Goal One

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

- **Enroll and retain high-achieving, diverse, and motivated students**
  - Increase need-based and merit-based institutional financial aid for students to promote access and affordability
  - Implement creative recruitment and enrollment initiatives
  - Increase the diversity of the student population
  - Strengthen partnerships with community colleges to provide a seamless transition to Illinois State

- **Increase opportunities for students to engage in high-quality, high-impact educational experiences**
  - Increase professional development offerings designed to help faculty deliver high-quality, high-impact educational experiences, especially in one-on-one or small group settings
  - Increase partnerships across campus and with other educational, civic, and corporate entities that support high-impact academic experiences
  - Increase student participation in research at the undergraduate and graduate levels

- **Identify steps that can be taken to shorten time to degree**
  - Discuss and implement the General Education Task force recommendations
  - Increase offerings online and hybrid/blended courses
  - Use curricular review processes to investigate changes that facilitate students’ making efficient progress toward degree completion
  - Increase course scheduling options
  - Increase program enrollment and capacity through curricular changes and remodeling of facilities
  - Increase innovative academic experience offerings during summer sessions and semester breaks

- **Provide integrated and holistic services that support students’ individual needs**
  - Increase content tutoring and other academic support programming
  - Implement initiatives that promote healthy behaviors and lifestyle choices
  - 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
  - Increase co-curricular opportunities for students to develop skills and credentials for career, professional, and graduate school success
  - Increase student leadership development opportunities

Goal Two

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

- **Enhance and support rigorous and innovative undergraduate and graduate programs**
  - Increase the availability of state-of-the art technology-enhanced courses and programs
  - Evaluate potential program growth in areas where there is expertise and excellence, workforce needs, and societal demand with appropriate funding levels available
  - Support continued development of Milner Library to meet the evolving information and cultural needs of the campus community

- **Promote sustainable, mission-consistent growth in the research enterprise**
  - Centralize support services for research that improve the efficiency and coordination of activities
  - Increase the number of faculty and staff applying for external grants
  - Increase the number and percentage of faculty mentoring students conducting research at the undergraduate and graduate levels
  - Increase collaborative interdisciplinary teams on campus
  - Increase collaborative partnerships with other educational institutions, civic organizations, and private entities
  - Increase opportunities to pursue action-oriented research

- **Recruit and retain high-quality, diverse faculty and staff**
  - Recognize, reward, and promote the balanced teacher-scholar model for faculty
  - Increase intentional faculty recruitment practices that emphasize candidate fit to the University’s balanced teacher-scholar model
  - Increase orientation and mentorship opportunities for new faculty and staff
  - Enhance professional development opportunities for faculty and staff
  - Increase diversity of faculty and staff
  - Increase competitiveness of salaries
  - Develop a plan to increase the resources available for start-up costs for new faculty
  - Enhance initiatives that promote health and wellness of faculty and staff
• **Strengthen the University commitment to civic engagement**
  o Increase curricular initiatives and co-curricular activities that include civic engagement themes for faculty, staff, and students
  o Formalize an organizational structure to support programming and ensure long-term sustainability of community engagement activities
  o Increase the number and variety of service learning opportunities

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**Goal Three**

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

• **Enhance cross-divisional and cross-departmental collaboration**
  o Identify cultural and structural barriers to collaboration, and develop strategies to overcome them
  o Develop mechanisms for designing and delivering interdisciplinary, team-taught, and cross-listed courses
  o Encourage and reward interdisciplinary collaboration

• **Increase pride, engagement, and sense of community among University stakeholders**
  o Enhance visibility and support of Illinois State educational, cultural, intercollegiate athletic, and recreational opportunities
  o Deliver coordinated and consistent communication and relationship-building opportunities to University constituents
  o Provide opportunities for students and families to create enduring connections to Illinois State University
  o Provide opportunities for all University stakeholders to engage in campus community

• **Develop partnerships with business and government entities that provide learning, financial, and mutually-beneficial opportunities**
  o Increase the amount of action-oriented research that benefits society
  o 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
  o Investigate programs that build faculty-community teams that collaborate on applied research projects

• **Advance the University’s reputation through initiatives that promote the mission of the institution**
  o Develop and refine the University brand through marketing research, integrated communication planning and the creation of brand resources for faculty and staff
  o Increase recognition of Illinois State University by promoting faculty, staff, and student achievements

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**Goal Four**

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

• **Review processes and practices to ensure efficiency and effectiveness in the University’s operations**
  o Incorporate space allocation and utilization standards in planning and review processes
  o Systematically review the University’s support functions to ensure quality, efficiency, and consistency with the University’s mission
  o Formalize a University program to ensure compliance with federal and state laws and regulations

• **Build a modern IT infrastructure that supports the achievement of the University’s mission and goals**
  o Implement new information systems that meet the changing needs of the University, including student and financial information systems
  o Create a modern business intelligence environment that provides ready access to data in a user-friendly format to inform decisions

• **Build a culture of philanthropy throughout the University community**
  o Increase participation of faculty, staff, and retirees in philanthropic activity
  o Educate current students about philanthropy and the importance of alumni participation
  o Demonstrate the impact of philanthropy through University events, publications, and online media

• **Continue to promote University planning efforts and ensure all plans are integrated with Educating Illinois**
  o Prioritize and implement facilities improvements identified in the *Master Plan 2010-2030* that meet the needs of the University community
  o Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies, including a comprehensive fundraising plan
  o Review the academic plan process to ensure integration with Educating Illinois
  o Develop a University-wide plan for internationalization of programs and services
  o Develop a continuity of operations plans to ensure that the University is prepared to handle any disruption in service

• **Promote an environmentally sustainable campus**
  o Educate the University community on how to incorporate sustainable practices into everyday living
  o Incorporate sustainability principles throughout University processes and practices
**Vision**

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 state, nation, and the world through its intentional commitments to responsible stewardship, meaningful civic engagement, and the development of global citizens.

**Mission**

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.

**Core Values**

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 classrooms, so students come to appreciate learning as an active and life-long 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 model that equally values their contributions as teachers (disseminators of knowledge and information) and scholars (creators 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 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 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.

**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.