

Educating Illinois

2013–2018

FISCAL YEAR 2017 PROGRESS REPORT

Individualized Attention, Shared Aspirations



ILLINOIS STATE
UNIVERSITY

Illinois' first public university

I am pleased to present

the *Fiscal Year 2017 Progress Report* for Illinois State University's strategic plan, *Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations*. The report reflects a wide array of accomplishments the University made in its fourth year of implementing the plan's goals and strategies.



Illinois State continues to thrive as a strong and stable institution in a time of budgetary uncertainty in the state of Illinois. The University community embodies its core values—Pursuit of Learning and Scholarship, Individualized Attention, Diversity, Integrity, and Civic Engagement—and provides supportive and student-centered educational experiences for a high-achieving, diverse, and motivated student body.

There is much to celebrate as these achievements represent just a sampling of what makes Illinois State a first-choice institution that is respected nationally. I am very proud to be part of this institution and very much appreciate the diligence, commitment, and collaboration of the students, faculty, and staff who made these accomplishments possible. I look forward to the coming year as Illinois State sets its sights on a new strategic plan that will lead the University to even more success.

Respectfully submitted on behalf of the Illinois State University community,

A handwritten signature in black ink, which reads "Larry H. Dietz". The signature is written in a cursive style.

Larry H. Dietz

President, Illinois State University



INTRODUCTION

Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations guides Illinois State University and provides a road map for the institution through its vision, values, goals, and strategies. Over the past four years, *Educating Illinois* has led the University to many achievements and demonstrated Illinois State's position as a leader and first-choice institution among students, faculty, and staff.

Highlights from 2016-2017

- Enrolled a strong freshman class and increased the percentage of students from underrepresented populations
- Increased the retention rate to a historic high of 81.1 percent, which was within the top 10 percent nationally
- Received national rankings as a university as well as in academic colleges and programs, including several that recognized Illinois State or its colleges as being among the best in the nation
- Recognized for the second consecutive year as a Great College to Work For by *The Chronicle of Higher Education*
- Developed numerous partnerships, including internationally, relating to teaching, research, and public service
- Appointed a Campus Climate Assessment Task Force that developed recommendations on diversity and inclusion
- Opened the Center for Community Engagement and Service Learning
- Initiated the process to update the University's strategic plan
- Developed new academic programs, including new online graduate programs
- Increased opportunities for alumni engagement
- Addressed high-priority, deferred maintenance needs and planning to enhance facilities
- Surpassed the \$20 million fundraising milestone for the third consecutive year

Looking forward

- Continued focus on recruiting and retention of high-quality, diverse students, faculty, and staff
- Further development of academic programs that meet the needs of the workforce
- Implementation of the recommendations of the Campus Climate Assessment Task Force
- Expansion of activities designed to enhance the globalization of the University
- Additional opportunities and partnerships for the Center for Community Engagement and Service Learning
- Increased philanthropy through the launch of the next university campaign
- Enhancement of the Bone Student Center, College of Fine Arts facilities, Watterson Commons, and Milner Library



GOAL

ONE

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

STRATEGY 1: *Recruit, enroll, and retain high-achieving, diverse, and motivated students.*

High academic standards

The academic quality of this year's freshman class was evident in the students' average high school GPA of 3.4 on a 4.0 scale and ACT score near 24. The class had 217 students with an ACT score of 30 or higher, a 3 percent increase from the previous year.

Transfer Honor Roll

Phi Theta Kappa recognized Illinois State University for its excellent support of community college transfers by placing it on the Transfer Honor Roll for the second consecutive year. Institutions are judged in five areas: institutional partnerships and community college collaboration; pre-transfer institutional support in outreach, admissions, and access; post-transfer student engagement and support; community college data tracking and institutional priorities; and transfer innovations.

U.S. News ranking

U.S. News & World Report ranked Illinois State University among the top 100 best public universities in the country based on academic quality and excellence. Illinois State's rank of 78 demonstrated the University's level of excellence in sub-categories of the report. One example was that 33 percent of the University's classes had fewer than 20 students, even with a third year of record-breaking enrollment.

Scholar-athlete success

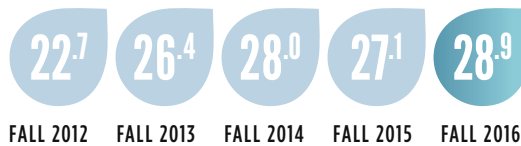
Illinois State's student-athlete, six-year graduation rate reached its highest mark in school history at 88 percent, two percentage points higher than the Division I overall national average graduation rate of 86 percent. Twelve Illinois State athletes received the Missouri Valley Conference President's Council Award. The award recognizes the elite academic achievements of graduating senior student-athletes.

Bird's Eye View

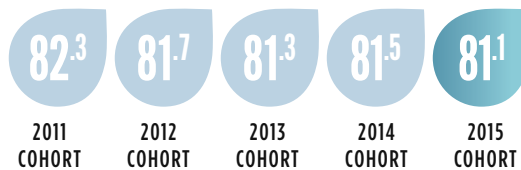
The Office of Admissions, University Housing Services, and University Marketing and Communications revamped Watterson Towers' top-floor residential lounge to give visitors a new way to see campus. This new space, called Bird's Eye View, provides visitors and students the opportunity to look out over Illinois State's campus for an unforgettable view.



PERCENTAGE OF FRESHMEN FROM UNDERREPRESENTED GROUPS



HISTORICAL FALL-TO-FALL RETENTION RATES OF FIRST-TIME IN-COLLEGE STUDENTS



Themed Living-Learning Communities

Several new programs were implemented in the Themed Living-Learning Communities located in the residence halls to enhance learning outcomes:

- The Information Technology community hosted a "Hack-a-thon," which provided residents an opportunity to "play" with system-free hardware and develop more programming skills.
- The Nursing community hosted a book club, using the book *Think as a Nurse*. Book club meetings included faculty-led discussions regarding the mindset of nursing and what students can expect from the nursing program and profession.
- Teacher education students were given a box that contained innovative items and were asked to turn each into a lesson plan. Students received feedback on their individual work as well as a perspective on the type of work they would be doing in the future.

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

Recognition ceremonies expanded

Diversity Advocacy hosted the first graduation celebration for Asian, Middle Eastern, Pacific Islander, and Southeast Asian students. This celebration, along with Nuestros Logros, Lavender



This year, Illinois State held its first MAPS graduation ceremony, a celebration of Middle Eastern, Asian, Pacific Islander, and Southeast Asian students.

Graduation, and Umoja, offers an opportunity for underrepresented students to celebrate their accomplishments and graduation.

Sport Club Leadership Series

The Competitive Sports Program continued to educate Sport Club officers in the areas of financial management, alumni engagement, career preparation, hazing precautions, and community involvement. New this year was a workshop designed to help club officers identify their leadership traits through an assessment.

Improving the residence hall experience

In response to a survey of residence hall students that measured outcomes of activities outside the classroom and inside residential properties, residence hall coordinators created new marketing and communication strategies. One such strategy, the Nighttime Knowledge Series, will engage students on educational topics using infographic displays at nighttime entry points, complemented by timed social media posts.

Exam excellence

Illinois State students exceeded national pass rates in licensure and certification exams, such as the medical laboratory science exam and the National Council Licensure Exam-RN (nursing).



Students achieved 100 percent pass rates on the following exams: Family Nurse Practitioner Certification Exam, Praxis in Audiology, and Praxis in Speech-Language Pathology.

Financial Planning and Analysis partnership

Illinois State University's Institute for Financial Planning and Analysis has partnered with the Central Illinois Chapter of the Society of Financial Service Professionals.

The society's University Partners Program has an established partnership with Illinois State University's Department of Finance, Insurance and Law in the College of Business. This enhanced partnership will facilitate links between finance students and those who work in financial services.

"Partnering with this group allows our students the opportunity to work with some of the strongest financial planning industry professionals in Central Illinois," said Edgar Norton, professor of finance and director of the institute. "It will offer them experiences with real-world, accomplished financial planners and help them be better prepared as they move into the workforce."

Opportunities that will be available to students include internships, mentoring opportunities with professionals, and job shadowing financial service professionals. This new partnership aligns with the mission of the institute, which was founded in 2016 to promote and develop financial advising experiences for students, and to reach out to business partners working in financial services.

"The big picture is partnering with the finance profession so our students benefit and our program benefits as well," Norton said. "These partners can provide good advice as to what is going on in the real world of finance."



STRATEGY 3: *Increase opportunities for students to engage in high-quality, high-impact educational experiences.*

Internship partnership

Two Department of Technology graduate students participated in a special research project internship with the logistics arm of RR Donnelley, a major marketing and business communications company. This internship opportunity was part of a long-term engagement plan developed by RR Donnelley and Illinois State to promote exchanges between the Department of Technology's quality management and analytics graduate program and the company's business units.

Undergraduate marketing program

Thanks to an Illinois State University partnership with SAS, advanced marketing analytics and business analytics minors at Illinois State University will soon be able to add a SAS joint certificate to their résumés. Illinois State University will be the first undergraduate marketing program in the world to award the certificate to its graduates.

Students get inside look at national political conventions

Groups of Illinois State students attended the Democratic and Republican national conventions as part of an independent study course supported by the American Democracy Project and the



Department of Politics and Government. The students met politicians, delegates, and supporters from each party while working as volunteers at the conventions.

Study Abroad Office launches new programs to Costa Rica

The Study Abroad Office established a new Latin American partnership with Universidad Veritas in San Jose, Costa Rica. Students take one course in Spanish and the rest of their courses in English and have the opportunity to interact with Costa Rican students around campus and in their host family placements.

Student team inclusion training

Campus Recreation added two new respect and inclusion training presentations to their new student member orientation: OUCH! That Stereotype Hurts and OUCH! Your Silence Hurts. The OUCH!

curriculum explores communication skills for promoting inclusion and respect in the workplace and seeks to teach the use of “voice” to effectively address issues of disrespect. One hundred and thirty-six new student employees participated in the training in 2016–2017.

STRATEGY 4: *Identify steps that can be taken to shorten time to degree.*

Online graduate programs

- The Master of Music Education offered in a fully online format allows students to choose to attend elective classes on campus. The core-required classes cover curriculum, evaluation, psychology of music, music research, and foundations of the music education profession.

Big Red Marching Machine competes in Ireland

Last spring break, 175 students from the Big Red Marching Machine (BRMM) traveled to Ireland to participate in multiple competitions and performances.

On St. Patrick's Day, the BRMM was one of 12 bands selected to perform in the Lord Mayor of Dublin's 2017 St. Patrick's Day Parade.

The parade included bands and float (pageant) entries from around the world. The Big Red Marching Machine was named Best Overall Band.

Two days later, on March 19, the band performed in the 47th Limerick International Marching Band Competition.

Seventeen international bands competed in Ireland's only international band competition with the hope to be named the Best Overall Band and win the Kenneally Jewellers Perpetual Trophy. The BRMM brought home that honor as well.



- The graduate physical education pedagogy sequence provides students with the educational background necessary to enhance their knowledge base and skills in teaching physical education K–12. The sequence is sensitive to the needs of in-service teachers, and all classes are offered online.

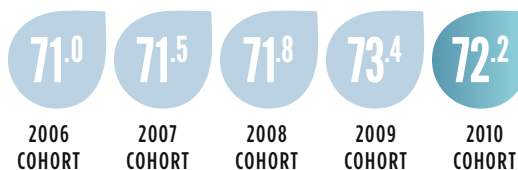
Pathways Program

Mennonite College of Nursing admitted the first cohort of students into the Pathways Program for educational progression. The Pathways Program is a partnership with Associate Degree Nursing (A.D.N.) programs at Heartland Community College, Illinois Central College, Illinois Valley Community College, and Parkland Community College. The program promotes dual admission and seamless transition from the A.D.N. program into the RN-B.S.N. sequence at Illinois State University.

Teach Ahead

Teach Ahead is a new, accelerated, three-and-a-half-year degree program available to learning and behavior specialist majors in the Department of Special Education. Students graduate, obtain licensure, and begin earning a salary eight months earlier than students who graduate from the traditional four-year degree program.

HISTORICAL 6-YEAR GRADUATION RATES OF FIRST-TIME-IN-COLLEGE STUDENTS



STRATEGY 5: *Provide integrated and holistic services that support students' individual needs.*

Campus climate

President Larry Dietz appointed a task force to address the *Campus Climate Assessment Report* for Illinois State University. The 27-member committee gathered faculty, staff, and students from across campus to make recommendations based on the report and moved into the implementation phase in spring 2017.

All-gender restrooms

To better respect the needs of the University's nonbinary community, an initiative to provide all-gender restrooms began in fall 2016. All-gender restrooms are available in the Alumni Center, Bone Student Center, Center for Community Engagement and Service Learning, Center for the Visual Arts, Fell Hall, Hovey Hall, Linkins Dining Center, Rachel Cooper, Redbird Arena, Schroeder Hall, Watterson Towers, and 308 Kingsley Street Building.

Inclusion in the classroom workshops

Foundations of Diversity and Inclusion workshops offered through the Center for Teaching, Learning, and Technology helped faculty and staff tackle tough questions involving culture and identity. The sessions provided faculty and staff with tools to apply concepts of diversity and inclusion in their teaching and work.

Career Center collaborative initiatives

- The Career Center collaborated with the International Studies and Programs Office to assist international students with career development and career readiness, and to gain a better understanding of job search strategies and career opportunities in the United States.

- The Career Center collaborated with Illinois State University's Veterans and Military Services to assist student veterans with job search strategies, the Veterans Resume Critique Program, and the collaborative Veterans/ROTC Networking Dinner.
- The Career Center hosted its first Transfer Student Career Summer Conference. Attendees participated in a variety of workshops designed to educate transfer students about resources and strategies to help prepare them for future career success.

Exercise is Medicine on Campus

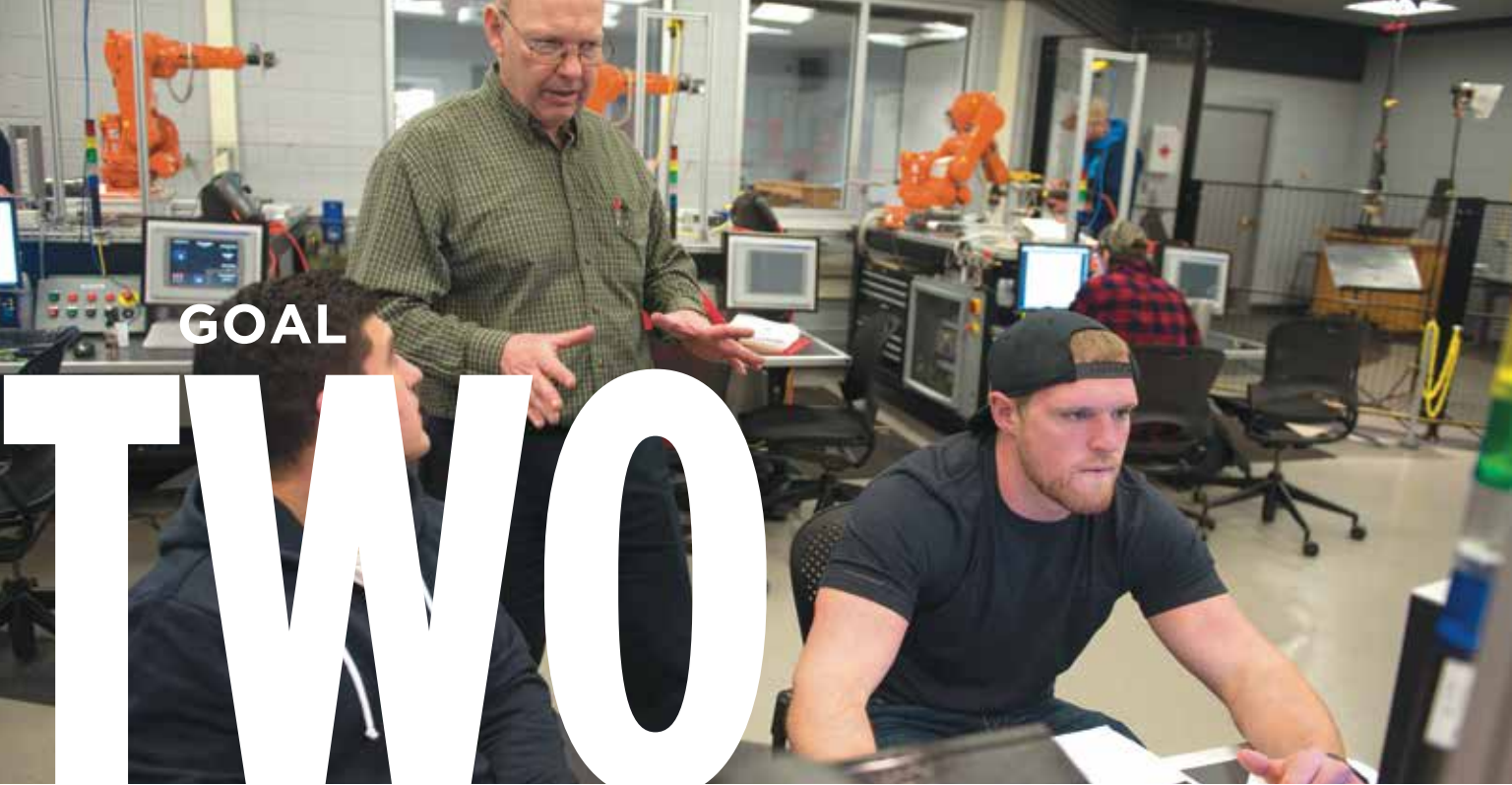
Student Health Services, the Department of Kinesiology and Recreation, Campus Recreation, and wellness programs collaborated to provide free fitness assessments and to raise awareness of the physical activity needed to sustain a healthy lifestyle. Illinois State University is recognized as an Exercise Is Medicine on Campus program, an American College of Sports Medicine initiative.

Sports Medicine and Rehabilitation Therapy (SMART) Clinic

The Sports Medicine and Rehabilitation Therapy (SMART) Clinic is a collaborative effort of Campus Recreation, Student Health Services, and the School of Kinesiology and Recreation. The clinic provides advanced and affordable care for Illinois State University students in the areas of prevention, evaluation, and rehabilitation of various orthopedic-related injuries and serves as a laboratory for athletic training students.

Vegetarian Advisory Board

In response to a survey of meal plan holders, Event Management, Dining, and Hospitality (EMDH) created the Vegetarian Advisory Board to provide guidance to the culinary team on vegetarian menu selections. EMDH will continue to meet with the board and refine and enhance its vegetarian dining options.



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.

STRATEGY 1: *Enhance and support rigorous and innovative undergraduate and graduate programs.*

Grant supports nurse education

The Mennonite College of Nursing received a federal Advanced Education Nursing Traineeship (AENT) grant of nearly \$350,000 from the U.S. Department of Health and Human Services to

support the education of nurse practitioners for the 2016–2017 academic year. An additional emphasis of the grant is to increase the number of students participating in clinical experiences caring for rural and underserved populations.

Queer studies sequence

The women’s and gender studies program launched a new queer studies concentration. The new concentration reflects the dynamic evolution and growing popularity of queer studies across the country.

Hot-button topics in instruction

The Dean of Students Office and the Center for Teaching, Learning, and Technology educated faculty on how to manage hot-button topics and how to work with students when controversial topics arise in the classroom. The partnership was created to ensure students feel supported while in class and classroom space remains an inclusive environment for learning.

National recognition

- *U.S. News & World Report* ranked several Illinois State programs among the best in the nation:
 - Illinois State's insurance program ranked 11th in the nation.
 - Illinois State's graduate programs in the College of Education, master's degree programs in the Mennonite College of Nursing, and part-time MBA program in the College of Business were recognized in the Best Graduate School rankings.
- The College of Business is among the elite top 2 percent of business schools in the world to have both business and accounting accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International. In addition, the professional sales program was named one of the 2017 Top University Sales Programs in the United States by the University Sales Education Foundation.
- Illinois State was one of only four institutions in the world to be honored with the 2016 Casualty Actuarial Society University Award. The award recognizes exemplary work in preparing students for a career in the property and casualty insurance industry.

STRATEGY 2: *Promote sustainable, mission-consistent growth in the research enterprise.*

Scholarship of Teaching and Learning (SoTL) blog

The SoTL Advocate blog, managed by the Office of the Cross Endowed Chair in SoTL, featured weekly blog posts on a variety of SoTL-related topics as a vehicle for SoTL advocacy and outreach at Illinois State University and beyond. *The SoTL Advo-*



The first cohort of students completed the certificate of specialized instruction in scholarship of teaching and learning.

cate generated a great deal of local, national, and international interest with more than 1,200 views by individuals in 56 countries.

Certificate of specialized instruction in the scholarship of teaching and learning

The certificate of specialized instruction in the scholarship of teaching and learning (CSI-SoTL) was co-developed by the Office of the Cross Endowed Chair in SoTL and the Graduate School to provide an opportunity for graduate students to engage in study and reflection of research on teaching and learning to facilitate successful work as students and as future faculty. The first cohort of 13 students completed the CSI-SoTL program in spring 2017.

Professor receives Mellon Fellowship

A professor of History received a prestigious Andrew W. Mellon Fellowship that will support study of the nation's evolving attitudes toward criminals. The study will examine the social development of a new sense of moral responsibility toward criminals in the late 19th century that led to prison reform efforts.

New thesis competition

Nine graduate-level students competed in Illinois State's inaugural Three-Minute Thesis (3MT) competition held in February in front of a large audience in the Normal Theater.

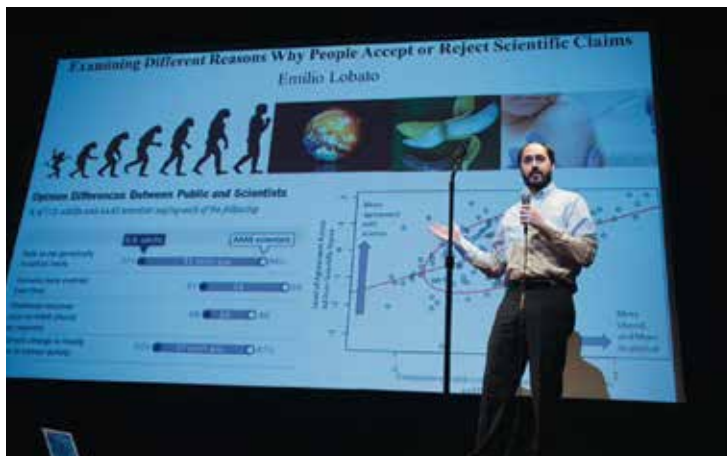
The research communication competition, devised by the University of Queensland in Australia, challenges master's and Ph.D. students to describe their scholarly topic and its significance to a general audience in three minutes or less.

The top finishers at the event received cash prizes, and the winner qualified for the Midwest Association of Graduate Schools competition. Illinois State's Graduate School organized the event, which was co-sponsored by the Normal Theater and WGLT radio station.

The event was important because it gave the students an opportunity to talk about their research and make it relevant to a wider audience, said Graduate School Director Amy Hurd. "To listen to these students talking about what they are doing is incredible. They came in ready to go."

The scholars rarely verbally stumbled during the hourlong event, as they eschewed jargon for common language and obscure references for illuminating analogies to explain their sometimes technical research.

The audience got to hear a cross section of research from the University, as participants came from five of the University's six academic colleges and talked about a diversity of topics including alkyne combustion, theatrical lighting, and the validity of the cupping therapy swimmer Michael Phelps used in the last Olympics.



Professor presents research to U.N. Women

A Criminal Justice Sciences professor presented research on online victimization and stalking at U.N. Women. The results presented at the U.N. Women were part of a large-scale research project that examined the impact of sexual assault on survivors and their families.

U.S. Department of Energy's (DOE) Visiting Faculty Program

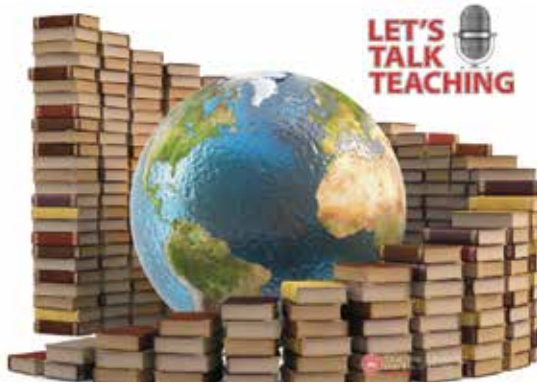
A professor in the Department of Technology's renewable energy program participated in the U.S. Department of Energy's Visiting Faculty Program at the National Renewable Energy Laboratory (NREL) in Golden, Colorado. The professor

and an Illinois State alumnus worked with NREL toward establishing an "energy optimization platform" specifically designed for U.S. colleges and universities.

STRATEGY 3: *Recruit and retain high-quality, diverse faculty and staff.*

Military affinity group

A new military affinity group was formed to help faculty and staff gain military cultural competency and assist the institution in recruiting and retaining those who are veterans or associated with someone in the military.



Teaching podcast

The Center for Teaching, Learning, and Technology launched its *Let's Talk Teaching* podcast. Each weekly episode explores different topics related to classroom experience, best teaching practices, common challenges, and ways to enhance student learning.

Culture of respect

A cross-divisional campus leadership team participated in the Student Affairs Administration in Higher Education Culture of Respect Collective to learn how to engage campus and community stakeholders to commit to collaboratively ending sexual violence at Illinois State University. The team provides leadership, planning, and oversight for sexual violence prevention and response initiatives at Illinois State University.

STRATEGY 4: *Strengthen the University's commitment to civic engagement.*

Center for Community Engagement and Service Learning

The University opened the Center for Community Engagement and Service Learning. The center's purpose is to bring clarity of vision and shared purpose to Illinois State University's efforts in the area of civic engagement, one of the institution's core values.

Student civic engagement

Illinois State and Illinois Wesleyan Universities launched the Peace Corps Prep Program for undergraduate students. In addition to starting the prep program, the Stevenson Center for Community and Economic Development secured funding from Peace Corps to establish a campus recruitment office. The five-year award confirms the University's commitment to meaningful civic engagement and diversity in the development of global citizens.

Bridging the cultural divide between teachers and students

PBS featured the Chicago Teacher Education Pipeline's monthlong, intensive STEP-UP fellowship for its immersion of teacher candidates in Chicago's highest-need communities. STEP-UP fellows participated in a service-learning event focused on refugee resettlement and the refugee student experience at the North River Commission's office and Global Gardens Refugee Training Farm.

STRATEGY 5: *Develop a universitywide plan that enhances internationalization of the campus and the curriculum.*

Quality Leadership University

Illinois State University has partnered with Quality Leadership University in Panama to offer Illinois State's B.S. in international business program in Panama City. Illinois State faculty will offer 13 courses in Panama City during the winter and summer terms. Students who successfully complete the entire program will graduate with a baccalaureate degree in international business from Illinois State.

Shanghai Normal University Tianhua College

Illinois State University has partnered with Shanghai Normal University Tianhua College in Shanghai, China, to offer the graphic design sequence in its B.A. in arts program. As part of this program, College of Fine Arts faculty will offer 10 courses in Shanghai and 12 courses in Normal.

Teaching and learning dual degree program

Illinois State University has partnered with Instituto Franklin-Universidad de Alcalá in Alcalá de Henares, Spain, to offer a graduate-level, dual degree program. Students successfully completing the program will receive an M.S. in teaching and learning from Illinois State University and an M.S. in teaching from the Instituto Franklin-UAH. The Illinois State University portion of the program will be taught online.

Anthropology and international relations dual degree program

A new dual degree program between Illinois State University and Nihon University in Japan gives students the opportunity to combine culture with fieldwork. Through the program, Illinois State students are able to earn two master's degrees in two years—one from Illinois State in anthropology and another from Nihon in international relations.

University exchange partnership

The College of Applied Science and Technology launched a new university exchange partnership to provide additional opportunities for renewable energy students to study abroad. This two-way exchange partnership is with the Aarhus School of Marine and Technical Engineering in Aarhus, Denmark, a world leader in renewable energy production and management. Students who participate in this program will be able to complete a technology minor.

New Languages, Literatures, and Cultures study abroad program

The Department of Languages, Literatures, and Cultures established a new partnership with Pontificia Universidad de Católica de Valparaíso in Valparaíso, Chile. The program is geared toward students who have intermediate-level Spanish-language skills, but the program will cover courses at intermediate through advanced-superior levels.



Students at Pontificia Universidad de Católica de Valparaíso



GOAL

THREE

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

STRATEGY 1: *Enhance cross-divisional and cross-departmental collaboration.*

University Academics and Careers Council

University Academics and Careers Council, a collaboration between Academic Affairs and Student Affairs, was established. The council provides a structured organization for collaboration and professional development among key stakeholders on campus. The council explores and develops ways in which the University can assist students in their academic and career development.

Innovation Consulting Community

The Illinois State University Innovation Consulting Community provides students with a transformational learning experience with the opportunity to further develop a creative mindset to propose solutions to complex problems and innovation in strategy. Students team with peers from different disciplines and are mentored by university faculty and staff.

Cross-Disciplinary Team Research Award

The University Research Council awarded the 2017 Cross-Disciplinary Team Research Award to four faculty members who have worked toward understanding climate change and its varied impacts on water quality. The team visited Tanzania as part of a research- and capacity-building project supported by the Danish Ministry of Foreign Affairs.

New graduate programs at the Stevenson Center

Collaborating with the School of Kinesiology and Recreation and the Department of Sociology and Anthropology, the Stevenson Center added two new degree programs to its Fellows programs. Applied Community and Economic Development Fellows and Peace Corps Fellows can now pursue master's degrees in anthropology or kinesiology and recreation.

STRATEGY 2: *Increase pride, engagement, and sense of community among University stakeholders.*

Redbird Prime

Redbird Prime is a new network for alumni who are age 55 and older. The group offers social and professional events and educational opportunities for these alumni.

Online book club for alumni

Alumni Relations launched a virtual book club focused on professional development and personal growth for Illinois State Redbirds. The group is an online community where alumni can connect with one another and enjoy books on professional topics such as business, communication, leadership, and productivity.

Student Affairs alumni engagement

- The Division of Student Affairs began a quarterly electronic newsletter for alumni who have a connection with Student Affairs to reconnect them with programs, services, events, and initiatives of the division.
- Student Affairs added to the number of alumni events hosted each year, specifically aimed at bringing together individuals who were highly engaged students while on campus.

- Diverse students and alumni met in small groups to discuss how to effectively transition from college to career as diverse individuals at a Student and Alumni Diversity Meet-up event hosted by the Career Center.
- The Competitive Sports Program led a session on alumni engagement as part of the program's Sport Club Leadership Series. This resulted in six Sport Clubs developing or enhancing their alumni engagement events.
- The division partnered with Alumni Relations and the College of Education to host a special breakfast for alumni recruiting during the Education Career Fair.

Intercollegiate Athletics points of pride

Illinois State Intercollegiate Athletics took Missouri Valley Conference (MVC) top honors in multiple sports in 2016–2017. Coach Dan Muller was named the MVC Coach of the Year after the men's basketball team clinched the regular-season championship for the first time in 20 years. Redbird soccer and softball teams earned MVC



championship titles as well. Illinois State boasted 49 MVC Players of the Week, 10 Player of the Year awards, and 31 individual MVC champions across multiple sports.

Redbird Plaza

Ten years in the making, Redbird Plaza provides a new gathering space on campus. The centerpiece of the plaza is a bronze bust of the Illinois State Redbird, designed by local artist Rick Harney, that sits upon a pedestal designed by Randy Reid, assistant professor in the School of Art.

The plaza was dedicated in May during an event at which President Larry Dietz and students officially unveiled the new bust.

“Reggie has always been a symbol of unity for students and alumni,” said Danielle Miller-Schuster, of the Division of Student Affairs. “We hope this new plaza will become another landmark on campus for Redbirds to showcase their pride in and loyalty to Illinois State.”

Facilities Planning and Construction provided leadership, coordination, and management of the project.

The dedication included time to honor Judith “Jude” Boyer, a former vice president of Student Affairs at Illinois State. Upon her death in 2012, she bequeathed a gift to the University that has been honored in this collaborative project with the Student Government Association (SGA). “Jude was a fervent supporter of

student leadership opportunities, and her passion for elevating the student voice in shared governance is legendary,” said Dietz.

The SGA advocated strongly for Redbird Plaza. “We believe it is a place where students will flock to gather as a community, celebrate major events, and to get pictures taken,” said Patrick Kelly '17, a former vice president of SGA.



STRATEGY 3: *Develop partnerships with business, educational, and government entities that provide learning, financial, and mutually beneficial opportunities.*

Center for Child Welfare and Adoption Studies grant

Illinois State’s Center for Child Welfare and Adoption Studies received a \$250,000 grant from the Illinois Department of Children and Family Services and a private donor to establish a First Star Academy at the University. Illinois State will be one of 14 First Star Academies across the nation. The program will help prepare high school-aged youth in foster care for college.

Speech and Hearing Clinic partners with Normal Activity and Recreation Center

The Department of Communication Sciences and Disorders opened a full-service audiology clinic at the Normal Activity and Recreation Center. The satellite clinic boasts a soundproof booth and audiometer. Doctor of Audiology students provide free hearing tests and fittings, as well as dispensing services for those who purchase hearing aids.

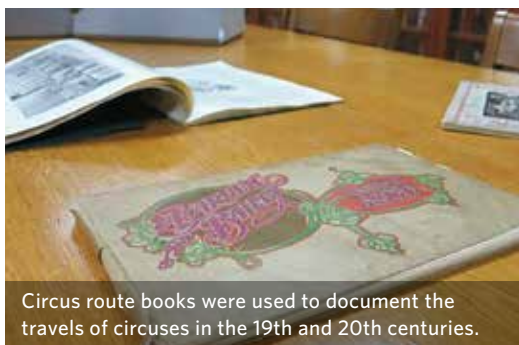
Redbird Sports Properties

Illinois State Athletics collaborated with a collegiate marketer to establish Redbird Sports Properties that will be dedicated to representing Illinois State. In addition to managing all aspects of the Redbirds’ rights, including signage, digital, television, radio play-by-play, and coaches’ shows, Redbird Sports Properties will develop a corporate partner platform.



Milner Library

With the support of a \$268,000 grant from the Council on Library and Information Resources, Milner Library will work with Circus World in Baraboo, Wisconsin, and The John and Mable Ringling Museum of Art in Sarasota, Florida, to digitize 315 circus books from their collections and create a single portal for accessing these resources for historians, researchers, writers, and family historians.



Circus route books were used to document the travels of circuses in the 19th and 20th centuries.

Bloomington-Normal Angel Investor Network

A partnership between Illinois State University and the Bloomington-Normal Angel Investor Network brought together innovation and capital investment to support the development of ideas, emerging technologies, and businesses in Bloomington-Normal. Local investors have already contributed a total of \$335,000 to a startup led by a former Illinois State student.

First Town and Gown celebration

Illinois State University and the Town of Normal hosted the first Town and Gown celebration to acknowledge the strong collaborative efforts that led to the American Institute of Economic Research naming the Town of Normal one of the best college towns in America.



Bike Share 309

The Town of Normal launched a new bike-sharing service that includes four rental stations on the Illinois State University campus. The on-campus bike stations are located at Cardinal Court, Schroeder Hall, Tri-Towers, and Watterson Towers.

STRATEGY 4: *Advance the University's reputation through initiatives that promote the mission of the institution.*

Presidential Chats

President Larry Dietz spoke to student groups throughout Illinois State about how private support helps enhance and expand academic excellence. These talks were captured on video and sent to donors and friends of the University. Topics included student scholarships, faculty support, leadership and civic-engagement, and facilities and technology.

Normal Tradition in Chicago

Illinois State University's A Normal Tradition in Chicago event drew nearly 300 alumni and friends to Navy Pier's Crystal Gardens. Attendees were able to explore several interactive experiences throughout Crystal Gardens, most created by arts technology students and faculty and the University's Dr. Jo Ann Rayfield Archives.



Infographic videos

University Marketing and Communications produced videos for Admissions promoting Illinois State to prospective students. The short infographic videos cover a variety of topics including promotion of the University's metrics outlined on the U.S. Department of Education's College Scorecard website.



GOAL

FOUR

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

STRATEGY 1: *Review processes and practices to ensure efficiency and effectiveness in the University's operations.*

Department Scholarship online form

Comptroller's Business Office and the Financial Aid Office created a new Department Scholarship online form, replacing multiple paper forms.

A new Department Scholarship Dashboard will show pending and completed scholarships submitted online and will serve as the archive and database of forms, eliminating the need for paper copies.

Grant administration reorganization

Research and Sponsored Programs has been reorganized into grant submission and grant management divisions to better support grant principal investigators as they navigate the complexities of managing a grant-funded project. Principal investigators will have a designated, single point of contact in Research and Sponsored Programs for questions and concerns when managing their grant.



Department consolidation

The newly formed department of Event Management, Dining, and Hospitality combined the responsibilities of the Bone Student Center and Campus Dining Services. The consolidation offers a higher functioning organization by developing synergies among like areas while identifying efficiencies in operations and personnel. The change also provides a more efficient shared use of facilities and space that coincides with the renovations of the Bone Student Center and the Culinary Support Center in Watterson Dining Commons.

Efficient and environmentally friendly measures

Grounds staff applied 364 tons of bulk rock salt incorporated with a product that reduces corrosiveness by 70 percent and increases the effec-

tiveness of natural salt ice melting properties at lower temperatures. A 15 percent reduction of salt consumption resulted as well as additional reductions in labor costs.

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

Updating the University portal

My.IllinoisState.edu became the single university portal for presenting information to faculty, staff, and students. Enhancements include incorporating class schedules, course rosters with pictures, a calendar view of current and past courses, and a GPA estimator. All services include major improvements to the user experience including a mobile friendly interface.

Hatch crowdfunding

Illinois State University has joined the crowdfunding movement. In fall 2016, University Advancement launched Hatch, a new crowdfunding platform that helps faculty, staff, and students secure funding so their ideas and passions can grow.

Hatch projects focus on the University's goal to gladly teach and learn, and allow the University to showcase unique and exciting projects and programs. The program is open to all faculty, students, and staff at Illinois State University who are seeking gifts for university-affiliated initiatives and projects.

Units across campus have begun using the Hatch website to raise funds for equipment and new initiatives. The Mennonite College of Nursing (MCN) launched one of the most successful campaigns to date. The college raised \$21,095 to purchase new state-of-the-art IV pumps for the MCN Simulation Lab. Other campaigns have garnered \$3,075 for the Solar Car Team to buy new batteries for its next generation car and \$1,695 to provide College2Career Interview Kits to graduating seniors.

All projects keep any funds raised even if their campaign goal is not achieved. To find out more about Hatch, visit Hatch.IllinoisState.edu.



Unified communication

Recognizing the need to invest in tools that will enhance Illinois State's current online learning investment, Administrative Technologies has created the Unified Communications team. Its stated mission is to support the creation of a digital communication experience that blends separate modes of communication into a single medium. The team is working closely with college information technology support and with the Center for Teaching, Learning, and Technology to provide easy-to-use tools that form the basis of online learning.

STRATEGY ③: Build a culture of philanthropy throughout the University community.

Thank-a-Donor Day

Advancement hosted its first Thank-a-Donor Day in which students wrote letters thanking donors who had helped support their scholarships and development at Illinois State.

Mobile friendly giving website

Smartphone and tablet friendly websites were developed for University Advancement to inspire donors and build a culture of philanthropy. The Giving website simplifies the online donation process and features a new search tool to help donors identify the areas where they would like to focus philanthropic dollars. The site provides Advance-



ment staff with enhanced analytics regarding what funds are being searched by donors, and information that will be used to guide updates to the website.

Fundraising contributions

Fundraising activity in fiscal 2017 surpassed the \$20 million milestone for the third consecutive year with a total of \$21.27 million raised. Gifts of cash made up more than \$13.7 million of the total. This cash total is the highest on record. Other highlights included more than \$9 million in planned gifts. Additionally, the number of alumni who gave back to the institution increased to

record levels. Fundraising dollars from Annual Giving also grew by more than \$750,000 over last year, an increase of more than 14 percent.

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

Review of Educating Illinois

President Larry Dietz appointed a 24-member Task Force to review and update the University's strategic plan, *Educating Illinois*. The cross-divisional task force plans to share a draft with the University community in the coming months.

Greek Life Task Force

The Greek Life Task Force, composed of students, faculty, staff, alumni, and community members, is charged with the responsibility to develop detailed recommendations that will elevate Greek life at Illinois State into a national model recognized for its unified system, developing leadership skills for its members, fostering a safe campus environment, promoting diversity and inclusion, and providing residential facilities in line with the standards and strategic direction of Illinois State University.

Milner Library renovation

A renovation of Milner Library began this year with an upgrade to public restrooms in the facility. Other work to begin soon includes replacement of the exterior plaza deck that functions as a roof over the library's first floor space, repair of the brick façade, and remodeling of the first floor to return the area to a fully functional area.



Capital priorities and deferred maintenance

Work to address deferred maintenance and other capital priorities identified in the University's *Master Plan 2010–2030: Looking to the Future* was completed on the following:

- Design of Watterson Dining expansion and Bone Student Center revitalization projects
- Replacement of exterior windows and doors at Williams Hall
- Replacement of roofing on Old Union and Wilkins Hall
- First phase of upgrading the heating system at the Felmley Hall of Science
- Remodeling to accommodate the relocation of the Honors Program to the Professional Development Building
- Upgrade of the fire alarm system serving West Campus residence halls
- Interior painting of Watterson's north tower
- Remodeling in the Nelson Smith Building to create new locker rooms for the University Police
- Remodeling to create space dedicated for the Center for Community Engagement and Service Learning

STRATEGY 5: *Promote a safe and environmentally sustainable campus.*

Training on intimate partner violence

Stepping Stones and Central Illinois Pride Health Center provided training on intimate partner violence specific to LGBTQ (lesbian, gay, bisexual, transgender, and queer) relationships and male victims of intimate partner violence for those who participate in the hearing process for Title IX cases.

Crime victim interview room

A newly renovated facility in the Illinois State University Police Department provides a comforting space for crime victims. The department's new soft interview room allows victims to speak with officers in a supportive, nonthreatening environment.



"As law enforcement professionals, we have come a very long way in understanding how our response can impact victims and survivors," said University Police Chief Aaron Woodruff. "We use a trauma-informed approach and make sure they feel believed and supported."

Sparsely furnished interview rooms that are typically used to interview suspects often make crime victims feel uncomfortable, and may even make them feel as though they are suspects themselves.

One of the most important ways to help prevent future incidents is to encourage victims and survivors to come forward and report sexual assaults and other violent crimes to authorities. "Unfortunately, one of the barriers to this is that people

often feel they are not believed or supported by those they are disclosing to," said Woodruff.

Woodruff said the goal is always to reduce barriers that impede victims from reporting what has happened to them. "This new room will hopefully help survivors and other victims of crimes feel a sense of security and serenity when reporting to the police."

Reforest campus

The grounds staff established a plan to plant 100 trees each year for the next several years to reforest the campus. Over 180 trees have been lost due to ash borer infestation and aging. To honor the vision of Jesse Fell, the trees being planted are all native Illinois species. This reforestation plan fully supports the Tree Campus USA designation.

Redistribution/reissuance of surplus equipment

By working with other state agencies, the Property Control Warehouse has eliminated excess surplus property, and there have been fewer shipments to Central Management Services and the State Recycler.

Campus energy efficiency improvement

Implementation of upgrade projects and new operating practices combined with procurement and installation of new equipment have led to a more efficient campus. Energy consumption in annual Btu per square foot has been reduced by 13 percent since 2008. Carbon dioxide emissions per square foot have been reduced by 16 percent due to lower energy consumption and lower carbon per unit of energy.

Fix It Friday

Fix It Friday is a free basic mending, sewing, and clothing repair service started by fashion students and their professor. This initiative reduces textile waste while promoting sustainable fashion.



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