

DRAFT

Educate·Connect·Elevate

ILLINOIS STATE

THE STRATEGIC PLAN FOR ILLINOIS' FIRST PUBLIC UNIVERSITY

2018–2023

DRAFT

A message

FROM PRESIDENT DIETZ

Dear Colleagues,

I am pleased to present this draft of *Educate, Connect, Elevate: Illinois State – The Strategic Plan for Illinois' First Public University 2018-2023*. No doubt, the first thing you will notice is that the University's strategic plan has a new name. That name change came about after a great deal of thought, consultation, and input from campus stakeholders.

Educating Illinois, has been Illinois State's guiding document for nearly two decades and has gone through several updates during its lifetime. As part of the periodic review process, I commissioned a 24-member task force to revise, update, and build upon the strength of the plan. The task force members consulted with the campus community through online surveys, open forums, and focused discussions to gather input throughout the planning process. Feedback showed a desire to build on the strengths and successes of the plan, and to emphasize Illinois State's broad educational reach. *Educate, Connect, Elevate* expresses that idea in simple yet elegant terms.

I encourage you to take the time to review this draft strategic plan for the years 2018-2023 and submit your comments, suggestions, and questions at EducatingIllinois.IllinoisState.edu. Your feedback will help to refine the final plan that will be submitted to shared governance bodies and the Board of Trustees for approval in the spring of 2018.

Educate, Connect, Elevate: Illinois State will serve as a guide for divisions, units, and offices in planning and resource allocation decisions, and its success depends on the collective work of the University community. Thank you in advance for your willingness to take part in this important planning process that will help to shape the future of Illinois State University.

Respectfully,

Larry H. Dietz
President

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.

Vision

Illinois State University will remain a national leader and be recognized world-wide 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 emerging and innovative ideas with traditional knowledge and methods;
- Generates knowledge through high-quality scholarship (research and creative activities);
- Supports student learning through a seamless integration of curricular and co-curricular activities that actively engage students and broaden their perspectives; and
- Serves the region, state, nation, and world through its commitments to responsible stewardship, meaningful civic engagement, cultural enrichment, and the development of global citizens.

Core Values

LEARNING AND SCHOLARSHIP

Illinois State University works with students as partners in their educational development so they appreciate learning as an active and lifelong process. The University contributes new knowledge through research and creative activities in which all students, faculty, and staff are encouraged to participate. Faculty members embrace a model that values their contributions as both teachers and scholars in a balanced way.

INDIVIDUALIZED ATTENTION

Illinois State University provides a supportive environment that focuses on each student as an individual. The University immerses learners in teaching and scholarship, fosters academic and personal growth, recognizes unique educational aspirations, and values each faculty and staff member's contributions to student success.

DIVERSITY AND INCLUSION

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 productively in a global society.

RESPECT

Illinois State University fosters a culture characterized by mutual respect, a civil exchange of ideas, and a collaborative approach to problem-solving. Faculty, staff, and students acknowledge others' rights to express differing opinions; they listen to opposing views conscientiously; and, when disagreeing, they do so responsibly.

CIVIC ENGAGEMENT

Illinois State University prepares students to be informed and engaged global citizens who will craft, promote, and further positive goals for the betterment of society. The University promotes active learning experiences through which students will gain an awareness and understanding of civic engagement as a lifelong responsibility.

COLLABORATION

Members of the University community work collaboratively to ensure the success of the University. They are dedicated to participating in shared governance, building on prior accomplishments, and making ongoing improvements. The University partners with business, industry, government, and educational entities to provide leadership in local, statewide, national, and international initiatives; expand service and outreach; and enhance financial support for instructional, scholarly, and service activities.

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. Teaching and learning, including research and creative activities, are conducted at the highest level of academic quality and integrity.

Strategic Directions, Objectives, and Actions

I. ENHANCE STRENGTH AND STABILITY

A) Manage enrollment for institutional success

1. Maintain high-quality academic student profile and sustain enrollment through increased enrollment of transfer, international, underrepresented, and non-traditional students
2. Ensure attendance at Illinois State University is affordable and accessible for students and their families through increasing financial support for student scholarships
3. Increase retention and graduation rates
4. Increase number and value of graduate stipends/assistantships, among other strategies to support quality of graduate programs

B) Support talent management to attract and retain high-quality faculty and staff

1. Increase the competitiveness of faculty and staff salaries
2. Enhance learning and professional development opportunities
3. Promote activities that support well-being

C) Strengthen financial position

1. Diversify and augment revenue
2. Explore alternative business models and support structures
3. Enrich the culture of philanthropy

D) Utilize best practices to enhance institutional effectiveness

1. Review, update, and align university plans with Educate, Connect, Elevate Illinois State
2. Increase collaboration across departments and divisions
3. Leverage data analytics to inform decision-making
4. Optimize space utilization and development to advance the University's mission
5. Ensure a safe and secure physical and virtual environment

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
2. Facilitate the development and growth of interdisciplinary programs
3. Refine processes for the development of new academic programs

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

1. Increase grant-writing activities and administrative support for scholarship
2. Enhance cross-disciplinary research efforts
3. Accelerate development and marketing of mission-consistent intellectual property where promising

C) Enhance organizational infrastructure to support innovation and collaboration

1. Create more spaces that encourage collaborative research, teaching, and other learning activities
2. Further integrate curricular and co-curricular programs that prepare students for success
3. Utilize technological solutions that enhance productivity and creativity

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. Increase and promote practices that aid in the retention of faculty, staff, and students
3. Optimize support services for onboarding faculty, staff, and students

B) Invigorate the campus community by providing a welcoming and inclusive environment

1. Provide additional professional development toward cultural competency and inclusion
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

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. Increase the number of faculty in international collaboration and exchanges
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

IV. ENRICH ENGAGEMENT

A) Foster partnerships offering collaborative and mutually beneficial opportunities

1. Increase opportunities for alumni and friends to create enduring connections that promote knowledge and resource sharing
2. Facilitate new partnerships with individuals, businesses, governmental entities, and organizations
3. Sustain and grow existing external relationships

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
2. Increase the number and quality of opportunities that engage students in research with faculty
3. Recognize, promote, and encourage civic engagement and service learning
4. Enhance the ability of members of the University community to engage with each other, internal and external resources, and university partners

C) Embed personal well-being and professional development initiatives into campus culture

1. Expand wellness and professional development opportunities
2. Deepen integration of wellness initiatives across campus
3. Promote wellness and professional development opportunities

D) Integrate approaches to engage students in career development and readiness

1. Support efforts to assess student career outcomes and placement in graduate and professional school
2. Promote integrated career development and readiness opportunities throughout the collegiate career
3. Enhance student connections with alumni and employer networks

APPENDIX A

PLANNING AND CONSULTATION PROCESSES

President Larry Dietz appointed a 24-member Task Force (Appendix B) to revise the University's strategic plan, *Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations*. He charged the *Educating Illinois* Task Force to review and update the strategic plan, building upon the success the University has accomplished since the inception of the first iteration of *Educating Illinois*. The Task Force was further charged to consult with the campus community, be well informed regarding the internal and external environments, and develop a new strategic plan that sets forth a direction to further advance the University in coming years.

During spring 2017, the Task Force sought input from students, faculty, staff, alumni, and the community through an online survey, open forums, and focused discussions. More than 1,000 responses were gathered from the online survey and open forums. Groups consulted through the focused discussions phase included:

- Academic Advising Council
- Academic Senate – Faculty Caucus
- Admissions Tour Team
- Administrative/Professional Council
- Alumni Association
- 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
- Department Chairs/School Directors Council
- Diverse Student Group
- Graduate Council
- Intercollegiate Athletics Leadership Team
- Mennonite College of Nursing Leadership Council
- Milner Library Faculty and Staff
- Student Affairs Council
- Student Government Association
- Student Leader Council
- University Research Council
- VP Finance and Planning Leadership Staff
- VP Provost/Academic Affairs Leadership Staff/Dean's Council
- VP University Advancement Leadership Staff

The Task Force used the information and feedback it received from the consultation process to develop the vision, values, goals, strategies, and tactics for the new strategic plan titled *Educate, Connect, Elevate Illinois State: The Strategic Plan for Illinois' First Public University 2018-2023*.

APPENDIX B

TASK FORCE MEMBERS

- Brian Beam, Executive Director; University Marketing and Communications (co-chair)
- Rachel Calhoun, Director; Research, Advancement and Foundation Operations
- Sam Catanzaro, Associate Vice President; Academic Administration, Policy, and Faculty Affairs (co-chair)
- Febin Chirayath, Student Government Association
- Jeff Clark, Department Chair/School Directors Council
- Angela Engel, Director; Planning, Research, and Policy Analysis (co-chair beginning 8/1/17)
- Laura Fox, Business Administrative Associate; University Police Department
- Paul Garris, Distinguished Professor; Biological Sciences
- Ron Gifford, Chair; Administrative/Professional Council
- Jamillah Gilbert, Instructional Assistant Professor; Special Education
- Rachel Hatch, Assistant Director; Media Relations
- Susan Kalter, Chair; Academic Senate
- Yongmei Liu, Associate Professor; Management and Qualitative Methods (through 7/31/17)
- Dwight Merilatt, Executive Associate Director; Intercollegiate Athletics
- Blanca Miller, Assistant Professor; Mennonite College of Nursing
- Danielle Miller-Schuster, Assistant Vice President; Student Affairs (co-chair)
- Hannah Picciola, Student Government Association
- Dean Plumadore, Civil Service Council (beginning 8/1/17)
- Ajay Samant, Dean; College of Business, Dean's Council
- Jennifer Sharkey, Associate Professor; Milner Library
- Sarah Smelser, Professor; School of Art
- Amanda Smith, Chair: Civil Service Council (through 7/31/17)
- Deb Smitley, Senior Associate Vice President; Planning, Finance and Facilities (co-chair through 7/31/17))
- Aslihan Spaulding, Professor; Agriculture
- Lenford Sutton, Department Chair; Educational Administration and Foundations
- Ani Yazedjian, Department Chair/School Directors Council
- Task force staff
- Cheryl Fogler, Assistant Director; Planning, Research, and Policy Analysis