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Educating Illinois, 2008-2014: Priorities for Illinois' First Public University

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Illinois State University, "Educating Illinois, 2008-2014: Priorities for Illinois' First Public University" (2008). *Educating Illinois*. 5.

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ILLINOIS STATE
UNIVERSITY
Illinois' first public university



Educating Illinois

2008–2014

Priorities for Illinois' first public university

EducatingIllinois.ilstu.edu



Dear Colleagues,

I am pleased to present Illinois State University's strategic plan, *Educating Illinois 2008–2014: Priorities for Illinois' First Public University*.

This document builds upon our University's many significant strengths and accomplishments, yet remains responsive to the fiscal realities facing today's public universities. It captures the vision set forth by the Illinois State Board of Trustees and serves as a brilliant example of our commitment to shared decision-making.

Educating Illinois 2008–2014 offers a strong foundation for future success and will guide us toward the answers of tomorrow's challenging questions.

As members of the University community, you are the authors of *Educating Illinois 2008–2014*. Students, faculty, staff, alumni, and annuitants contributed to the plan's development. Implementing the plan will require that same level of collaboration, commitment to the University's core values and focused attention to the priority goals and strategies identified in *Educating Illinois*. Collectively, these actions will solidify the position of Illinois' first public university as an institution of first choice for academically talented and motivated students.

Sincerely,

A handwritten signature in black ink, which appears to read "Al Bowman". The signature is fluid and cursive, with a large initial "A" and "B".

Al Bowman

President



Educating Illinois

2008–2014

Priorities for Illinois' first public university

Illinois State University—Illinois' first public university—is an institution of first choice for increasing numbers of academically talented and motivated students. Demand for the University's programs and services are strong, as is the student body. The student academic profile is at historic highs in terms of ACT composite scores, class rank, and grade point averages. Student retention and graduation rates are among the highest of the Illinois public universities.

Illinois State's quality and excellence are increasingly recognized nationally. In four consecutive rankings, *Kiplinger's Personal Finance* has identified the University among the top 100 public institutions in the country for excellence and affordability. *Washington Monthly* has listed Illinois State among its top university choices. Academic Analytics has placed the University among the top 20 small research institutions in the United States. The Carnegie Foundation for the Advancement of Teaching selected Illinois State as one of only eight institutions in the country to participate in the Political Engagement Project, which is an initiative of the American Democracy Project.

The University maintains strong, mutually reinforcing commitments to scholarship and to undergraduate and graduate education. The institution's defining characteristic is the pursuit of this dual commitment within the context of five core values: pursuit of learning and scholarship, individualized attention, public opportunity, diversity, and civic engagement. These values in practice result in exemplary instruction. Undergraduate and graduate students are encouraged to become involved in research and creative activities, leading to an invigorating curriculum, as well as the acquisition and dissemination of new knowledge.

There is ample evidence of excellence achieved during the University's first 150 years. To maintain such quality in the future, a number of challenges must be overcome. The demographic profile of the state and nation is changing. High school graduates will be fewer in number, increasingly more diverse, and bring varying levels of expectations and preparation. Funding is another concern, as state support for the University has declined to approximately one-fourth of Illinois State University's operating budget. No reversal of this trend is predicted for the near term, yet public demands for affordability, access, and accountability are expected to intensify. Technologies supporting teaching, learning, research, and administration will continue to change—becoming even more pervasive and expansive. While a number of improvements to facilities have been made over the past few years, more work remains to ensure classrooms and laboratories sufficiently support academic program requirements. To emerge from the next decade even stronger than it is today, Illinois State must have a plan to address these challenges—a plan that builds upon the past successes of the institution, guides decision-making, and prioritizes staffing and financial resources. That plan is *Educating Illinois 2008–2014: Priorities for Illinois' First Public University*.

Educating Illinois 2008–2014 builds upon the University's heritage, strengths, and recent accomplishments. It recognizes that changes in the external environment will require actions on the part of the University. The plan articulates a vision for the University that evolved after extensive consultation with students, faculty, staff, and alumni from throughout the Illinois State community. It includes goals that describe what the University intends to accomplish, as well as strategies for advancing each goal and examples of activities instrumental to the implementation of the plan. Implementing *Educating Illinois* will require the concerted effort of the entire university community. Each division, unit, and office is charged with advancing the goals and strategies of *Educating Illinois* through its day-to-day activities, planning, and resource allocation.

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.

Heritage

Illinois State University—the first public university in Illinois—was founded in 1857 as a normal university to prepare the state’s teachers. The University consequently has a rich heritage as the state’s leader in all facets of teacher education, from classroom instruction to educational administration and national policy setting. Its early emphasis on teacher preparation is reflected in a values-based commitment to creating an optimal learning environment for all Illinois State University students.

While preparing teachers remains a strong emphasis at Illinois State, the University’s offerings have expanded over time. There are six colleges, including Arts and Sciences, Applied Science and Technology, Business, Education, Fine Arts, and Nursing. Collectively they offer more than 160 major/minor options. In addition to teacher education, baccalaureate programs are offered in the biological, physical, social, and applied sciences; humanities; technology; business; professional programs; and the fine and performing arts. Illinois State is committed to providing graduate education in areas of programmatic strength and need at master’s and doctoral levels as well. Milner Library supports the University community’s opportunities for learning and scholarship with its varied collections, services, and resources. The University’s Honors Program promotes and enhances students’ academic and social experiences.

Academic excellence results in the acquisition, synthesis, dissemination, and creation of new research knowledge that invigorates undergraduate and graduate education. Mission-driven public service and outreach activities complement the University’s teaching and research functions and help expand the horizons of knowledge and culture among students, colleagues, and the general citizenry. For example, the University is distinguished as the only public university in Illinois to be classified as a National Doctoral/Research University by the Carnegie Foundation for the Advancement of Teaching. It is the only public university in Illinois classified by the Carnegie Foundation as being ‘more selective’ among those institutions where transfer students constitute at least 20 percent of entering undergraduates.

Students, faculty, and staff work together as partners in a unique culture of strong shared governance that has strengthened relationships within the University community, as well as external communities. Illinois State University promotes a culture of comprehensive and continuous planning as evidenced by the University’s strategic plan, as well as a number of other operational plans that advance the goals of *Educating Illinois*. These complementary plans include, for example, the *Information Technology Strategic Plan*, the *Long-Range Plan for Housing and Dining*, and the *Campus Master Plan*.

The University has nearly 170,000 living alumni located across the country and the world—over 110,000 in Illinois. In addition to the over 20,000 students enrolled on campus, the University provides credit and non-credit courses and services to an additional 55,000 people each year.





Vision

Illinois State University will continue to occupy a unique position of strength and visibility among the institutions of higher education in Illinois, the nation, and the world. Illinois State University will continue to be the first-choice public university in Illinois for high-achieving, motivated students who seek an individualized educational experience at an institution that offers excellent undergraduate and graduate programs and supports high-quality research, scholarship, and creative activities.

Core Values

The campus community is committed to the pursuit of learning and scholarship, individualized attention, public opportunity, diversity, and civic engagement. These five core values are central to the University, as they influence and guide the University's priorities and plans.

Pursuit of Learning and Scholarship: Illinois State University works with students as partners in their educational development inside and outside of the classroom so students come to appreciate learning as an active and lifelong process. The University contributes new knowledge through research, scholarship, and creative activities, as well as other forms of individual scholarship in which all students, faculty, and staff are encouraged to participate.

Individualized Attention: Illinois State University provides a supportive environment. An innovative General Education program, strong student-faculty-staff connections, and superior student services focus on each student as an individual, with unique educational needs and potential. The University is dedicated to placing the learner at the center of teaching and scholarship, to recognizing the importance of each faculty and staff member to the successful operation of the programs and services provided, and to acknowledging the ongoing contributions of its former students, faculty, and staff.

Public Opportunity: Illinois State University assures students access to educational, research, and service opportunities through a wide range of high quality programs; faculty mentors who are scholars and creative artists of repute in their disciplines; and the support of outstanding facilities, technologies, and library resources. The University partners with business, industry, government, and education providing leadership in statewide, national, and international initiatives; expanding service and outreach; and enhancing financial support for instructional, scholarship, and service activities.

Diversity: Illinois State University affirms and encourages community and an informed respect for differences among students, faculty, and staff by fostering an inclusive environment characterized by ethical behavior and social justice that prepares students to be fully engaged participants in a global society. The University supports a diverse faculty and staff who mentor a diverse student population. The University endeavors to create a varied and inclusive community where all students, staff, and faculty are active participants in a global society characterized by teamwork, respect for differences, civic engagement, and educational goals which celebrate diversity.

Civic Engagement: Illinois State University prepares students to be informed and engaged citizens who will promote and further the collective 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. Furthermore, the University encourages faculty and staff to serve as engaged civic leaders and role models promoting the quality of life for all citizens through collaborative and individual action.

Goals

Illinois State will focus resources and attention on strategic goals, strategies, and activities that address the most pressing challenges the institution will face in the near future. The University's dedication to providing an educational experience of the highest quality, combined with its commitment to scholarship and creative activities, can continue to be realized if faculty and staff remain true to the core values of the institution and to the advancement of the goals set forth herein.

As the University looks to the future, it faces a number of internal and external challenges that it must address to ensure continued success and realize its vision. These challenges relate to the changing demographics of the state and country; resource availability; technologies and facilities; and public demands for accountability, affordability and access. The goals and strategies that follow are designed to specifically address these challenges.

Goal 1: Illinois State University will position students to excel in a globally competitive, culturally diverse, technological, and changing environment.

As an institution of first choice for high-achieving and motivated students, Illinois State provides students with transformational learning experiences. Students are educated to become active citizens. The University recognizes its responsibility to provide a welcoming, safe, and supportive environment in which each individual can learn and excel, is treated with respect, and offered a wide range of opportunities. Students recognize their ability to influence social change and must be given the knowledge and skills necessary to do so. They should be given opportunities for service learning and experiential learning in multicultural settings. Faculty and staff must challenge students in ways that prepare them to become global leaders in this time of technological change and workforce diversification.

Strategy 1: Ensure learning opportunities are accessible and affordable for a diverse pool of students. Implementation will include activities such as:

Reviewing and revising enrollment targets in each major to accommodate enrolled students;
Enhancing financial aid and scholarship assistance for undergraduate students, including support for Monetary Award Program recipients whose maximum awards are not sufficient to cover tuition and fees at the University and recruitment incentives for new students; and
Increasing support for graduate assistantships.

Strategy 2: Develop and implement stronger transfer student orientation and transition programs.

Strategy 3: Coordinate, support, and evaluate student services and advisement systems to facilitate improvements in all student graduation and retention rates.



Strategy 4: Increase enrollment and improve retention and graduation rates of underrepresented students.

Strategy 5: Ensure that the University's curricula and teaching reflect the best educational practices and create enduring learning experiences that prepare students for success in their personal and professional lives. Implementation will include activities such as:

Having a campus dialog on increasing the role of research, scholarship, and creative activity in the undergraduate experience;

Exploring opportunities for furthering the involvement of the Honors Program;

Expanding international linkages to provide more opportunities for students to study abroad and complete international internships;

Providing the information technology environment necessary to prepare students for a rapidly changing workforce; and

Partnering with other institutions for course sharing opportunities.

Strategy 6: Infuse multiculturalism and civic engagement throughout the curriculum in general education and all degree programs, as well as with cocurricular activities.



Goal 2: Illinois State University will demonstrate excellence in scholarship, teaching, and learning at the undergraduate and graduate levels.

Illinois State supports a diverse and accomplished faculty and staff committed to excellence in teaching and learning at the graduate and undergraduate levels. The University is committed to engaging faculty and students in a variety of experiences that will enhance teaching, research, and scholarship and elevate Illinois State's reputation at the state, national, and international levels. Students are provided with opportunities to participate in research and creative endeavors that encourage them to view learning as a lifelong process. Faculty generate new knowledge through nationally and internationally recognized original contributions to their disciplines. The University must address the barriers faculty face as they seek external funding, work to publish in their disciplines, and continue to serve the University and its students.

Outstanding faculty and staff are the core of any great university. The University's ability to achieve the next level of excellence is dependent upon recruiting and retaining the highest quality faculty and staff who are committed to the University's values, and to providing premier educational experiences through exemplary teaching, scholarship, and service. Providing competitive salaries to faculty and staff continues to be a priority.

- Strategy 1:** **Recruit, retain, and promote outstanding faculty and staff committed to the values of the University. Implementation will include activities such as:**
- Increasing salaries to allow more competitive recruitment and retention of faculty and staff in all units; and
- Initiatives to recruit and retain a more diversified faculty and staff.
- Strategy 2:** **Ensure that academic support structures promote excellence in teaching, scholarship, and creative activities. Implementation will include activities such as:**
- Enhancing Milner Library collections, services, and resources to support instruction, scholarship, and creative activities; and
- Updating The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design to take into consideration other plans such as The Redbird Renaissance and the continued development of the Gregory Street property.
- Strategy 3:** **Facilitate the appropriate use of onsite, online, and other innovative delivery methods of instruction. Implementation will include activities such as:**
- Installing, maintaining, and updating appropriate teaching technology in all classrooms; and
- Expanding instructional and technological support to facilitate faculty in updating teaching strategies and using new instructional technologies effectively through services such as the Center for Teaching, Learning and Technology.
- Strategy 4:** **Assist faculty and staff as they seek external funding, work to publish in their disciplines and continue to serve the University and its students. Implementation will include activities such as:**
- Establishing and supporting a center for research and scholarship that provides strategic development opportunities for faculty engaged in research and scholarly activities;
- Providing centralized support for assisting faculty and staff with preparation and submission of grant applications;
- Providing additional support and incentives for faculty to engage in research such as paid leaves, travel, and graduate student support;
- Enhancing the visibility of, and training and support for, academic technology applications for research; and
- Developing doctoral programs in academic disciplines with long-term research potential.
- Strategy 5:** **Expand international faculty exchanges to enhance faculty knowledge and internationalization of curriculum.**
- Strategy 6:** **Expand the systematic reflection on, and study of, teaching and learning through continued national leadership in the Scholarship of Teaching and Learning (SoTL) initiative.**



Goal 3: Illinois State University will enhance student, faculty, staff, alumni, and community pride in, and allegiance to, the University.

Illinois State encourages the development of programs that support the academic mission of the institution and provides opportunities for informing and energizing students, alumni, faculty, and staff who will contribute their time and talents to the life of the institution. The University will expand student, faculty, staff, and alumni participation in publicizing the strengths of the University to the world at large. An enriching lifelong connection to Illinois State University will provide the University with an established network of loyal, committed alumni.

Strategy 1: Provide access to, and promote a diverse set of, high-quality cultural, social, recreational, and intercollegiate athletic opportunities for both the University and local communities.

Strategy 2: Enhance the institution's ability to connect to students and alumni and foster creative partnerships among alumni, students, faculty, and staff.

Strategy 3: Build connections among local, state, national, and international partners.

Strategy 4: Ensure coordinated and consistent promotion of the University's contributions, services, and successes to external constituencies.

Strategy 5: Increase the recognition of, and appreciation for, faculty, staff, and student service to individuals, committees, and organizations internal and external to the Illinois State community.



Goal 4: Illinois State University will be accountable and fiscally responsible to internal and external stakeholders.

Illinois State recognizes its responsibility to the citizens of Illinois as well as to its students, faculty, staff and alumni to be fiscally prudent and accountable. The University will meet the challenges associated with resource constraints by continuing to employ sound business principles.

- Strategy 1:** Establish an integrated, long-range financial planning process that is transparent, reflects all sources of funds, and allows for strategic decision making at all levels.
- Strategy 2:** Establish a formal mechanism to systematically review University processes and practices to ensure accessible and seamless user support services that promote satisfaction and effectiveness for internal and external constituencies.
- Strategy 3:** Link requests for new funds and allocate resources to promoting the goals and strategies articulated in *Educating Illinois*.
- Strategy 4:** Increase funds raised from private sources.
- Strategy 5:** Develop creative financial partnerships with external profit and nonprofit organizations to advance the University's mission.
- Strategy 6:** Enhance computer network and data security and reliability.

Goal 5: Illinois State University will promote a healthy, safe, and environmentally sustainable campus.

Illinois State values a healthy, safe, and environmentally sustainable campus that enhances individual health and community well-being, fosters positive teaching/learning experiences, and promotes environmental stewardship. A campus with these values addresses critical life-safety needs in facilities; incorporates environmentally sustainable principles in campus facilities and operations; supports initiatives designed to improve the health of its students, faculty, and staff; and is prepared to respond in times of emergency.

Strategy 1: Develop and implement programs and activities designed to promote the mental and physical health of students, faculty, and staff. Implementation will include activities such as:

Completing the Student Fitness and Kinesiology Recreation Center and promoting the facility's utilization; and

Maintaining staffing for the University's counseling services at levels recommended by related professional organizations.

Strategy 2: Develop and implement programs and activities to promote the safety of students, faculty, and staff. Implementation will include activities such as:

Coordinating existing safety plans; and

Developing new plans where gaps exist and ensure readiness for communicating with the University community in the event of an emergency.

Strategy 3: Complete capital improvement projects that address health and safety issues as well as adequate and efficient utility support. Implementation will include activities such as:

Remodeling and rehabilitation of the Fine Arts Complex, Milner Library, Stevenson Hall and Turner Halls;

Addressing the deferred maintenance priorities identified in Facilities Condition Assessment; and

Completing new power plant and related infrastructure improvements.

Strategy 4: Develop and implement a University policy on environmental sustainability.



Accountability

Illinois State University is committed to advancing the goals and strategies set forth in *Educating Illinois*. Upon the University's endorsement of the plan, a team will be convened with the purpose of coordinating the processes necessary for implementation. The team's charge will be to work with each division, unit, and office of the University to identify: the divisions, units, and offices that will assume leadership in advancing each strategy; the specific actions and activities needed to complete each strategy; a timeframe for doing so, and the indicators/metrics that will be considered in determining success.

As implementation of *Educating Illinois* proceeds, it will be important to regularly assess the progress being made in advancing the goals and strategies of the University's new strategic plan. The Planning and Institutional Research Office will report on plan outcomes on a regular basis. An annual report will be made to the Board of Trustees as well to the campus community. Implementation progress will also be documented on the *Educating Illinois* Web site at **www.EducatingIllinois.ilstu.edu**. To ensure that the plan continues to address the needs of the future, *Educating Illinois* will be reviewed and updated in 2011.

Planning Process

In fall 2006, President Al Bowman appointed an Educating Illinois Task Force to lead the University community in re-examining *Educating Illinois*. The task force was comprised of students, faculty, and staff from all areas of the University. A list of members is provided in Appendix A.

The president charged the task force with consulting individuals throughout the University community as it developed the University's strategic plan. The task force provided the University community with updates on its progress and solicited recommendations and comments through a number of venues, including: the *Educating Illinois* Task Force Web site, the *Illinois State Report*, e-mails and mailings to each University employee, and the *Daily Vidette*. Public forums were held on January 24 and January 30, 2008. Additionally, task force members met with representatives from various groups (see Appendix B) during the course of its deliberations.



REDBIRDS

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REDBIRDS

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Appendix A

Educating Illinois 2008–2014 Task Force membership

Cochairs

Jan Murphy, associate provost

Debra Smitley, assistant vice president for Finance and Planning

Governance group representatives

Lane Crothers, chair, Academic Senate (until May 2007)

Dan Holland, chair, Academic Senate (May 2007–May 2008)

Mary Campbell, Academic Senate

Melody Palm, chair, Civil Service Council

Dave Horstein, student body president (May 2007–May 2008)

Ross Richards, student body president (until May 2007)

Steve Klay, chair, Administrative/Professional Council

President's office and vice presidents' representatives

Jay Groves, assistant to the president, President's Office

Bob Aaron, executive director, University Marketing and Communications

Jerry Abner, assistant director, University Marketing and Communications

Mark Walbert, associate vice president, Academic Information Technology, vice president for Academic Affairs

Jan Paterson, dean of students, vice president for Student Affairs

Debra Smitley, assistant vice president, Finance and Planning

Colleges' representatives and Intercollegiate Athletics

Marion Willetts, associate professor, Sociology and Anthropology, College of Arts and Sciences

Klaus Schmidt, associate professor, Technology, College of Applied Science and Technology

Joaquin Vila, professor, Information Technology, College of Applied Science and Technology

Patricia Klass, chair, Educational Administration and Foundations, College of Education

Gail Russ, associate professor, Management and Quantitative Methods, College of Business

Leslie Sloan Orr, associate professor, School of Theatre, College of Fine Arts

Chad Kahl, associate professor, Milner Library

Susan Kossman, assistant professor, Mennonite College of Nursing

Leanna Bordner, associate director, Intercollegiate Athletics

Students

John Davenport, doctoral, Educational Administration and Foundations

Kevin Martin, junior, Business Teacher Education

Educating Illinois Task Force staff

Angela Engel, Planning and Institutional Research

Linda Thomas, Planning and Institutional Research

Appendix B

Campus Consultation

Educating Illinois Task Force members met with representatives from the following groups at least once during the course of its deliberations. In addition to meeting with these representatives, the task force provided updates of its work and solicited comments through the *Educating Illinois* Task Force Web site, open forums, the *Illinois State Report*, post cards, and e-mail notifications.

Academic Senate	Mennonite College of Nursing
Administrative/Professional Council	Milner Library
Alumni Association Board of Directors	Office for Diversity and Affirmative Action
Association of Black Academic Employees	Office of Enrollment Management and Academic Services
Athletic Council	People Realizing Individuality and Diversity Through Education (PRIDE)
Campus Technology Council	President's Cabinet
Civil Service Council	Provost's Advisory Council
College of Applied Science and Technology's College Council	Research and Sponsored Programs
College of Arts and Sciences' College Council	Senior Professionals
College of Business	Spanish Club
College of Education's College Council	Student Affairs Council
College of Fine Arts' College Council	Student Government Association
Council for the First Year Experience	Student Leaders
Energy Management	Undergraduate Students, Politics and Government
Facilities Planning and Construction	University Advancement Division
Facilities Management	University Chairs Council
Finance and Planning Division	University Club
Graduate Council	University Extended Learning Steering Committee
Graduate School	University Research Council
Graduate Student Association	
International House	