

attention



shared
aspirations

Educating Illinois 2013–2018

Illinois State University–Illinois’ first public university—is poised to build on its heritage and accomplishments to achieve even greater levels of prominence in the years ahead. Nationally ranked, high-quality programs and services form the foundation of excellence at the University: Our commitment to providing individualized educational experiences sets Illinois State apart from other universities. An intentional focus on helping all members of the University community achieve their goals permeates who we are, what we do, and how we do it. This plan builds on the hallmark of individualized attention to set forth a vision, create goals and strategies, and articulate our shared aspirations for Illinois State University.

Since the beginning of this millennium, *Educating Illinois* has charted the course for the University, and the result has been unprecedented success. Student retention and graduation rates are at historic highs, and the academic profile of our student body remains very strong. The University has increased the number of tenure-track faculty to an all-time high and improved its technology and physical infrastructures. These achievements occurred despite difficult economic times and were made possible by the University’s responsible stewardship and intentional focus on priorities identified in *Educating Illinois*.

As the University looks to the future, the current economic environment suggests that levels of state support will remain flat, at best, and that the University will be expected to pay for programs such as employee retirement benefits heretofore paid for by the state of Illinois. Public concerns about the affordability of a four-year degree are likely to intensify. Collectively these factors will require us to re-examine the way we currently operate. To achieve greater levels of prominence, the University must implement thoughtful innovations and spend resources judiciously on well-defined strategic priorities.

Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations articulates the vision, goals, and strategies for Illinois State University. This fourth iteration of the University’s strategic plan builds upon the accomplishments of previous plans to position the University to successfully navigate contemporary challenges and to capitalize on emerging opportunities. As in the past, the plan evolved through extensive consultation with the Illinois State community. Implementing *Educating Illinois* will require the concerted effort of all members of the University community. Each division, unit, and office is charged with advancing the goals and strategies of *Educating Illinois* through its planning, day-to-day activities, resource allocation, and data-informed evaluations to realize our shared aspirations.



Illinois State University, a first-choice public university, will be increasingly recognized as a national leader for educating high-achieving, motivated students who seek an individualized and transformative experience at an institution that:

Offers premier undergraduate and graduate programs that integrate traditional knowledge and methods with emerging ideas and innovations

Generates knowledge through high-quality research, scholarship, and creative activities

Supports student learning and development inside and outside of the classroom

Serves the region, state, nation, and world through its commitments to responsible stewardship, meaningful civic engagement, cultural enrichment, and the development of global citizens



We at Illinois State University work as a diverse community of scholars with a commitment to fostering a small-college atmosphere with large-university opportunities. We promote the highest academic standards in our teaching, scholarship, public service, and the connections we build among them. We devote all of our resources and energies to creating the most supportive and productive community possible to serve the citizens of Illinois and beyond.

The following values are core to the culture of Illinois State University and guide how we do our work and fulfill our mission.

Pursuit of learning and scholarship

Illinois State University works with students as partners in their educational development inside and outside of the classroom so that students come to appreciate learning as an active and lifelong process. The University contributes new knowledge through research, scholarship, and creative activities in which all students, faculty, and staff are encouraged to participate. Faculty members embrace a balanced teacher–scholar model that values their contributions as teachers (facilitators of learning) and scholars (creators and discoverers of knowledge and information).

Individualized attention

Illinois State University provides a supportive environment that places all learners at the center of teaching and scholarship. Innovative curricular and cocurricular programs, strong student-faculty-staff connections, and superior student services focus on each student as an individual. The University fosters academic and personal growth, recognizes unique educational aspirations, and acknowledges that each faculty and staff member is integral to student success.

Diversity

Illinois State University affirms and encourages community and a respect for differences by fostering an inclusive environment characterized by cultural understanding, ethical behavior, and social justice. The University supports a diverse faculty and staff who mentor a diverse student population. The University endeavors to provide opportunities for all students, staff, and faculty to participate in a global society.

Integrity

Illinois State University promotes an environment defined by the highest ethical standards. Leadership of the University is characterized by stability, adherence to shared values, collaborative decision making, and accountable stewardship of all university resources. Members of the University community work collaboratively through shared governance to ensure the success of the University and are dedicated to making ongoing improvements, always enhancing their contribution to Illinois State University and building on prior accomplishments. Teaching and learning, including research and creative activities, are conducted at the highest level of academic quality and integrity.

Civic engagement

Illinois State University prepares students to be informed and engaged global citizens who will promote and further the goals of society. The University promotes active learning experiences through which students will gain an awareness and understanding of civic engagement as a lifelong responsibility. The University partners with business, industry, government, and educational entities providing leadership in local, statewide, national, and international initiatives; expanding service and outreach; and enhancing financial support for instructional, scholarly, and service activities.

core values

Provide a supportive and student-centered educational experience for high-achieving, diverse, and motivated students that promotes their success.

Strategies

1 Recruit, enroll and retain high-achieving, diverse, and motivated students

- A. Increase need-based and merit-based institutional financial aid for students to promote access and affordability
- B. Implement creative recruitment and enrollment initiatives
- C. Increase the diversity of the student population
- D. Strengthen partnerships with community colleges to provide a seamless transition to Illinois State
- E. Increase the competitiveness of support packages for graduate assistants

2 Strengthen the University's commitment to continuous improvement of educational effectiveness as reflected in student learning outcomes

- A. Continue effective integration of the assessment of student learning outcomes into the curricula and review process of the General Education Program and all degree programs
- B. Provide professional development opportunities and create administrative support structures to ensure that assessment of student learning outcomes is central to program improvement
- C. Increase content tutoring and other academic support services that facilitate student progress toward achievement of learning outcomes
- D. Develop and assess student learning outcomes facilitated by out-of-class and cocurricular learning experiences

3 Increase opportunities for students to engage in high-quality, high-impact educational experiences

- A. Increase professional development offerings designed to help faculty deliver high-quality educational experiences, especially in one-on-one or small group settings
- B. Increase partnerships across campus and with other educational, civic, and corporate entities that support student learning and development
- C. Increase student participation in research at and across undergraduate and graduate levels



4 Identify steps that can be taken to shorten time to degree

- A. Discuss and implement curricular recommendations of the General Education Task Force regarding program structure through the shared governance process
- B. Increase offerings of online and hybrid/blended courses
- C. Use curricular review processes to investigate changes that facilitate students' efficient progress toward degree completion
- D. Increase course scheduling options
- E. Increase program enrollment capacity through curricular changes and remodeling of facilities
- F. Increase innovative academic experience offerings during summer sessions and semester breaks

5 Provide integrated and holistic services that support students' individual needs

- A. Promote safe and healthy behaviors and lifestyle choices
- 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.
- C. Increase opportunities for students to develop skills and credentials for career, professional, and graduate school success
- D. Increase student leadership development opportunities

Provide rigorous, innovative, and high-impact undergraduate and graduate programs that prepare students to excel in a globally competitive, culturally diverse, and changing environment.

Strategies

1 Enhance and support rigorous and innovative undergraduate and graduate programs

- A. Increase the availability of state-of-the-art technology-enhanced courses and programs
- B. Evaluate potential program growth in areas where there is expertise and excellence, workforce needs, and societal demands with appropriate funding levels available
- C. Support continued development of Milner Library to meet the evolving information, research, and learning needs of the campus community
- D. Implement administrative recommendations of the General Education Task Force to enhance support for student learning.
- E. Discuss and implement curricular changes and enhancements recommended by the General Education Task Force through the shared governance process

2 Promote sustainable, mission-consistent growth in the research enterprise

- A. Centralize support services for research that improve the efficiency and coordination of activities
- B. Increase the number of faculty and staff applying for external grants
- C. Increase the number and percentage of faculty mentoring students conducting research at the undergraduate and graduate levels
- D. Increase collaborative inter-disciplinary teams on campus
- E. Increase collaborative partnerships with other educational institutions, civic organizations, and private entities locally, regionally, nationally, and internationally
- F. Enhance the University's commitment to the scholarship of teaching and learning

3 Recruit and retain high-quality, diverse faculty and staff

- A. Recognize, reward, and promote the balanced teacher-scholar model for faculty
- B. Increase intentional faculty recruitment practices that emphasize candidate fit to the University's balanced teacher-scholar model
- C. Increase orientation and mentorship opportunities for new faculty and staff
- D. Enhance leadership and professional development opportunities for faculty and staff
- E. Increase diversity of faculty and staff
- F. Increase competitiveness of salaries



- G. Enhance the competitiveness of resources available to assist new faculty as they initiate their scholarly and creative agendas
- H. Enhance initiatives that promote health and wellness of faculty and staff

4 Strengthen the University's commitment to civic engagement

- A. Increase curricular and cocurricular initiatives and activities that include civic engagement themes for faculty, staff, and students
- B. Support programming and ensure long-term viability of community engagement activities
- C. Increase the number and variety of service learning opportunities

5 Develop a university-wide plan that enhances internationalization of the campus and the curriculum

- A. Increase the number and variety of opportunities for students to study abroad
- B. Increase the number of international students and visiting scholars on campus
- C. Increase the number of research, teaching, and service partnerships with institutions in other countries
- D. Enhance administrative support, recognition, and professional development opportunities for faculty and staff involved in international programs and partnerships
- E. Increase the number of English Language Institute participants who transition to University academic programs

Foster an engaged community and enhance the University's outreach and partnerships both internally and externally.

Strategies

1 Enhance cross-divisional and cross-departmental collaboration

- A. Identify cultural and structural barriers to collaboration, and develop strategies to overcome them
- B. Develop mechanisms for designing and delivering interdisciplinary, team-taught, and cross-listed courses
- C. Encourage and reward interdisciplinary collaboration

2 Increase pride, engagement, and sense of community among University stakeholders

- A. Enhance visibility and support of Illinois State educational, cultural, intercollegiate athletic, and recreational opportunities
- B. Deliver coordinated and consistent communication and relationship-building opportunities to university constituents
- C. Provide opportunities for students, alumni, and their families to create enduring connections to Illinois State University
- D. Provide opportunities for all University stakeholders to engage in the campus community

3 Develop partnerships with business, educational, and government entities that provide learning, financial, and mutually-beneficial opportunities

- A. Increase opportunities to pursue collaborative applied research that benefits community partners
- 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
- C. Investigate programs that build faculty-community teams that collaborate on applied research projects

4 Advance the University's reputation through initiatives that promote the mission of the institution

- A. Develop and refine the University brand through marketing research, integrated communication planning, and the creation of brand resources for faculty and staff
- B. Promote faculty, staff, student, and alumni achievements
- C. Enhance the University's role as a cultural resource for the campus and surrounding community



GOAL

three

Enhance institutional effectiveness by strengthening the organizational operation and enhancing resource development.

Strategies

1 Review processes and practices to ensure efficiency and effectiveness in the University's operations

- A. Incorporate space allocation and utilization standards in planning and review processes
- B. Systematically review the University's support functions to ensure quality, efficiency, and consistency with the University's mission
- C. Formalize a university program to monitor compliance with, and changes in, federal and state laws and regulations

2 Build a modern IT infrastructure that supports the achievement of the University's mission and goals

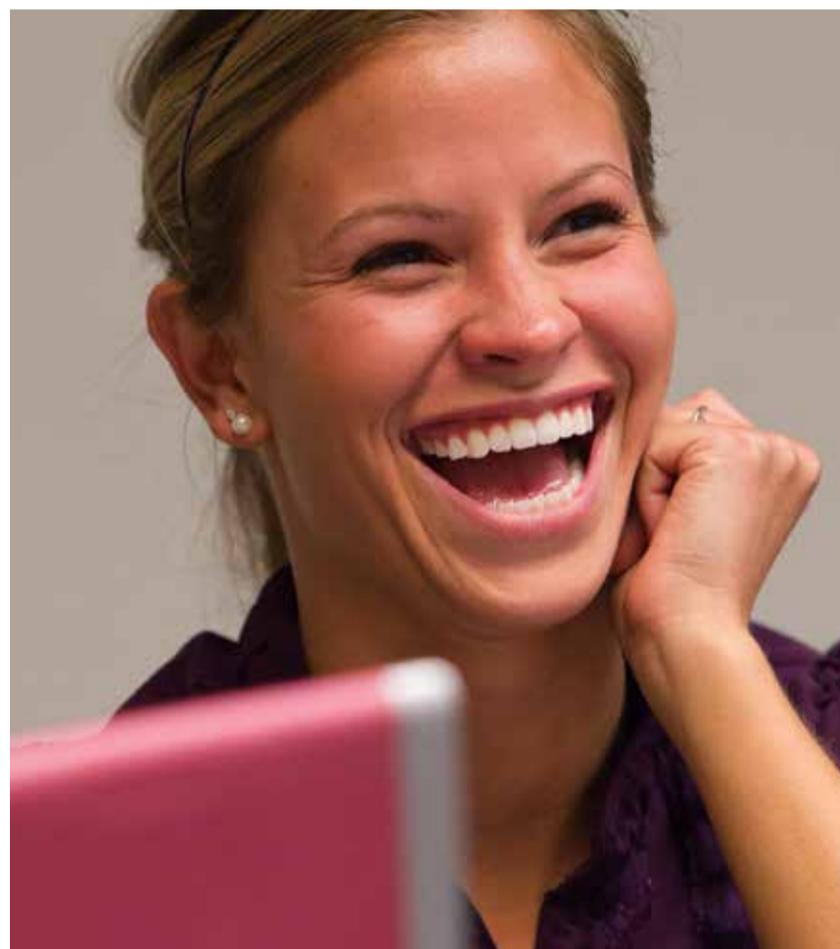
- A. Implement new information systems that meet the changing needs of the University, including student and financial information systems
- B. Create a modern business intelligence environment by providing ready access to data in a user-friendly format to inform decisions
- C. Enhance technology infrastructure for classroom and research activities

3 Build a culture of philanthropy throughout the University community

- A. Increase participation of faculty, staff, alumni, and retirees in philanthropic activity
- B. Educate current students about philanthropy and the importance of alumni participation
- C. Demonstrate the impact of philanthropy through university events, publications, and online media

4 Continue to promote university planning efforts and ensure all plans are integrated with *Educating Illinois*

- A. Prioritize and implement facilities improvements identified in the *Master Plan 2010-2030* that meet the needs of the University community
- B. Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies, including a comprehensive fundraising plan



- C. Review the academic plan process to ensure integration with *Educating Illinois*
- D. Develop continuity of operations plans to ensure that the University is prepared to handle any disruption in service

5 Promote a safe and environmentally sustainable campus

- A. Educate the University community on how to incorporate sustainable practices into everyday living
- B. Incorporate sustainability principles throughout University processes and practices
- C. Promote initiatives and procedures designed to enhance safety and security



Illinois State University is committed to achieving the vision, goals, and strategies set forth in *Educating Illinois*.

Upon its endorsement, a coordinating team will be charged with monitoring, measuring, and evaluating progress on the strategies and action steps taken to implement the plan. As the guiding planning document for the University, each division and unit is expected to review and revise existing strategic plans as well as resource allocations to ensure alignment with *Educating Illinois*. Any new planning documents developed should promote the vision, goals, and strategies articulated in *Educating Illinois* as well.

To build upon our recent achievements, difficult decisions will need to be made to guide resource allocations and to become even more efficient. New monies will not be available to support each strategy and action identified in the plan; support for new initiatives will need to be identified through reinvestment of staff time and reallocation of existing resources. *Educating Illinois* presents the guide for making these decisions.

As implementation of *Educating Illinois* proceeds, it will be important to regularly assess the progress being made to advance the goals and strategies included in the new plan. Selected indicators of success will be developed and reported on a regular basis. To document implementation progress, an annual report will be made to the Board of Trustees as well as to the entire university community. Progress will also be documented on the *Educating Illinois* website at IllinoisState.edu/EducatingIllinois. To ensure that the plan continues to address the needs of the future, *Educating Illinois* will be reviewed and updated in 2016.

Planning process

In September 2011, the four vice presidents were charged to lead the process to revise the University's strategic plan and an Educating Illinois Task Force was appointed to:

Consult widely to develop a new strategic plan for Illinois State University. The new plan will build upon the success the University has realized over the last decade and set forth a direction to further advance the University in the coming years.

To prepare the document, a number of activities were undertaken to review the environment and seek input from the campus and local communities. A comprehensive environmental scan was prepared that illustrated both internal and external factors facing the University. The task force executed a widespread consultation process, before the first draft was released in August 2012 and immediately after, that included meeting with campus and related groups (listed below), open forums, and online surveys. Additionally, the task force held a two-day retreat where campus panels presented on various topics relating to the planning process.

The task force took the information and feedback it received from the consultation processes and formulated the final draft that includes a vision, four goals, and accompanying strategies. The final draft was endorsed by each of the shared governance groups—Academic Senate, Administrative/Professional Council, Civil Service Council, and Student Government Association—before it was formally adopted by the Illinois State University Board of Trustees on February 22, 2013.

Campus and related groups consulted

Academic Senate (Planning and Finance Committee)
Administrative/Professional Council
Admissions Ambassadors
Alumni Association Board
Association of Black Academic Employees
Athletic Council
Civil Service Council
College of Applied Science and Technology Council
College of Arts and Sciences Council
College of Business Coordinating Team
College of Education Council
College of Fine Arts College Council
Council of Deans

Department Chairs/School Directors Council
ISU Foundation Board
Mennonite College of Nursing Leadership Council
Milner Library Faculty and Staff
Senior Professionals
Student Affairs Council
Student Government Association
Town of Normal
VP Finance and Planning Leadership Staff
VP Provost/Academic Affairs Leadership Staff
VP Student Affairs Executive Team
VP Student Affairs Student Advisory Group
VP University Advancement Direct Reports

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Director, Foundation Business Affairs

Craig Gatto

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Trish Klass

Interim associate dean, College of Education

Dan Layzell (cochair)

Vice president for Finance and Planning

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