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Educating Illinois

Strategic Planning

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## Educating Illinois Progress Report, Fiscal Year 2015

Illinois State University

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# Educating Illinois

2013–2018

FISCAL YEAR 2015 PROGRESS REPORT

Individualized Attention, Shared Aspirations



ILLINOIS STATE  
UNIVERSITY

*Illinois' first public university*

# I am pleased to present

this report highlighting Illinois State University's significant strides in implementing *Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations*. The University's strategic plan has focused our efforts on providing supportive



and student-centered educational experiences for high-achieving, diverse, and motivated students. We do so while holding true to five core values: Pursuit of Learning and Scholarship, Individualized Attention, Diversity, Integrity, and Civic Engagement.

This report provides a snapshot of the achievements made in fiscal year 2015—the second year of this plan's implementation. The noted achievements would not have been possible without the hard work and dedication of the University's high-achieving, talented faculty, staff, and students. I am most grateful for their efforts, and encourage you to join me in celebrating their excellent work that has made Illinois State University the strong and vibrant institution it is today.

Respectfully submitted on behalf of the Illinois State University community,

A handwritten signature in black ink that reads "Larry H. Dietz". The signature is written in a cursive style and is set against a light gray rectangular background.

**Larry H. Dietz**

President, Illinois State University



# INTRODUCTION

*Illinois State University's mission, vision, values, goals, and strategies presented in Educating Illinois have provided a road map for the University that has led to its current level of distinction. This report reflects how the University community embodies the strategic plan as highlighted through the programs and activities initiated and the recognitions received during the second full year of implementation of Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations.*

## Highlights from 2014-15

- Enrolled the largest first-time-in-college class in 25 years, while maintaining quality and increasing the diversity of the student population
- Continued to graduate students at rates within the top 10 percent nationally
- Improved retention of new tenure-track faculty and implemented a new orientation and onboarding process for new employees
- Increased internationalization of the campus through new partnerships
- Hosted the Higher Learning Commission (HLC) site visit team in what resulted in an exceptional experience for the team and campus community
- Implemented the new academic information environment through the *LEAPForward* initiative
- Experienced the highest fundraising productivity levels in the University's history
- Enhanced campus facilities through installation of new instructional technologies in classrooms, renovations to Capen Auditorium and Edwards Hall, the creation of a new culinary laboratory in Turner Hall, and initiation of plans for the development of the new and renovated College of Fine Arts facilities and revitalization of the Bone Student Center

## Looking Forward

- Complete the HLC reaccreditation process with a successful affirmation for the University
- Continue recruiting strength in enrolling strong first-time-in-college and transfer students
- Continue expansion of activities designed to enhance globalization of the University
- Implementation of *Information Technology Strategic Plan 2015-2018: Innovative Technologies, Engaged Partners*, including continued implementation, enhancements, and upgrades of instructional and administrative technologies
- Development of proactive measures for addressing racial, gender, religious, or other identity-related issues
- Continue development of a Center for Civic Engagement and related programming
- Development of a long range financial plan that ensures the University's continued financial strength and sustainability
- Work to enhance College of Fine Arts facilities, the Bone Student Center, Milner Library, Fell Hall, and Felmley Hall



GOAL

# ONE

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

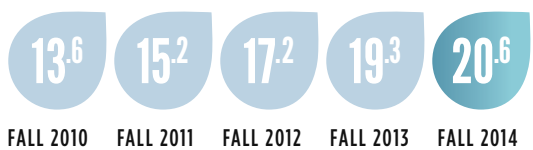
**STRATEGY 1:** *Recruit, enroll and retain high-achieving, diverse, and motivated students*

### Historic first-time-in-college population

The first-time-in-college (FTIC) cohort of 3,589 students in fall 2014 was the largest since fall 1989, and represented a 20 percent increase from fall 2013. The cohort reflected the same high-caliber student population as in previous years, with an average ACT score of 24 and an average high school GPA of 3.4. More than 25 percent of students in the fall 2014 cohort were from traditionally underrepresented groups, with a 13 per-

cent increase in African American students and a 35 percent increase in Hispanic students in comparison to the fall 2013 FTIC cohort.

PERCENT OF UNDERGRADUATE STUDENTS FROM UNDERREPRESENTED GROUPS



### Strong retention rates

Illinois State continues to exceed national averages in retention rates, ranking second among Illinois public universities. More than 81 percent of the fall 2013 FTIC cohort returned for a second fall term.

### National recognition

The University has received a myriad of recognitions, including the following:

- Ranked by *Kiplinger's Personal Finance* as one of the best values in the nation. Illinois State is one of only two public institutions in Illinois to make the list.

- Rated as one of “The 25 Colleges That Add the Most Value” by *Money* magazine, which recognizes institutions that add value to the education provided by outperforming peer institutions in graduation rates and alumni earnings.
- Ranked fifth in the “Midwest Best Bang for the Buck” category in *Washington Monthly’s* book, *The Other College Guide: A Roadmap for the Right School for You*. Illinois State is the only university from Illinois ranked in the top five.
- Named a top school in the 2015 *Military Advanced Education Guide to College and Universities*, which measures best practices in military and veteran education.

## RECRUITMENT INITIATIVES

### Admissions

Admissions targeted prospective high-achieving, out-of-state, and transfer students through various campaigns, including the following initiatives.

- Executed a one-day social media event in spring 2015 called #RedbirdSetGo, during which more than 600 admitted students declared their intention to enroll at the University;
- Collaborated with University Marketing and Communications to highlight four main marketing pillars (academics, social fit, affordability/value, outcomes) in reaching out to potential freshmen and transfer students;
- Increased visits to community colleges, out-of-state college fairs, and high school visits; and
- Launched Redbird Ready to assist the transition of admitted students from underrepresented populations.

### Financial Aid

Financial Aid increased the number of Redbird Academic Scholarships, Presidential Scholarships, and University Scholarships offered. In addition, the following was accomplished:

- Awarded an additional \$1 million in need-based aid was awarded in fall 2014 compared to fall 2013;
- Increased the number of University Scholarship offers to underrepresented students; and
- Increased the award amount to Presidential Scholars.

#### NUMBER OF STUDENTS AWARDED INSTITUTIONAL FINANCIAL AID GRANTS



### Honors Program enrollment increase

Admissions partnered with the Honors Program to recruit and enroll high-achieving students. The Honors Program consequently enrolled 74 more FTIC students in fall 2014 than fall 2013. The increase is a result of enhanced communication between Admissions and academic units, as well as a “personal touch” with Presidential Scholar candidates. Increased scholarships also enhanced recruitment efforts.

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

### Human Library program

In fall 2014, Illinois State piloted a “Human Library” program to first-year students enrolled in Learning in Communities courses. Approxi-

mately 50 “books” (people) were featured. Participants shared their stories based around different genres, such as those who have experienced prejudices or discrimination in their lives. Students chose which speaker to attend and were engaged in audience discussions.

### **Pass rates**

Illinois State students exceeded national pass rates in licensure and certification exams taken in 2014 (e.g., CPA Exam, National Council Licensure Exam-RN). Students achieved 100 percent pass rates in the following exams: Child Development; Child Life; Family Nurse Practitioner; Praxis in Speech Language Pathology; Title II Education Assessment of Professional Teaching; and Title II Education Content Test.

### **Honors Program**

The Honors Program developed a new framework grounded in five dimensions: critical thinking, interdisciplinary learning, independent research, creative productivity, and leadership development. Each is achieved through six customizable Honors learning experiences, including Honors course sections, Honors in-course projects, Honors research, Honors seminar, Honors Explorations, and Honors Travel.

### **Career Fair enhancements**

The Career Center offered a “behind the scenes” tour of career fairs. Students became familiar with the fair’s layout, gained tools on how to present themselves to potential employers, identified key employers for their career goals, and learned how to follow-up with employers. The career fair tours bolstered students’ confidence and motivation.

### **Milner Library**

Milner Library collaborated with the Department of English and the School of Communication to develop a new model of library involvement in the first year of general education. This new model increases opportunities for library and information teaching across the curriculum.

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

### **Chicago Teacher Pipeline grant**

The College of Education and Chicago Teacher Education Pipeline received a \$10 million grant in fall 2014 to expand teacher education programs into Chicago communities and Central Illinois urban districts. Now in its 11th year, the Chicago Teacher Education Pipeline remains a model for urban education. Nearly 400 teachers have been prepared for service in Chicago Public Schools. The grant will yield another 500 teachers.

### **Social Media Analytics Command Center**

The School of Communication launched the Social Media Analytics Command Center, which provides a space where students can interact with visualized social media data. In fall 2014, five courses utilized the new center, which was also used for student projects and faculty research.

### **Transpace**

The School of Art developed Transpace in a portion of the former University Galleries to allow for frequent rotation of student exhibits and critiques. All bachelor’s and master’s of Fine Arts thesis exhibitions will be installed in Transpace each semester.

## ISU's first Gates Millennium Scholar has no regrets

Dyrell Ashley is a poet, scholar, Sunday school teacher, tutor, and future neurosurgeon. He is also the first Illinois State student chosen by the Bill and Melinda Gates Foundation as a Gates Millennium Scholar.

A biology teacher education major from Chicago, he is one of 1,000 students from across the country to be awarded a scholarship through graduation. He was chosen from more than 53,000 applicants.

The Gates Millennium Scholars Program provides outstanding African American, American Indian/Alaska Native, Asian Pacific Islander American and Hispanic American students an opportunity to complete an undergraduate education at no cost. Everything from housing to tuition and books is covered.

He earned the scholarship as a first-time college student who excelled academically and demonstrated leadership ability through participation in community service and extracurricular activities.

Ashley was accepted into every university he applied to, including Princeton and Yale. He has no regrets with his choice to study at Illinois State. "I made the right decision. I'm exactly where I'm supposed to be," he said. "I love the campus size. I love the feel of it."

Raised on Chicago's south side, Ashley fixated on learning about the brain while still in grade school. He graduated from Percy L. Julian High School already familiar with Illinois State from visiting a cousin. The Gates program made his dream of enrolling possible without first attending community college or incurring debt.

Ashley remains active in several campus groups as he completes his undergraduate degree in preparation for graduate school followed by medical school. He appreciates his Illinois State experience, affirming it is all he envisioned. From individualized attention to learning opportunities that exceed his expectations, Ashley has no doubt he will be prepared to pursue his passion.



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### Hire-A-Redbird/Internship module

The Hire-A-Redbird job posting system added a new internship/experiential learning module for the University community to mutually access student internship records for improved communication, increased collaboration and data storage.

### RedbirdHacks

The University hosted RedbirdHacks—the first hackathon for students in various fields. Students

came from a dozen colleges and universities to participate in the competition, which ISU's team won. Students formed teams to develop new apps, software, or hardware in a 36-hour time period. Students proposed their ideas to corporate sponsors, which awarded prizes to the projects that were the most creative, technically difficult and useful.





### Mobile Application Development contest

The School of Information Technology held a Mobile Application Development (MAD) contest. Students were asked to develop a mobile application that addresses a current need in a creative and innovative way. A panel of Information Technology faculty selected the finalists, who advanced and developed a working mobile application. The champion developed “Ride Guide” to safely connect students with designated drivers.

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

### Stellar graduation rates

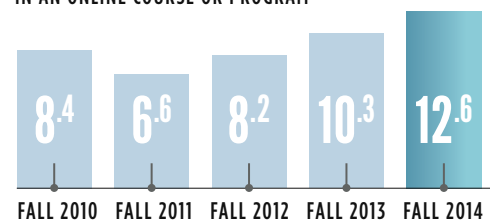
Illinois State’s most recent graduation rate ranks within the top 10 percent of all public, four-year universities in the nation. The University is ranked second among Illinois public universities. The fall 2008 FTIC cohort graduation rate reached an his-

toric high with 71.8 percent graduating within six years.

### General Education Program change

The revised General Education Program was implemented in fall 2014. Three cores were removed, reducing the prerequisites for many courses and the total hour requirement from 42 to 39. Approved by the Academic Senate, the changes maintain the academic integrity of the program while removing potential barriers that affected student progress.

PERCENT OF UNDERGRADUATE STUDENTS ENROLLED IN AN ONLINE COURSE OR PROGRAM



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

### **Consent and Respect online course**

A Consent and Respect online course was offered to all students during fall 2014. Educational information on sexual assault, domestic violence, dating violence, and stalking was shared. In fall 2014, 92 percent of all FTIC and new transfer students completed the course, as well as 77 percent of returning students.

### **Professional development dinners**

The College of Business, College of Applied Science and Technology, and the Honors Program each offered students opportunities to participate in professional development dinners. The events allowed students to learn and practice etiquette and communication skills necessary for professional interviews and work settings.

### **Dining Services ranking**

The firm Niche placed Illinois State among the top campus dining programs in the nation based on meal-plan cost and feedback from 64,000 students surveyed. Campus Dining Services ranked 101st among nearly 1,200 dining facilities—earning the highest ranking of any public university in the state of Illinois.

### **Adaptapalooza**

Campus Recreation co-sponsored the Adaptapalooza event in spring 2015 as the culminating event for Therapeutic Recreation Awareness month. Developed by Kinesiology and Recreation therapeutic recreation students, it provided instruction and competition in sitting volleyball and wheelchair basketball. More than 21 student teams tried inclusive activities that support participation based on different ability levels.



### **Preparing for student teacher interviews**

Interviewing Tips for Education Majors—a collaboration between the Career Center and the Teacher Education Center—focused on preparing student teachers for the interviewing process. Students from all class standings and content areas were invited, with marketing chiefly done by the Teacher Education Center.

### **Male engagement and development opportunities**

The University hosted two events in spring 2015 to provide development opportunities for men.

- The Men's Leadership Symposium educated male leaders on developing healthy behaviors; ascertaining a values-based leadership lifestyle; developing leadership skills for the future; and examining the role of men's leadership in society while recognizing the dynamics of diversity, inclusion and the power of men's leadership.
- The Black and Latino Male Summit provided a forum to support and equip men of African American and Latino descent with the tools necessary to thrive in college and society as a whole. The summit's goals were to raise awareness, create a sense of camaraderie, discuss issues pertinent to both cultures, and cultivate opportunities to build coalitions.

## LGBTQ conference makes history at Illinois State

After two years of planning and organizing, Illinois State students welcomed more than 2,200 to campus in February 2015 for the nation's largest LGBTQ college conference in the nation.

The 22nd annual Midwest Bisexual Lesbian Gay Transgender Ally College Conference (MBLGTACC) was the largest conference in the organization's history.

It was orchestrated entirely by ISU students advised by campus staff.

"The students who put this together are incredibly passionate," said ISU graduate assistant Cassie Burningham. "They have been driven since the beginning. They own this conference, and it is theirs."

Burningham helped advise the MBLGTACC committee, which arranged more than 90 workshops on topics related to the LGBTQ community. Issues covered ranged from healthcare for LGBTQ patients to understanding housing needs for LGBTQ students.

Laverne Cox opened the conference with a keynote address. She is the first transgender woman of color to have a leading role on a mainstream, scripted television show—the Netflix series *Orange is the New Black*.

Entertainment included a drag show hosted by Bianca Del Rio, the winner of RuPaul's *Drag Race*, season six. Conference participants also engaged in serious events that explored perspectives of others in the LGBTQ community.

"There are so many things I never took into consideration with the transgender population. It's amazing how similar we all are," said Blake Wilson of Iowa State University.

Indiana State University graduate student Nick Weldon was shocked to see a full room for his workshop on the stigma of sexually transmitted infections. He saw the conference impact his own group of students from Indiana State, as it was the first time most were in such a welcoming atmosphere.



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### Nursing-themed Living Learning Community

A Nursing-themed Living Learning Community was created in Hewitt Hall in fall 2014 to support student success in the nursing program. The 30 freshmen and four sophomore nursing students living on the Hewitt floor participated in a variety of social and educational activities.

### Student employee training program

Bone Student Center staff initiated an enhanced student employee training and assessment pro-

gram. The goal was to increase efforts to embrace inclusion and social justice, ultimately making the center a better place for students to learn and grow in environments that are safe, supportive, challenging, and inclusive. Every student employee attended a small-group training session two to three times per semester. The focus of these meetings was building safety, emergency procedures, cultural competency and inclusion, team building, and leadership development.



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*

### **Outstanding online nursing program**

Illinois State's online nursing program is ranked as one of the "Best Online Nursing Programs" according to *U.S. News & World Report*. The Nursing Systems Administration Program is ranked 93rd

on the list. This is the first time Illinois State has been ranked in the Best Online Nursing Programs survey. No other public institution in Illinois was named.

### **Joint faculty hiring**

For the second consecutive year, the College of Arts and Sciences advanced interdisciplinary research and teaching by hiring a new faculty member with a joint appointment. This new faculty member will begin an appointment in Sociology-Anthropology and Women's and Gender Studies in fall 2015. In fall 2014, a neuroscientist began with an appointment in psychology and biological sciences.

### **New programs, sequences**

The Illinois Board of Higher Education approved a Biological Sciences Teacher Education bachelor's program. A number of new sequences were also created that exhibit the University's commitment to look at program growth in areas where there is expertise and excellence, workforce needs and societal demands. New sequences were developed

within varying degree levels in biological sciences, family and consumer sciences, kinesiology and recreation, marketing and technology.

### **TLE TeachLive™**

The College of Education began using the teacher preparation tool, TLE TeachLive™, in fall 2014 to enhance the teacher education program. TLE TeachLive™ is a virtual reality program that uses avatar students to help pre-service and in-service teachers learn to deliver a lesson plan or improve classroom management. The mixed reality program uses artificial intelligence as well as human controllers to deliver an authentic classroom experience.

## **ACADEMIC PROGRAM CAPITAL PROJECTS**

### **Capen Auditorium**

Renovation is underway on the 740-seat Capen Auditorium, the University's largest lecture space. Work that started in September 2014 will be completed in summer 2015 for classes that fall. The project involves new seating, lighting, sound, and mechanical and electrical systems.

### **Culinary laboratory**

In order to accommodate curricular requirements and scholarly pursuit in the Food, Nutrition, and Dietetic sequence within the Department of Family and Consumer Sciences, a complete renovation of the current Turner Hall lab is underway. The renovation will provide a commercial kitchen design and equipment, lab space for culinary research, and needed infrastructure and support space.

### **College of Fine Arts facility**

Development of design documents for the planned \$54.3 million state-funded College of Fine Arts building project proceeded in fiscal year 2015. The new structure will enhance instructional facilities for the college. The project includes construction of additions to the Center for Performing Arts, Centennial East, and Center for Visual Arts. A new facility between Centennial East and the Center for Visual Arts will be constructed, with partial renovation of existing facilities.

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

### **Intellectual property and export control**

An intellectual property/export control officer was hired by Research and Sponsored Programs. The employee is partnering with campus investigators in the intellectual property process to help identify specific technologies or methods being developed on campus that should be protected. Duties also include identifying potential campus activities that may be subject to export controls.

### **Research Center phase I**

Centralized support services that improve the efficiency and coordination of research and research-related activities are critical to growing the research enterprise. The development of a Research Center is an important step in advancing these institutional priorities. Phase I of the center's development began with relocation of the Research and Sponsored Programs Office to Uptown Crossing, which places it in close proximity to the Grants Accounting Office. The new location supports expanded services to faculty and facilitates coordination of pre- and post-award administrative support.

## Educator and alum challenges stereotypes through art

Having worked in higher education for nearly 30 years, Rick Lewis has seen preconceived judgments and assumptions inform knowledge and opinion. He exposes that reality through portraits of African American men.

Lewis, M.S. '87, is ISU's associate dean of students. He is also a School of Art alumnus who used his talent to create portraits of 20 young men exhibited at Milner Library in spring 2015.

"I always knew African American males had unique challenges being on a predominantly white campus," Lewis said. "These ideas were incubating in my head over the last 19 years. I often asked myself what would it look like if I had to illustrate it."

Lewis hopes the impact of each painting will serve as a catalyst for starting meaningful dialogue. He knows the portraits may make some with preconceived notions uncomfortable. Lewis multiplies that discomfort by filling an entire gallery.

His creative process starts by photographing his subject, allowing Lewis to paint during his free time. He works with such painstaking detail that a single portrait may take several months.

His models—mostly students—wear clothing without brands or symbols. They are painted in a natural pose against a neutral background, void of context.

"When a person approaches this artwork, all they have to work with is what they see and the assumptions they bring to it," Lewis said. "My work is stripped of narratives and visual cues."

Viewers must confront their assumptions about the person portrayed, consider where their assumptions originated, and ponder why such thoughts exist. "I'm an educator," Lewis said. "Ultimately I want to use this artwork to educate students on differences and acceptance and how to rethink stereotypes."



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### Faculty expert database

University Marketing and Communications—in partnership with Media Relations and Web and Interactive Communications—has collected from each academic college, department, and school their respective list of experts by field of knowledge. The work, which revives the University's expert database, serves internal audiences and external media outlets.

### Cross-Disciplinary Development Program

Research and Sponsored Programs offered the Cross-Disciplinary Development Program, which facilitates competitive external grant proposals that support research in multiple disciplines. The program brings together scholars from different fields to share their expertise and pursue innovative collaborations. The program funds several cross-disciplinary grant development awards to assist in cultivating major grant proposals targeting external funding agencies.

## Scholarship of Teaching and Learning initiatives

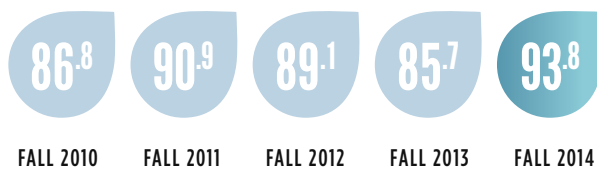
The Office of the Cross Chair in Scholarship of Teaching and Learning (SoTL) started a blog, “The SoTL Advocate,” to share tips and discussions on SoTL. The office also hosted the “Walk the Talk” contest for best examples of the application of SoTL campus research beyond the classroom.

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

## Investigations and diversity position

The Office of Equal Opportunity, Ethics, and Access added an assistant director of investigations and diversity. The position spearheads diversity initiatives on behalf of the president and works with the University community to build a greater understanding of diversity. Other duties include recommending programming related to diversity, responding to harassment and discrimination concerns, and periodically assessing the University’s climate.

PERCENT OF NEW TENURE-TRACK FACULTY  
RETAINED AFTER THE THIRD YEAR



## HUMAN RESOURCE INITIATIVES

### Improved employee orientation

Human Resources implemented the plan for a university orientation called “All About ISU.” The program features speakers from various departments in an interactive setting during the employee’s first month. The orientation program covers what it means to be a part of the Redbird family, the Redbird campus, Redbird values, and the new employee’s Redbird career. Human Resources staff also initiated a new service for incoming hires. Staff members meet individually with new employees to ensure a more seamless onboarding process and to more quickly address questions.

### Enhanced recruitment reporting capability

Human Resources enhanced recruitment reporting abilities. The University is now able to track where applicants learned of vacancies and from where successful candidates come. The work was completed in partnership with the Office of Equal Opportunity, Ethics, and Access (OEOEA). Human Resources also created a diversity profile page on the Inside Higher Ed website in collaboration with OEOEA.

### Inclusion Change Team

The Division of Student Affairs created an Inclusion Change Team in fall 2014 as part of an ongoing commitment to support inclusion and community building by modeling advocacy, leadership, and education. A cross-divisional group serves as Inclusion Practitioners—a learning community that receives extensive cultural competency training. The Inclusion Practitioners team facilitates discussions and training with department staff, supporting division efforts to increase professional competencies of equity, diversity and inclusion. The team also consults extensively

## Campus Fulbrights bring international experience to campus

The pledge for personal attention that defines Illinois State's academic experience is made meaningful because faculty challenge themselves to keep learning and sharing new knowledge.

One of the most obvious ways growth continues is through international experiences made possible through the Fulbright program, which funds exchange opportunities. Several on campus have seized the opportunity, including Nancy O'Neill and Jason Reblando.

A music education major, O'Neill studied at the Resonaari School in Finland as a Fulbright Student in 2014. Reblando, an instructional assistant professor who teaches photography in the School of Art, was in the Philippines photographing families of Filipino workers in spring 2015.

Another honoree is Professor of Politics and Government Lane Crothers. He will spend the 2015-2016 academic year studying as the Fulbright Bicentennial Chair in American Studies at the University of Helsinki.

Crothers will hold a joint teaching and research appointment in the University of Helsinki's Department of World Cultures North American Studies program. He will teach classes on globalization and American popular culture, and on post-9/11 U.S. politics and culture.

"The Bicentennial Chair at the University of Helsinki is a great fit with my areas of research," said Crothers, who studies how American popular culture influences the culture of other nations.

"Helsinki is a cosmopolitan city and English is widely spoken. As a result, American movies, music and other cultural influences are prevalent. I'm curious to study how American culture really plays in Finland."



Professor of Politics and Government Lane Crothers

with department and division leadership on policies, programs, and services that meet the needs and support the success of an increasingly diverse student body and staff.

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

### Campus Compact

Campus Compact is a national coalition that works to incorporate civic engagement into campus and academic life. Illinois State Campus Compact works in conjunction with the national organization's state office to help develop students through

participation in service learning opportunities on campus, in Bloomington-Normal, nationwide and abroad.

### Center for Civic Engagement Task Force

The Center for Civic Engagement Task Force is charged with researching and evaluating best practices and models for civic engagement at universities; recommending strategic approaches for supporting, enhancing, and connecting current endeavors; exploring potential funding to support new practices; and developing recommendations on what practices and/or models would best meet the University's future needs.



## Model UN accolades

Illinois State's Model UN team returned from its annual trip to the National Model United Nations in New York with a Distinguished Delegation award. There are more than 5,000 students who compete for the honor, which is given to the top 20 percent of schools. Model UN helps students improve their writing, research, public speaking, leadership, and negotiation skills.

## A culture of service

Random Acts of Kindness Week and Strike Out Hunger food drive, sponsored by the Bone Student Center, offered students the opportunity to cultivate a culture of service. Students passed out healthy snacks to building guests, left encouraging notes, and staffed a hospitality table with information and prizes. For the price of nonperishable food items, students could enjoy bowling, billiards, table tennis, bingo, and bags. All canned goods collected were taken to the Home Sweet Home Ministries food pantry in Bloomington-Normal.

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

## Panama partnership

President Larry Dietz and the U.S. Ambassador to Panama met with the Rector of Quality Leadership University (QLU) to talk about promoting new relationships between Illinois State and institutions in Panama. A private university located in Panama City, QLU offers academic programs in business administration, business marketing,

international business, communication science, engineering management, and human resources management and development.

## Students from Mexico participate in English Program

The University hosted more than 100 students from universities across Mexico as part of a Mexican government program to promote study abroad opportunities. The students participated for a month in an intensive English language program funded by the Mexican government's Proyecta 100,000 project. In addition to taking English language classes through Illinois State's English Language Institute, the students shared in campus academic and cultural activities.

## International initiatives

New international initiatives have included faculty-led study abroad programs in Japan, Hong Kong, Costa Rica, Russia, and England. The International Studies Office supported four global faculty travel grants, as well as additional need-based and merit-based funding for student study abroad scholarships. New international university partnerships have been developed in Ireland and Cyprus. The University also joined the Institute for International Education's Generation Study Abroad initiative. By doing so, Illinois State committed to work toward doubling the University's study abroad numbers within the next five years.



## GOAL

# THREE

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

**STRATEGY 4:** *Enhance cross-divisional and cross-departmental collaboration*

### Campus Dining, academic partnership

Campus Dining and the Department of Family and Consumer Sciences collaborated on a number of programs, including Fresh FAVs. The initiative increased the availability and consumption of fresh produce, provided experiential learning opportunities to Illinois State students, and cultivated the opportunity for two senior dietetics students to complete their professional practice requirements with Campus Dining.

### Registered dietician

With a registered dietician now on staff, Student Health Services provides dietetic assistance to students. This enables students to obtain needed care, which bolsters academic success. In addition to patient care, the dietician provides outreach programs that include Dine with a Dietician and Healthy Cooking Demonstrations.

### McCormick locker rooms

The McCormick locker rooms opened in January 2015 and support School of Kinesiology and Recreation lab activities, as well as Campus Recreation's personal training program. The latest collaboration between the two units, the project allows students to learn in the classroom and apply the knowledge immediately within a research or employment setting.

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

### Alumni affinity networks

Alumni Relations expanded affinity and geographic networks in fiscal year 2015. Two alums and Alumni Relations staff are working to launch the Lesbian, Gay, Bisexual, Transgender, Queer, Ally (LGBTQA) Alumni Network—the first affinity group for LGBT graduates. Efforts to create ISU’s first-ever Latino alumni network (Latin@ Alumni Network) is also in the works. An opening event was held in Chicago to lay the foundation for the Latino alumni group. Several regional networks have also been developed in Cleveland, Nashville, New Orleans, Northern California, and Philadelphia.

### Athletic success

Redbird athletes have been successful on the field and in the classroom. The women’s soccer team won its fourth straight MVC conference title and back-to-back regular season titles. Redbird volleyball captured its first regular season and MVC conference title since 1997, while the football team seized its first league title since 1999. Men’s basketball made it to the second round of the NIT tournament. Illinois State’s

student-athletes achieved a combined 3.16 GPA in fall 2014, which is a new departmental record. The student-athlete targeting program through the Karin L. Bone Athletics Study Center helped 301 student-athletes earn Afni Athletic Honor Roll distinction.

### Water tower makeover

The Redbird logo was painted on one side of the Town of Normal’s water tower that stands between Hancock Stadium and University High School in fall 2014. The words “Illinois State University” were painted on the other side. Supported by the town-gown Redbird Pride Committee, the tower won second place in the 2014 Tnemec Tank of the Year national contest.

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

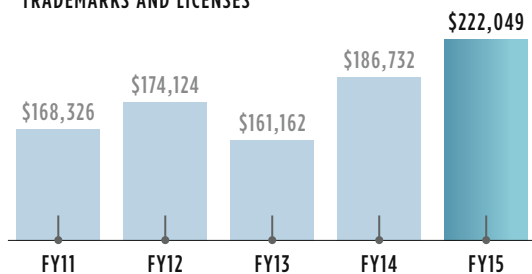
### Emergency drill

More than 240 participants from the University and local and state emergency management, law enforcement, and safety officer organizations joined in a three-hour active-shooter exercise in spring 2015. The drill took place at Atkin-Colby Hall, Student Health Services and the University’s Emergency Operations Center, which is a dedicated space used to coordinate the University’s overall emergency response. The event gave participants an opportunity to practice response efforts in an authentic setting.

### University Galleries

The relocation of University Galleries to Uptown Station in October 2014 was made possible through a partnership between the Town of Nor-

REVENUE GENERATED FROM UNIVERSITY TRADEMARKS AND LICENSES



## Campus connections critical in enriching civic engagement

Civic engagement is an integral part of collegiate life at Illinois State. Students learn through classroom lectures and personal involvement the benefits of being actively engaged. They appreciate opportunities each academic year to participate in projects offered on campus, within the community and literally around the world.

Education is a key part of the process, which is one reason ISU Police Chief Aaron Woodruff started a program that allows departmental staff to connect with students directly.

Through Coffee with a Cop, Lunch with the Law, and Dinner with a Detective, students gain an understanding of what it means to serve in law enforcement. Casual conversations in dining halls or the Bone Student Center help students realize the work done by the ISU Police Department.

"We endorse a strong philosophy of community policing," Woodruff said. "It is important for our officers to remain approachable and helpful to those we serve. Campus safety is a shared responsibility. We need the community's assistance in identifying programs and reducing fear of crime. These events are a great way to improve community and gain valuable feedback."

Some student participants have been interested in career opportunities and how to enter law enforcement. Others raise questions about campus safety issues. The officers make students more aware of how they can help keep Illinois State a safe environment.

Officer Eric Lutz used a Coffee with a Cop event to distribute a combination whistle, flashlight and keychain with information on "Bird Watch."

"It's like a Neighborhood Watch, which most of them are familiar with," Lutz said. "So much of our job depends on people telling us what they see."



mal and Illinois State. The new location features five art spaces to display work by national and international artists, Illinois State students, faculty, and alumni. The College of Fine Arts also partnered with the Illinois Symphony to present classical music in conjunction with the exhibits. Other partners for programming include the Marriott, Home Sweet Home Ministries, Metcalf, Student Counseling Services, and WGLT. The space is being used for civic gatherings, public performances, and concerts.

### International faculty fellowship

A College of Education professor was awarded a fellowship by the Carnegie African Diaspora Fellowship program to work with faculty and graduate students at the University of Kabianga in Kenya. His efforts will be focused on maximizing the available resources for teachers and teacher educators throughout the nation.



### Helping emergency responders

Researchers in Illinois State's exercise physiology lab collected data as part of a research project to help firefighters avoid on-the-job injuries and improve their cardiovascular health. Town of Normal firefighters took part in a baseline screening of movements last spring. Researchers created an eight-week program for each firefighter, tailored to focus on individual areas that needed strengthening. When the firefighters were reassessed, the results showed improvements across the board.

### Electrical aggregate

The Office of Energy Management led five Illinois public universities in a yearlong effort to select an electrical service provider for the coming decade. Combining the electricity needs of the five institutions has resulted in favorable rates. The financial benefit to the electrical aggregate amounts to approximately \$3 million annually.

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

### Points of Pride

President Larry Dietz's Top 10 Points of Pride have been the centerpiece of an increased emphasis in celebrating the University's 2015 achievements. The Points of Pride list includes university accolades, awards, and achievements. Red and white signs covering bus shelters around campus advertise the Points of Pride, while university social media accounts regularly promote the campaign.

### Main Street College

The College of Arts and Sciences is showcasing its areas of study through an ongoing speaker series, Main Street College. The intent is to publicly share the exciting work being done across the college. Two events were held: "Visiting the Ancestors: A Night Out with Neandertals," was

## Career Center creates bridge between employers and students

Most on campus know the University's Career Center assists students with developing, evaluating, and implementing career and employment decisions. There is more to the mission, however, as the office also builds strong relationships with employers.

The center's Employer Partner Program is an exclusive opportunity designed to assist recruiters in finding qualified student talent for internships and job opportunities within a specific field or organization.

The support received from employer partners allows the Career Center to further develop, enhance, and implement innovative programs and services so that Illinois State's students are ready and able to contribute to the workplace.

Career Center staff recognize the importance of bringing students together with employers. The office assists recruiters by customizing a strategy that works on campus, assisting with making academic department contacts, and creating maximum exposure to job openings.

Businesses in the Employer Partner Program have included State Farm Insurance Companies, COUNTRY Financial Services, Enterprise, Discover Financial Services, and Caterpillar, Inc.

The primary benefit to employers is the Career Center's scheduling of events, specifically job fairs, which bring qualified students to the table. Employers appreciate the opportunity to meet with young adults who have honed the desired skill set.

Partnerships are for a full year and give recruiters priority registration for all recruiting events. The Career Center guarantees increased brand visibility through campus marketing initiatives, and provides direct access to job and internship candidates in a variety of settings.

The enhanced services improve the efficiency and cost-effectiveness of corporate efforts to recruit students, who likewise benefit from the opportunity to connect with employers without leaving campus. Many students exit career fairs having arranged interviews that lead to their first full-time job in their chosen field.



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held in fall 2014. “Public Health Concerns in Drugs, Foods, and Vaccines: Where are we now?” was held in spring 2015.

### Stories news hub

Illinois State's WordPress news hub moved to the cloud with a research and application configuration performed by the Web and Interactive

Communications development team. Data show clear performance improvements under the new infrastructure, which averages about one second to load. That compares to four seconds in the previously locally hosted configuration.



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*

### **iPeople upgrade**

Illinois State's human capital management system, iPeople, was upgraded in spring 2015 to a more modern and functional version. The system was moved into the cloud, where it is

maintained and supported by the vendor. The end result is a more functional system to serve the University's human resources and payroll needs.

### **Off-campus housing database**

Illinois State's off-campus housing database is an online marketplace that allows the Dean of Students Office to serve students and forge collaborative partnerships with local landlords and property managers. The database allows students to search for properties based on multiple amenities.

### **Improved Web presence**

Mobile-friendly "responsive" websites have been developed to promote and advance the University's reputation and brand. Examples of these sites include Admissions, Financial Aid, Campus Recreation, and Student Health Services.

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

### LEAPForward Initiative

The LEAPForward initiative released into production all modules in the new academic information environment. The initiative designed, configured, tested, and released several key administrative applications that integrate closely with the academic information environment. Together these applications represent an improvement in the University's information technology infrastructure by providing modern tools, streamlined processes, and integrated information to students and departments that serve them.

### Wireless coverage

Illinois State launched a multi-year wireless upgrade project in 2014. The effort began with large academic buildings such as Schroeder Hall, and major activity hubs such as the Bone Student Center. Phase 1 of the wireless initiative was completed as part of continuous efforts to enhance and increase the speed of wireless connectivity throughout campus. Phase 2 is underway and will enhance wireless connectivity in additional buildings.

### Implementation of StarRez

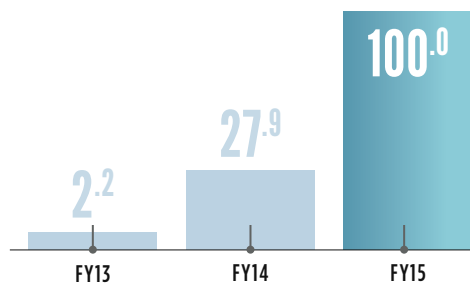
University Housing Services and Campus Dining Services collaborated with LEAPForward campus partners in spring 2015 to implement a new online contract and room and meal plan selection program (StarRez), which is compatible with the University's new student information system (Campus Solutions).



### Classroom instructional technology

The Classroom Technology Enhancement Project ensures that appropriate instructional technology is available in all scheduled learning spaces on campus. All general-use classrooms have the following standard instructional equipment: computer and monitor, Internet connection, display projector, display surface (screen or specially-painted surface), sound system, document camera, and laptop connection.

PERCENT OF GENERAL CLASSROOMS UPDATED TO A STANDARD LEVEL OF INSTRUCTIONAL TECHNOLOGIES



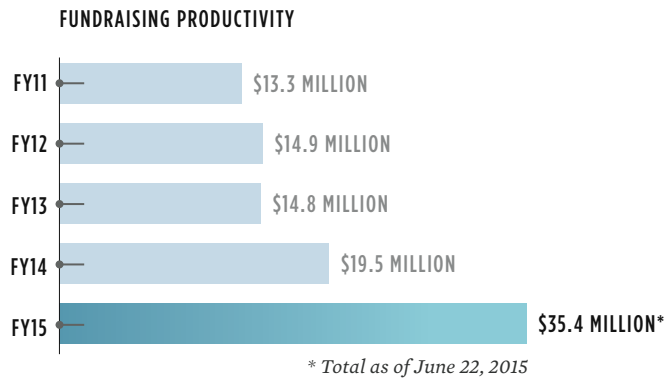
**STRATEGY 3:** *Build a culture of philanthropy throughout the University community*

### Record private fundraising

Fundraising at Illinois State has risen to unprecedented levels. University Advancement's total fundraising productivity for fiscal year 2015 was \$35.4 million. This surpasses the previous record total of \$19.5 million for fiscal year 2014. Alumni



and friends continue to show a strong interest in planned giving and scholarships to support future generations of Redbirds.



### Forever Redbirds Campaign

The senior gift program—Forever Redbirds—celebrates seniors, prepares them for the transition as alumni, and educates them on the importance and impact of giving back philanthropically to the University. Senior ambassadors were recruited in 2014 to help assist the Annual Giving Office with raising awareness. The group planned and executed exclusive events to celebrate seniors in their final year at Illinois State.

### Athletics fundraising

Fiscal year 2015 was record-breaking in many ways for Illinois State Athletics, including development efforts. An eight-figure commitment secured the largest gift from a private individual in Illinois State history. Athletics also received an anonymous seven-figure gift commitment for an endowed scholarship that will support a Redbird football player annually. A record number of supporters made a gift to the Athletics Department for the second consecutive year.

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

### Accreditation

Illinois State concluded its two-year process of seeking reaccreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools in April 2015. A team visited campus and met with university leadership, the accreditation steering committee, and other campus groups that provided insights related to key accreditation criteria. A decision as to whether reaccreditation is granted is expected in late summer 2015.

### Improving information technology

The *Information Technology Strategic Plan 2015-2018: Innovative Technologies, Engaged Partners* presents the vision, values, goals, and strategies related to the University’s information assets and the technologies that support them. The plan was completed and endorsed by shared governance groups in spring 2015.

### MASTER PLAN

Implementation of recommendations in the *Master Plan 2010-2030: Looking to the Future* continued in fiscal year 2015. Beyond capital projects already referenced, work progressed on the following:

### Bone Student Center Revitalization

The Board of Trustees approved plans in May 2015 for the first phase of the Bone Student Center Revitalization. The \$32.9 million project will be transformational with the creation of a new area to welcome students, families, and guests; and the development of a more inviting gateway to the University campus from the north. The project also includes relocating the catering kitchen from the second to the first floor; renovat-



ing the area vacated by moving the catering kitchen; reconfiguring the loading dock; constructing new entrances on the west and northwest ends of the building; relocating the bookstore from the second to the first floor; and creating a new area to welcome students, families and guests.

### **Outdoor Activity Center**

Design and construction of a new Outdoor Activity Center and high ropes course was approved by the Board of Trustees in May 2015. The \$2.2 million project is part of *The Gregory Street Development: Campus Recreation Master Plan* that outlines improvements to the property.

### **Edwards Hall**

Mennonite College of Nursing faculty and staff moved into newly renovated space on the first floor of Edwards Hall in fall 2014.

### **Deferred maintenance**

A number of projects designed to address facility maintenance were completed in fiscal year 2015,

including replacement of mechanical equipment in Watterson Towers; replacement of windows, roof and emergency exits in Watterson Commons; repair of Old Union exterior columns; resurfacing of the U-High parking lot; and enhancements to humidity controls in the Lois Jett Costume collection in Turner Hall. Examples of work that will proceed in the coming months include installation of a new chiller at University High School; replacement of windows at the Linkins Dining Center; replacement of roofs on the Student Services building, Julian Hall, and Nelson Smith Building; and masonry repair at the Quad entrance to Hovey Hall.

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

#### **Energy conservation**

Energy conservation efforts have resulted in significant and continuous reduction in natural gas, electricity and water consumption as measured by BTU and gallons per square foot of space. Energy consumption is up only an estimated 1,869



BTU/per square foot, while water consumption has dropped from 24.1 to 23.5 gallons/square foot.

### **Renewable energy**

Illinois State is participating in a Department of Energy Solar Pathways grant with three mid-Western institutions. The grant will assist in developing roadmaps for institutions to install solar energy on campuses and to encourage higher education foundations to incorporate socially responsible investments in their portfolios.

### **ProtoCall Services**

The University's Student Counseling Services contracted with ProtoCall Services, Inc., to allow students to reach a trained mental health professional by phone 24 hours a day. ProtoCall is a crisis response and triage service that provides support and assistance to students, faculty, staff, campus police, housing staff, and others who may be intervening with a student in distress.

### **Going green**

As a major gathering space of faculty, staff, and students, the Bone Student Center has a strong commitment to setting an example for green campus living. Lighting upgrades, a solar-powered table placed in the courtyard, and water stations are just a few of the green upgrades. These initiatives will help students learn how to integrate green choices into their daily lives, while providing financial savings to the University.

### **Sustainability and the curriculum**

The Horticulture Center, horticulture program and construction management are participating in a collaborative project for students to build a demonstration green roof and outdoor classroom at the Horticulture Center. The classroom will be utilized for campus as well as community programming, leveraging the site's natural systems and topography as a showcase of integrating learning spaces into the natural environment.

## Student sustainability projects

Each year Illinois State's Student Sustainability Committee reviews and makes recommendations regarding policies, programs, and procedures to encourage the Student Government Association's sustainability goals. Examples of projects supported in fiscal year 2015 include

a solar-powered picnic table in the courtyard outside of the Bone Student Center, water bottle filling stations, a lighting system upgrade at the planetarium, and solar trash/recycling bins.

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## Redbird pride shines through one day of fundraising

The ongoing effort to build a philanthropic culture within the campus community is proving successful, as was evidenced on December 2 of last year. That day, known as Giving Tuesday, brought reason to celebrate at ISU.

Alumni, students, faculty, staff, retirees, and friends of Illinois State came together to provide financial support that surpassed \$343,000. A total of 1,273 gifts were received, with the dollars earmarked for scholarship support and university programs.

Illinois State was one of thousands of institutions and organizations that benefitted from gifts on Giving Tuesday, a worldwide day dedicated to generosity and giving back. Donors were able to designate specific departments, programs, and scholarship funds that benefit students attending Illinois State.

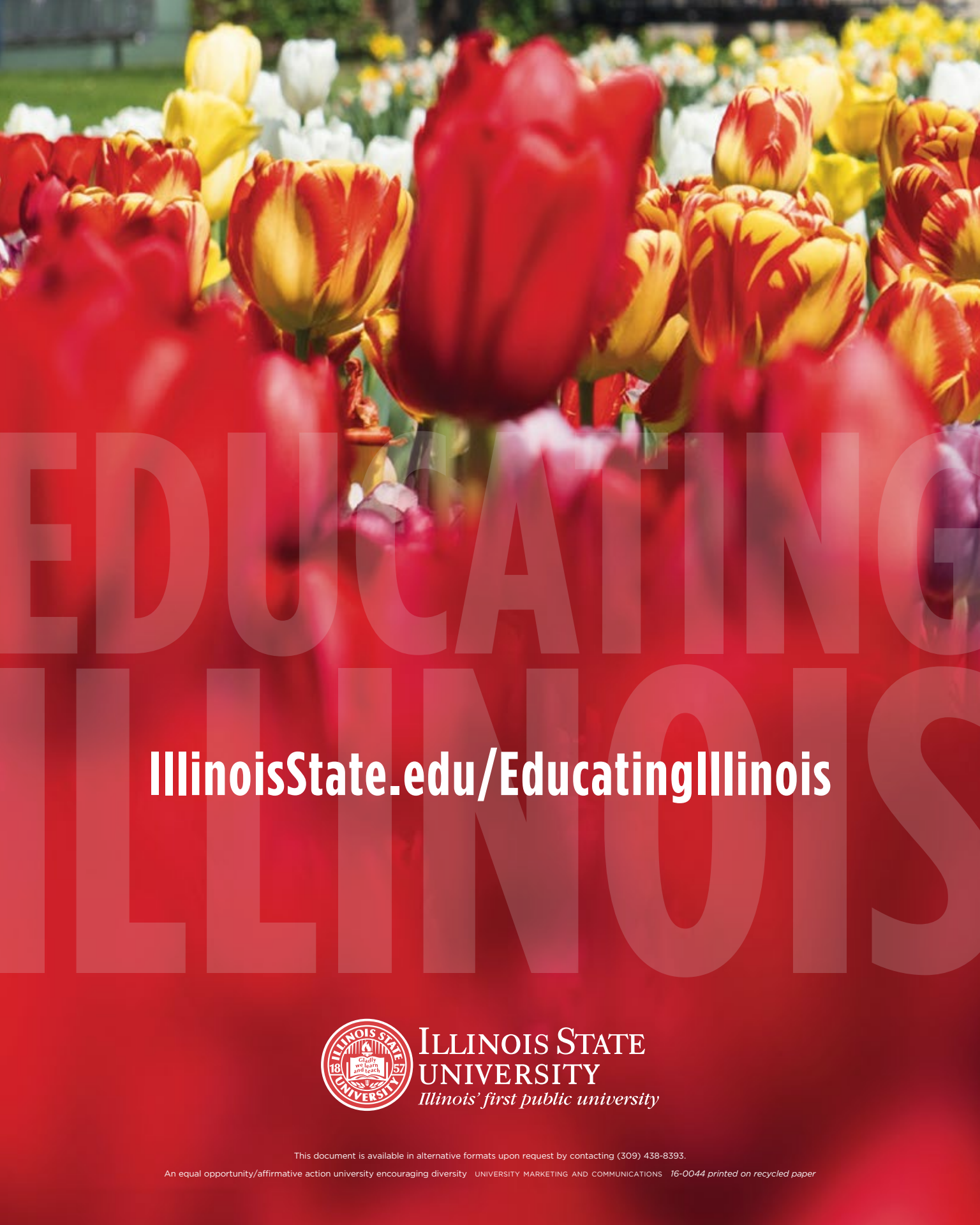
Gifts were accepted online through a website with mobile optimized forms that were developed specifically for the day's fundraising. The effort was worthwhile, as 86 percent of all gifts were made through the Web interface. The University also gained Facebook followers and drew nearly 20,000 to YouTube videos about Illinois State.

"It was heartwarming to see the Redbird community stand together to support its passion during the holiday season," said Lora Wey, executive director of Annual Giving. "Every single gift makes an impact. We are grateful so many people see Illinois State University as a priority when it comes to giving."

Generous Illinois State alumni and staff members pledged challenge gifts to encourage others to show their support and participate.

To express appreciation, students gathered at Milner Plaza. There they posed with Reggie after signing an oversized thank you card. Many paused to also give a video message of gratitude, noting their collegiate experience wouldn't be possible without scholarship support.





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