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Senate Meeting, April 22, 1992

Academic Senate
Illinois State University

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ACADEMIC SENATE MINUTES

April 22, 1992

Volume XXIII, No. 13

Seating of New Senator

Call to Order

Roll Call

Approval of Minutes of April 8, 1992

Chairperson's Remarks

Vice Chairperson's Remarks

Student Body President's Remarks

Administrators' Remarks

ACTION ITEMS:

1. Rules Committee: Bluebook Changes
2. Academic Affairs Committee Presentation of Vision Statement for Strategic Plan
3. Approval of Internal Committee Assignments
4. Academic Freedom Committee and Faculty Ethics and Grievance Committee Elections

INFORMATION ITEMS:

Administrative Affairs Committee Proposal for Changes in Search Committee Language

Communications

Committee Reports

Adjournment

Meetings of the Academic Senate are open to members of the University community. Persons attending the meetings may participate in discussions with the consent of the Senate. Persons desiring to bring items to the attention of the Senate may do so by contacting any member of the Senate.

ACADEMIC SENATE MINUTES

(Not Approved by the Academic Senate)

April 22, 1992

Volume XXIII, No. 13

CALL TO ORDER

Chairperson Len Schmaltz called the meeting of the Academic Senate to order at 7:04 p.m. in the Circus Room of the Bone Student Center.

SEATING OF NEW SENATOR

Chairperson Schmaltz introduced a new faculty senator to replace Senator Robert Young from Physics: Dr. Eric Johnson, Geography.

ROLL CALL

Chairperson Schmaltz called the roll and declared a quorum present.

APPROVAL OF MINUTES OF APRIL 8, 1992

Corrections to Minutes of April 8, 1992:

Page 22, sixth paragraph, Senator Walker, "The original motion was passed at the April 25, 1990 Academic Senate Meeting,"

Senator William Semlak, Communications, was omitted from the listing of new faculty senators on Page 2.

Senator Adams was listed as "absent," but was in fact "present."

Senator Razaki: Page 26, the word "Republicans" should be capitalized.

Senator Walker: Page 27, last paragraph, it should read "proposed" Change Nine of the ASPT Document Changes. Page 28, add "proposed" to Change Nine.

Page 29, Item number one, where it says "for a percentage increase for personal services." -- that should read "personnel."

Motion to approve Academic Senate Minutes of April 22, 1992, by Senator Newby (Second, Baer) carried on a voice vote.

XXIII-91

CHAIRPERSON'S REMARKS

Chairperson Schmaltz welcomed back the Parliamentarian, Ira Cohen, Director of the Honors Program and Professor of History. Also, we are going to pass around a get well card for Dr. Bob Ritt who has had surgery. It has been reported that he is doing well and will get out of the hospital this weekend.

VICE CHAIRPERSON'S REMARKS

Vice Chairperson Shimkus: I will be meeting with Jeni Duffy, the student who spoke at the last Senate Meeting, to discuss how the Senate can best address her concerns.

SBBB PRESIDENT'S REMARKS

Student Body President Randy Fox: In regard to Jeni Duffy's concerns from last week, the SBBB last week endorsed and signed her letter to Governor Edgar. We have been discussing other efforts that can be undertaken this Fall on campus. We are also trying to respond to activities. At 9:00 p.m. tonight, in Prairie Room One, the SBBB will be having a State of the Student Body Address. Hopefully, this will become an annual event. Students will be addressing their plans for the coming year.

ADMINISTRATORS' REMARKS

President Wallace had an excused absence.

Provost Strand: The University will be represented in Springfield on Thursday, April 30th, for the Senate Appropriation Committee Hearings. The House Appropriations Committee Hearings probably will be scheduled for the latter part of May. We may be hearing something next week as to the budget prospects for FY 93.

Vice President for Student Affairs Gurowitz had no remarks.

Vice President for Business and Finance Alexander had no remarks.

ACTION ITEMS

1. Rules Committee: Bluebook Changes

Motion by Zeidenstein to recommit the Proposed Bluebook Changes to the Rules Committee (Second, Harris), carried on a voice vote.

2. **Academic Affairs Committee Presentation of
Vision Statement for Strategic Plan**

XXIII-93 Motion by Walker to endorse the contents of the Vision Statement of the Strategic Plan (Second, Pomerence).

The Senate is moving to support what is in the document. The Strategic Plan is not a Senate document. We are endorsing the contents of the Vision Statement of the Strategic Plan.
Motion carried on a voice vote.

3. **Approval of Internal Committee Assignments**

XXIII-94 Motion by Walker (Second, White) to approve the Internal Committee Assignments, carried on a voice vote.

ACADEMIC SENATE INTERNAL COMMITTEES 1992-93

ACADEMIC AFFAIRS COMMITTEE

*Paul Walker, Agriculture, Chairperson
Robert K. Ritt, Mathematics
Paul Borg, Music
Robert Rumery, Psychology, Secretary
Toni McCarty, Spec. Educ. Dev.
Catherine Batsche, Provost's Office (EX OFFICIO)
Kathleen Ahearn, Student, Financial Accounting
Latoria Carroll, Graduate Student
Greg Stock, Student, History Education

ADMINISTRATIVE AFFAIRS

*Curtis White, English, Chairperson
Doug Hesse, English
Mark Kaiser, Foreign Language
Shailer Thomas, Sociology
Susan Winchip, Home Economics
James Alexander, VPBF (EX OFFICIO)
Dave Abbott, Student, Criminal Justice
Steven Stavropoulos, Student, General Finance, Sec.
Kathy Touhy, Student, Communication

BUDGET COMMITTEE

*Jan Cook, ACS, Chairperson
Khalid Razaki, Accounting
Thomas Baer, Curriculum & Instruction
Kenneth Newgren, MQM
James Alexander, VPBF (EX OFFICIO)
David A. Strand, Provost (EX OFFICIO)
Shelly Adams, Student, Chemistry
Renee Mousavi, Student, Public Relations
Shawn Schweigert, Student, Foreign Language

FACULTY AFFAIRS COMMITTEE

*Marilyn Newby, Art, Chairperson
Patricia Meckstroth, Milner Library
Paula Pomerence, BEA
William Sendlak, Communication
Harvey Zeidenstein, POS, Secretary
Anita Webb-Lupo, Provost Ofc. (EX OFFICIO)
Lisa Thompson, Student, English Education
Rich Barker, Student, International Business

RULES COMMITTEE

*Larry Fryda, Industrial Technology, Chairperson
Eric Johnson, Geography-Geology
Wayne Nelsen, Industrial Technology
James T. Parr, Mathematics
Sandra Zielinski, Theatre
Matthew Shimkus, Student, POS, Secretary
Michelle Hansen, Student, History
Ayoub Rabah, Student, International Business

STUDENT AFFAIRS COMMITTEE

*Kristian Harris, Student, Ind. Tech., Chairperson
Jeff Ogren, Student Regent, POS, Secretary
Randy Fox, SBBD Chairperson, Industrial Technology
William Gurowitz, VPSA (EX OFFICIO)
Kristian Harris, Student, Industrial Technology
James T. Hoffmann, Student, POS
Graduate Student
Glen Collier, Philosophy
Ken Strand, EAF

**4. Academic Freedom Committee and Faculty
Ethics and Grievance Committee Elections**

ACADEMIC FREEDOM COMMITTEE:

Paul Baker, EAF
Laura Berk, Psychology
Gayle Flickinger, Curr. & Instruction
Paul Holsinger, History
Keith Stearns, SED
Robert Townsend, Milner Library
David Wallace, ACS
Gary Weede, Industrial Technology

ALTERNATES:

Carrol Cox, English
Barabara Kurtz, FOR

FACULTY ETHICS & GREIVANCE COMMITTEE:

Gary Creasey, Psychology
Robert Fisher, Curr. & Instruction
Michael Gorr, Philosophy
Susan Miller, Milner Library
Ed Schapsmeier, History
Roberta Seelinger-Trites, English

FACULTY ETHICS & GRIEVANCE COMMITTEE ALTERNATES:

1. Judy Mogilka, EAF
2. Jerry Ross, MQM
3. Aaron Moore, AGR
4. Jonathan Rosenthal, FOR
5. Khondkar Karim, PHYSICS
6. K. G. Jinadasa, MATH

INFORMATION ITEMS

Administrative Affairs Committee Proposal for Changes in Search Committee Language

Senator White: The Administrative Affairs Committee was assigned by the Executive Committee the task of looking at several search committee documents for changes in language to make them more consistent. We worked on four different documents. We also had the opportunity to consider if committee membership was fair and representative. We could discover no compelling or logical reason for making any revisions of that kind, so we passed on that. I made a mistake on the cover letter where I outlined the kinds of changes made. The third item, "making sure that civil service representatives were on each committee," was not included. We have two search committees that do not have civil service representation on them: The Vice President and Dean of Student Affairs and the College Dean Selection Committee. We felt that such changes would be perceived as substantive. Basically, this was a difficult job in regard to computerizing these documents. We would appreciate your checking what we have done. We have no particular political position on this one way or another.

Questions:

Senator Cook: On the Vice President and Dean of Student Affairs Search Committee, Section Three, The Search Committee will be composed as follows, Part b. "Names of four faculty nominees elected by the Academic Senate from a slate of seven will be forwarded to the President." In each of the other categories, we are told where the nominees come from. Do we know where the slate of seven comes from?

Senator White: No, I can't explain that. Each member of the committee had a different search to work on.

Senator Newby: There was no further information about how those four nominees were to be nominated. The original document read: "Two faculty members will be elected by the Academic Senate."

Senator Cook: Under the document for Vice President and Provost Selection, 3. f. describing the search committee and its composition: "One member to be appointed by the President. The Civil Service Council shall recommend two nominees to the President." Is this one member to be one of the two nominees to be presented by the Civil Service Council?

Senator White: Yes.

Senator Cook: In part i. in the same section: "The administrative representative will serve as secretary of the selection committee and as temporary chairperson." Since we just inserted a clause specifying that "there must be a Vice Chair selected very early in the process," why do we have a temporary chairperson?

Senator White: We inserted language clarifying the Vice Chair into a lot of these documents. This may be redundant.

Senator Walker: The charge to this committee was not to make substantive changes -- just editorial type changes?

Senator White: The Administrative Affairs Committee decided to pass on any substantive changes in the documents. We were requested to make these changes by the Executive Committee.

Senator Schmaltz: If you go back to the Vice President and Dean of Student Affairs Search Committee, 3. b., how is that going to be cleared up? Where do the seven faculty members come from? Will the new Administrative Affairs Committee look over this?

Senator White: Yes. The Committee can take a look at any changes that you suggest. From the point of view of our committee, we were trying to do a very difficult secretarial collation of the documents. Our goal was to get the language of the documents clear and in coordination. We will go back and make whatever revisions need to be made.

Senator Cook: If you are attempting to parallel these documents, Section 3. c. in the Vice President for Business and Finance Search Committee Procedures states very clearly: "Two faculty

members shall be selected by the Provost from four faculty members nominated by the Academic Senate."

Senator White: We will look at that.

Senator Johnson: I was looking at these documents. It seems to me that the clearest thing to do for consistency would be to state the number of members in a committee. Perhaps a statement like, "The committee shall consist of ___ members."

Senator White: That was the type of substantive change that we did not get into. There was no indication from the Executive Committee to have the same number on these different committees.

Senator Johnson: I am not asking for the same number on each committee. I am saying that there should be a clear-cut statement of the number of committee members that are actually on it now. "The committee shall consist of 10 members, as follows." State exactly how many members are on the committee.

Senator White: Some of these documents do have that. You would not have a problem with the Vice President for Business and Finance Search Committee, 3. a. "The Search Committee shall consist of two faculty members, two students, two members of staff units reporting to the Office of the Vice President of Business and Finance, one civil service member, and one other member."

Senator Johnson: I would suggest the document read: "The committee shall consist of nine members, as follows:" If you look at these, you really don't know how big the committee is.

Senator White: It becomes clear later in the document, but you would like it clear right up front?

Senator Johnson: Yes.

Senator Razaki: You need to total up the numbers on the committee, and state that at the beginning.

Senator Walker: Are we to assume that this will be an action item next time?

Senator White: That is what the Administrative Affairs Committee intends.

Senator Razaki: I would suggest that one or two people sit down and look at the documents.

Senator White: After individuals changed their sections, we sat down as a committee and went over the documents together. If there was anything missing or different in any of the documents, we tried to bring them into consistency.

COMMUNICATIONS

Senator Zeidenstein: Please hold on to the one sheet of possible constitutional amendments that I handed out tonight, because there may come a time when we want to use that as an alternative or option. These amendments would be proposed in lieu of page 17 of the minutes of the last meeting. You could make up your minds whether to go with the proposal coming out of the Rules Committee, or rather a change in the ISU Constitution instead of the Rules Committee proposal. If and when it comes to one or the other, details could be discussed at that time.

Senator Walker: If we open up the Constitution for change, is it just for a particular change?

Chairperson Schmaltz: A specific change.

Senator Walker: And only that change could be considered?

Chairperson Schmaltz: At that point. A committee or a senator could always come in with another change.

Senator Walker: And it takes a 2/3 majority?

Chairperson Schmaltz: Yes, it takes a 2/3 majority vote of the Senate, and ultimately the constitutional change has to be approved by the Board of Regents.

Senator White: I invite senators who have suggestions about changes in the documents to get them to me in Stevenson Hall as quickly as you can. I will try to insert these revisions and get them back to the Senate Office as quickly as possible.

COMMITTEE REPORTS

ACADEMIC AFFAIRS COMMITTEE - No report. Senator Paul Walker elected Chairperson; Senator Robert Rumery elected Secretary.

ADMINISTRATIVE AFFAIRS COMMITTEE - No report. Senator Curtis White elected Chairperson; Senator Steven Stavropoulos, Student, elected Secretary.

BUDGET COMMITTEE - No report. Senator Jan Cook elected Chairperson; Senator Renee Mousavi, Student, elected Secretary.

FACULTY AFFAIRS COMMITTEE - No report. Senator Marilyn Newby elected Chairperson; Senator Harvey Zeidenstein, elected Secretary.

RULES COMMITTEE - No report. Senator Larry Fryda elected Chairperson; Senator Matthew Shimkus, student, elected Secretary.

STUDENT AFFAIRS COMMITTEE - No report. Senator Kristian Harris, student, elected Chairperson; Senator Jeff Ogren, student, elected Secretary.

Adjournment

XXIII-95 Motion to adjourn by Hoffmann (Second, Stock) carried on a voice vote. Academic Senate adjourned at 7:46 p.m.

**FOR THE ACADEMIC SENATE
JAN COOK, SECRETARY**

Illinois State University

VISION STATEMENT FOR STRATEGIC PLAN

August 15, 1991

Dr. Thomas Wallace, President
Illinois State University
Normal, IL 61761

Dear President Wallace,

You assigned a subcommittee of the Task Force on Strategic Planning and Management the task of reviewing recommended revisions to the Strategic Plan from the Academic Senate. That subcommittee has finished incorporating those recommendations. We appreciated the thoughtfulness, thoroughness and interest of those who provided input through the Academic Senate. After reviewing their input and the strategic planning process we felt most comfortable with the changes (however limited) made in the attached document which represents our work.

The subcommittee reordered the content of the Strategic Plan, added the ISU Mission Statement, reworded Themes 3, 4 and 7, reworded several strategies and actions, added several recommended strategies and actions and edited where necessary. This final version of the Strategic Plan contains the ISU Mission Statement, a short introduction, the seven themes with related strategies, and recommended actions in a relatively short 10 pages. This portion of the document should be usable on its own merit while the remaining supporting material could be provided to those desiring more background on the process or details on college and other unit plans.

The subcommittee believes the revisions have met the spirit and the letter of recommended changes and that this document is ready for use as a university document. However, we offer these suggestions for the next review of the University Strategic Plan:

1. Consider the college and other unit plans which are summarized as supporting documents. Which units should/should not be included? The subcommittee does not think all the units are parallel. Either some should be omitted or more included.
2. Explore the incorporation of intercollegiate athletics and other activities in Themes 6 and 7. The document omits the public service function of athletics.

Dr. Thomas Wallace, President

Page 2

August 15, 1991

The members of the subcommittee (Bill Lesch, Janice Neuleib, Chuck O'Brien and Paula Smith) worked diligently and conscientiously on this revised document. The professional advice and assistance provided by Catherine Batsche was invaluable in making this document a much improved representation of the University's Strategic Plan in easing the committee's load by providing secretarial assistance.

I recommend a letter of appreciation from your office for each of these committee members and Dr. Batsche. I and/or the subcommittee as a whole would be happy to meet with you to discuss the revisions in the document, if you wish.

Sincerely,



Patrick D. O'Rourke
Associate Professor

PDO:lw

Enclosure

cc: Subcommittee

bxc: Provost Strand

ILLINOIS STATE UNIVERSITY: TOWARD THE YEAR 2007

ISU Mission Statement

Illinois State University is a multipurpose institution committed to providing undergraduate and graduate programs which are of the highest quality in the State of Illinois. The central mission of the University is to expand the horizons of knowledge and culture among students, colleagues, and the general citizenry through teaching and research.

Illinois State University recognizes that teaching and research are mutually supportive activities. Therefore, while developing student potential through superior teaching is the first priority of the University, the promotion of research which is recognized at national and international levels is also a high priority. Illinois State University is committed to public service activities which complement the teaching and research interests of the faculty. The University is committed to expanding student involvement in learning through the provision of outstanding campus-life programs and activities.

Strategic Planning Themes

Illinois State University will use a strategic planning process to accomplish its mission. As ISU approaches its 150th anniversary in the year 2007, seven themes will guide the strategic planning initiatives:

- Theme 1: Provide the premier undergraduate education in Illinois.
- Theme 2: Provide superior graduate education in selected areas.
- Theme 3: Enhance the intellectual environment by promoting research and creative activity that achieves national and international reputation.
- Theme 4: Encourage and respond to diversity caused by changing demographics and globalization.
- Theme 5: Foster a sense of university community.
- Theme 6: Promote cultural and public service programs.
- Theme 7: Expand public awareness of the excellence of Illinois State University in order to promote a broad base of support for its mission and its programs.

The first three themes have priority because they are directly related to the teaching and research mission of the University. Themes four through seven support the University's primary mission and are important components of the strategic plan for the year 2007.

STRATEGIC PLANNING THEMES
AND RECOMMENDED ACTIONS
FOR
ILLINOIS STATE UNIVERSITY

Theme 1: Provide the premier undergraduate education in Illinois.

Illinois State University has a long and honored tradition of excellence in undergraduate education, having supported programs in a variety of disciplines for over 125 years. This history suggests that Illinois State University will respond creatively to the diverse goals of a multi-purpose institution. The foundation of this excellence is a faculty and staff who are committed to offering a comprehensive undergraduate experience even in the face of limited resources. Undergraduate education is a historical strength of the institution preserved in a university-wide general education program and excellent programs for major concentration.

Strategies to Achieve Theme 1:

Continue and expand efforts to improve the quality of instruction.

Recognize and reward excellence in undergraduate teaching.

Actively recruit faculty members who have the prospect of becoming superior teachers of undergraduate students and implement practices to retain superior teachers.

Enhance the liberal arts component of the curriculum.

Strengthen programs and services across the University which respond to the educational needs of elementary and secondary schools.

Assess the outcomes of learning in general education, academic disciplines, and co-curricular activities.

Balance enrollment with resources.

Strengthen meritorious and essential programs and units; phase out or restructure weak and low priority programs and units.

Reallocate resources as a means of signalling priorities.

Anticipate society's changing technological needs and provide leadership in responding to such needs.

Integrate technology across the University.

Recognize the educational value and importance of co-curricular activities which enhance and broaden learning experiences.

Increase articulation between the University and public schools to respond to the needs of students in K - 12 education as well as those in teacher preparation programs.

Emphasize recruitment from and articulation with the community colleges.

Recommended Actions to Achieve Theme 1:

- implement more selective recruitment and admission policies.
- develop a strong University Studies Program with a superior liberal arts foundation.
- expand support for the Honor's Program.
- design and develop a Residential College.
- lower the student/faculty ratio.
- improve the advisement system's ability to provide students with guidance and mentorship.
- expand and improve classroom and laboratory facilities.
- require a capstone experience in all undergraduate programs.
- integrate basic skills across-the-curriculum.
- establish an interdisciplinary Teaching Resource Center.
- provide computers and technical expertise to all faculty and staff.
- establish a highly visible campus focal point for demonstrating and testing new equipment and educational software and developing instructional technology.

Theme 2: Provide superior graduate education in selected areas.

The University has long been committed to excellence in graduate education. The strategic plans of all five colleges demonstrate the continuation of this commitment through numerous proposals for enhancing existing graduate programs and developing new ones. As the University confirms its support for building pre-eminent graduate programs, the institution sees promising opportunities in the changing external environment where the need for lifelong learning, the demand for master's programs in professional and technical areas, and the future shortage of qualified faculty in many disciplines is well-documented.

Strategies to Achieve Theme 2:

Target graduate program development and resources in departments with strong academic programs and in areas of societal need.

Recognize and reward faculty who demonstrate excellence in teaching at the graduate level and who provide professional mentorship to graduate students.

Actively recruit faculty members who have the potential of becoming superior teachers at the graduate level and implement practices to retain superior teachers.

Promote collaborative and interdisciplinary programs, including those that integrate technological advances with learning and research.

Strengthen programs and services which assist school personnel and districts to address educational needs.

Commit additional resources to increase library holdings and/or technology critical to the development and maintenance of graduate programs.

Anticipate society's changing technological needs and provide leadership in responding to such needs.

Recommended Actions to Achieve Theme 2:

- implement more competitive programs to recruit graduate students.
- implement an effective and more rigorous evaluation of graduate programs and graduate faculty membership.
- develop strategies in teaching, research, and service that most appropriately respond to the educational needs of the state and nation.
- expand library information and computer networking systems.
- provide state-of-the-art technology in graduate programs whenever feasible and appropriate.

Theme 3: Enhance the intellectual environment by promoting research and creative activity that achieves national and international reputation.

In the coming years, institutions of higher learning will face increased competition for talented researchers and creative artists. Illinois State University values outstanding faculty for their contributions to knowledge and art and for their contributions to the development of exceptional students. Such faculty and their students demand and deserve special recruitment and retention efforts.

Strategies to Achieve Theme 3:

Actively recruit faculty members who have the potential for becoming intellectual leaders in their disciplines and implement practices to retain such faculty members.

Establish scholarly and creative expectations for all faculty and provide appropriate support and rewards.

Promote interdisciplinary research and creative activities.

Improve the capacity and delivery of information systems, computer facilities, and support services to facilitate faculty research efforts.

Review faculty assignments across teaching, research, and service duties, with the goal of providing appropriate time for research.

Link the University to national and international information systems.

Recommended Actions to Achieve Theme 3:

- establish expectations and increase support for faculty efforts to obtain external funding.
- examine and streamline collegiate standards for evaluating scholarly activity for rigor and effectiveness.
- establish a President's Excellence Fund to facilitate the creation of research centers expected to be self-supporting in three to five years.
- target support to assist new faculty to develop their scholarly reputations.
- connect graduate student research to faculty projects.
- offer undergraduate research participation opportunities in all programs.
- promote research on the teaching/learning process and in diverse curricular settings.
- develop interdisciplinary centers of research, teaching, and service.
- institute visiting or resident scholar programs.
- expand financial support to the library to provide state-of-the-art access to information sources.

Theme 4: Encourage and respond to diversity caused by changing demographics and globalization.

Institutions of higher learning must recognize and prepare for the ever-increasing diversity of the U.S. population and the international orientation of universities. Illinois State University has already laid the foundation for building a diverse community by developing programs for special populations and promoting international studies for students and faculty. ISU will broaden these initial efforts to ensure that faculty, staff, and students from a variety of age groups, ethnic and cultural backgrounds are welcomed to the campus, encouraged to remain, and provided the academic opportunities necessary to succeed.

Strategies to Achieve Theme 4:

Provide an environment that communicates to all students, faculty, and staff the importance and value of diversity and multicultural educational experiences.

Expand and improve programs for students with special needs by providing academic support services and financial assistance.

Identify and support programs with potential for international and multicultural exchange and cooperation.

Recommended Actions to Achieve Theme 4:

- monitor the University's Affirmative Action goals.
- increase access for minority students through increased recruitment of minority community college transfer students.
- expand services and programs to improve the institutional climate for all traditionally underrepresented groups, especially African-American and Hispanic students.
- develop enrollment targets for and support recruitment of African-American and Hispanic students.
- expand the Provost's fund to recruit and retain African-American and Hispanic faculty members.
- increase both the number of international students and the representation of cultures and continents.
- expand and improve programs and services for adult learners and the aging population.

Theme 5: Foster a sense of university community.

Students, faculty, and staff value a sense of community, one in which members feel comfortable to pursue traditional academic interests or to explore diverse and innovative projects. Such a community fosters bonds of respect between graduate and undergraduate students, teaching and research faculty, as well as professional and liberal arts faculty, staff, and students in each department, college, and unit.

Strategies to Achieve Theme 5:

Promote collaborative and interdisciplinary activities in teaching, research, and service.

Encourage intellectual diversity by supporting the unique missions and strengths of each of the colleges.

Foster and reward activities which encourage faculty, student, and staff interaction.

Recognize and reward diversity of faculty and staff work loads based on individual strengths and institutional needs.

Improve facilities to enhance the physical environment and the image of the campus.

Facilitate interdisciplinary alliances through technology.

Recommendations to Achieve Theme 5:

- establish a comprehensive faculty development program to support the teaching and research needs of the faculty.
- develop a faculty incentive and reward structure which nurtures diverse activities among the faculty.
- promote undergraduate research participation, mentorships, and faculty/staff involvement with student organizations.
- design activities centered on alumni, e.g., college and department Alumni Advisory Boards, alumni-in-residence programs.
- develop new learning communities that help students benefit from the challenges and opportunities provided by a large public university.

Theme 6: Promote cultural and public service programs.

Illinois State University has a distinguished history of providing cultural and public service programs to the central Illinois region. Culture and the arts have long been a significant part of Illinois State University's liberal education. The cultural and artistic accomplishments of the faculty, staff, students, and alumni have distinguished Illinois State University. All of the Colleges provide public service programs to businesses, schools, and non-profit organizations. The University will extend the visibility of these programs to the entire state of Illinois with an increased emphasis on Chicago.

Strategies to Achieve Theme 6:

Anticipate and respond to society's changing cultural needs.

Serve as a cultural center for Illinois.

Enhance public service outreach programs.

Explore opportunities for extending the University's educational services to adults in underserved metropolitan areas of Illinois.

Expand the university's involvement with alumni through cultural and public service programs.

Recommended Actions to Achieve Theme 6:

- expand the fine arts programs for the University community and the citizens of Illinois.
- construct a Performing Arts Center whose year-round, professional theatre, art, and music program is linked to Chicago and other urban areas.
- develop new educational programs for Illinois commerce and industry.
- enhance and develop outreach programs for educators at all levels.

Theme 7: Expand public awareness of the excellence of Illinois State University in order to promote a broad base of support for its mission and its programs.

To achieve its goals, Illinois State University must communicate its accomplishments to those who can and will increase institutional resources. Administrators and faculty members must secure new revenues from the federal government, foundations, corporations, and individual benefactors. University advancement activities should include alumni programming, public relations and information, governmental relations, a major gift program, a capital campaign, as well as annual and planned giving programs.

Strategies to Achieve Theme 7:

Develop a University-wide plan to ensure public recognition of institutional quality.

Develop financial strategies to increase significantly the University's operational and capital budgets beyond the level of state appropriations.

Communicate the University's concern for its inadequate and inequitable state funding to the public, legislators, and the Illinois Board of Higher Education.

Recommended Actions to Implement Theme 7:

- develop a University advancement plan.
- develop and implement a multi-year program to increase the scope of the Office of Institutional Advancement.
- develop a University-wide plan establishing goals for the various categories of external funding.
- begin a capital campaign to be concluded prior to the year 2007.
- encourage and expand departmental efforts to secure external funding for research, public service, and instruction.
- establish protocols and standards for University publications.
- review and expand alumni programming.
- use the Chicago office to recruit students, enhance the University's image, and raise funds to support the vision statement.

SUPPORT DOCUMENTS

STRATEGIC PLANNING THEMES
FOR THE
ACADEMIC COLLEGES AND SERVICE UNITS

Abstracts

College of Applied Science and Technology

The mission of the College of Applied Science and Technology is to provide educational programs which emphasize the relationship between theory and practice. The nature of the College requires applied research and links with business and industry to remain current within the disciplines. As the larger community increasingly looks to the University to solve societal problems, the College can respond with educational, research, and other public services.

In its vision for the future, the College embraces the aspirations of its diverse units and uses College strengths to project an achievable future. Building upon strong undergraduate programs and faculty expertise, the College will enhance its graduate offerings to address changing societal needs. Greater flexibility in the curricular offerings will address the needs of older and placebound students. Changing technologies and changing economic environments will drive curricular revisions as well. In addition, the College will expand its involvement in economic development by developing enhanced relationships with industry and expanding offerings of technical training and professional development seminars. The College will thus become a credible partner for technology transfer. The themes that will guide the strategic planning process in the College of Applied Science and Technology are:

- Theme 1: Enhance computing information systems studies.
- Theme 2: Create a biotechnology research center.
- Theme 3: Forge partnerships in manufacturing technology.
- Theme 4: Establish a Center for Contemporary Life Management.

College of Arts and Sciences

The mission of the College of Arts and Sciences is to provide a sound intellectual foundation that enables students to make responsible choices as members of a democratic society, to instill in students values found only in a high quality liberal education, to provide professional training in specific areas, and to establish and maintain an atmosphere in which faculty and students expand knowledge and understanding. The College provides a general education program of high quality, offers a rich variety of majors, and offers programs of high quality to humanities, social science, and science majors, including teacher education programs at all levels. The College advances the discovery and dissemination of knowledge through the scholarly efforts of its faculty and students. The College promotes balanced and ethical examination of value conflicts, rational analysis of phenomena, critical evaluation of modes of explanation, and provides opportunities for cross-cultural and transnational study. The themes that will guide the strategic planning process in the College of Arts and Sciences are:

- Theme 1: Provide the premier undergraduate liberal education of the public institutions of Illinois.
- Theme 2: Promote understanding and improvement of learning and schooling at all levels.
- Theme 3: Encourage technological progress, economic development, and social planning within the region and beyond.

- Theme 4: Provide a framework and analysis for policies affecting human welfare and the social environment.
- Theme 5: Enhance understanding and appreciation for the culture and environment of the Midwest.
- Theme 6: Develop creative leadership for the administration and management of public and private enterprises for the 21st century.

College of Business

The mission of the College of Business is to provide education of high quality for students seeking to prepare for professional careers in business, education, and other organizations; to support research activities consistent with these programs; and to establish mutually productive relationships with business and organizations through service activities. The College recognizes the importance of research and scholarly activity to develop strong academic programs, to enhance scholarly teaching, and to build bridges between the business community and the University. Bridges to the business community are particularly important to the College of Business as a means of providing professional practice opportunities for students, professional development activities for faculty, and for research and consulting relationships. The themes that will guide the strategic planning process in the College of Business are:

- Theme 1: Provide academic programs of high quality at undergraduate and graduate levels.
- Theme 2: Expand opportunities for faculty research, scholarly activity, publication, and professional development.
- Theme 3: Increase faculty and student access to computers and information systems technology and integrate computer technology in instruction.
- Theme 4: Develop selected graduate programs.
- Theme 5: Integrate international business programming through faculty and student exchanges and through infusing international content and experiences into the business curricula.
- Theme 6: Increase opportunities for active student research, internships or professional practice, extra-curricular programs, and leadership development programs and activities.
- Theme 7: Enhance physical facilities for teaching, professional service, and research.

College of Education

The College of Education will be guided by the theme "Influencing Schooling". This theme reflects the conviction that: (1) the school reform movement will persist, (2) a college of education, functioning as a professional school, will provide resources critical to the design of effective schooling for the twenty-first century, and (3) colleges of education must act decisively to recapture their former position of influence in schooling.

In anticipation of the year 2007, the College of Education will implement a new model of a Professional School of national standing. The new School will focus on professional practice and practitioners' problems. College research and teaching in applied-field settings will extend the impact of teaching and learning to practice and policy development.

The College advocates equity and opportunity in both political and social arenas. To support this advocacy, the College will strive for a student and faculty population which fairly represents our society's diversity of race, gender, class, and disability. The themes that will guide the strategic planning process in the College of Education are:

- Theme 1: Redesign Metcalf Elementary School and University High School as laboratories for improved educational practice.
- Theme 2: Expand the College of Education's resource base.
- Theme 3: Expand quality and quantity of applied research and scholarship.
- Theme 4: Use technology to improve teaching and learning.
- Theme 5: Collaborate for School Improvement.

College of Fine Arts

The College of Fine Arts educates students as professional artists, as teachers of the arts (elementary, secondary, and higher education), as arts researchers, and as lifelong audience members who are able to respond to, support, and appreciate the arts, with primary focus on providing premier programs for potential professional artists and/or educators. To accomplish this mission, the Departments of Art, Music, and Theatre create and produce innovative studio and performing arts works for University, Bloomington-Normal, regional, and statewide audiences. The themes that will guide the strategic planning process in the College of Fine Arts are:

- Theme 1: Integrate premier pre-professional arts training with outstanding liberal arts education.
- Theme 2: Use College-wide cultural programs to make Illinois State University the leading cultural center in central Illinois.
- Theme 3: Integrate microcomputers into the educational experiences of fine arts students.
- Theme 4: Expand interdisciplinary activities across the College and across the University.

College of Continuing Education and Public Service

The mission of the College of Continuing Education and Public Service is to provide lifelong learning opportunities and public service programs that meet the needs of individuals and organizations in the Illinois State University service region. The public service mission directs the College to align the resources of the University with private and governmental sectors to fulfill economic, cultural, and technological needs of society.

The College plans educational programs and services in concert with campus academic units and offers degree-oriented and non-degree learning activities for individuals and organizations seeking professional development knowledge, improvement of skills, and adaptation of new technologies. The College emphasizes non-traditional learning opportunities for the non-traditional student. The themes that will guide the strategic planning process in the College of Continuing Education and Public Service are:

- Theme 1: Develop educational and cultural links between the University's resources and the external client groups which the University serves.
- Theme 2: Serve as a broker or agent between clients and University resources.
- Theme 3: Facilitate the delivery of instruction and services to external clients.
- Theme 4: Provide planning services to clients both within and outside the University.

The Graduate School

Graduate education advances the University's mission to expand the horizons of knowledge and culture among students, colleagues, and general citizenry through teaching and research. The mission of the Graduate School is to promote and maintain graduate programs which offer advanced and more specialized levels of study. The Graduate School will support the expansion and strengthening of master's degree programs in areas that build on the strengths of undergraduate programs and/or which have a unique educational focus. Similarly, the Graduate School will support doctoral programs in areas of programmatic strength and expertise or demonstrable societal need. The themes that will guide the strategic planning process in the Graduate School are:

- Theme 1: Stimulate intellectual inquiry and creative achievement of the highest quality on the boundaries of knowledge.
- Theme 2: Increase research and creative opportunities for faculty.
- Theme 3: Provide assistance in recruiting students who possess academic, creative, or intellectual potential for graduate study.
- Theme 4: Maintain graduate programs of highest quality.
- Theme 5: Encourage individual student growth and achievement.
- Theme 6: Increase external funding for Graduate Education and Research Programs.

The Nature and Quality of the Undergraduate Experience: The Office of Undergraduate Instruction

In 1983, the National Institute of Education established a Group on the Conditions of Excellence in American Higher Education. The final report of the Group was entitled Involvement in Learning: Realizing the Potential of American Higher Education. The study group recommended that measurements of excellence in higher education go beyond the traditional standards and identified alternative methods to define excellence. Illinois State University adopted the following critical characteristics of excellence as the conceptual model of the nature and quality of the undergraduate experience. The themes that will guide the strategic planning process in the Office of Undergraduate Instruction are:

- Theme 1: Establish the liberal education foundation needed by students for the twenty-first century.
- Theme 2: Provide personalized instruction and guidance of high quality.
- Theme 3: Develop high academic expectations and standards.
- Theme 4: Expand opportunities for faculty to develop as teacher-scholars.
- Theme 5: Enhance classroom learning through active student involvement.

The Nature and Quality of the Undergraduate Experience: The Office of Student Affairs

Higher education not only transmits and creates information and basic knowledge; it teaches students to develop strategies for meeting societal changes and/or personal growth.

The Student Affairs Division encourages, supports, and implements programs for student development which enhance life-long learning and complement the academic mission of the University. The themes that will guide the strategic planning process in the Office of Student Affairs are:

- Theme 1: Provide for and contribute to a campus environment which is safe and nurturing.
- Theme 2: Enrich the social and cultural aspects of student life by providing co-curricular program, services, and activities.
- Theme 3: Assist students to appreciate cultural diversity and individual differences.

Milner Library and Media Services

The primary mission of Milner Library and Media Services is to provide resources, services, professional expertise, and leadership to support and enrich the University's instructional, research, and service programs as well as its administrative operations. As such, the Library and Media Services are the center for information storage, access, and delivery activities for the University community.

A number of environmental factors affect the Library and Media Services' activities and programs: the need for greater interdependence and cooperation among libraries and media centers, changes in the technologies available for the design, production, storage, and transfer of information and knowledge, changes in the expectations and needs of users, and the increased costs of providing traditional services. New formats and delivery systems, rapidly changing equipment configurations, and changing personnel requirements compound these environmental factors. These needs and issues will dictate how libraries and media centers conduct business by the year 2007, and each contains elements of uncertainty. The themes that will guide the strategic planning process in Milner Library and in Media Services are:

- Theme 1: Apply the latest and best technology to the storage, access, and delivery of information.
- Theme 2: Teach library and information gathering skills across-the-curriculum.
- Theme 3: Integrate the best in instructional technology into the educational experience at Illinois State University.

Office of International Studies and Programs

With the advent of the Global Age, an internationalized curriculum is necessary. Business, government, and professional education organizations are demanding that higher education respond to the challenges of growing interdependence and the globalization of modern society. The Office of International Studies and Programs, in conjunction with other offices, will continue to foster international faculty development opportunities, curriculum development, study-abroad opportunities, foreign student recruitment and programming, co-curricular intercultural programming, exchange link, and international grants and contracts as major avenues for augmenting the international dimension of the University. The themes that will guide the strategic planning process in the Office of International Studies and Programs are:

- Theme 1: Provide international faculty development opportunities to enhance the faculty's ability to internationalize the curriculum.
- Theme 2: Work with other academic units to facilitate the internationalization of the curriculum.
- Theme 3: Increase the number of foreign students and scholars on campus.
- Theme 4: Expand overseas opportunities for ISU students.
- Theme 5: Expand campus and community outreach efforts in order to reinforce the University's international programs.

Statewide Minority Agenda Committee

The mission of the Statewide Minority Agenda Committee is to provide recommendations and "a plan for strengthening the presence, participation and status of racial minorities at Illinois State University, and to the extent possible, in the community." Expansion efforts should emphasize the more underrepresented minorities -- African-Americans, Hispanics, and American Indians. The themes that will guide the strategic planning process of the Statewide Minority Agenda Committee are:

- Theme 1: Enhance the pool of qualified minority students wishing to pursue higher education.
- Theme 2: Improve the retention and graduation rates of minority students admitted to the Regency universities.
- Theme 3: Encourage graduate and professional study by minority students.
- Theme 4: Encourage minority graduate students to pursue careers in higher education.
- Theme 5: Improve the overall University climate for successful matriculation by minority students.
- Theme 6: Establish a statewide presence and leadership role in activities and projects which provide opportunities for equitable participation by minorities in education and American life.

Office of Student Affairs

The activities of the Student Affairs Division complement the academic mission of the University. Each of the units within the Division creates formal and informal learning situations which assist students to develop skills and gain knowledge crucial to their life-long development.

Additionally, the Student Affairs Division provides a comprehensive network of programs and services which contribute significantly to the educational experience and enable students to function effectively within the academic community. The themes that will guide the strategic planning process in the Office of Student Affairs:

- Theme 1: Promote programs and activities which facilitate individual student development.
- Theme 2: Continue the effective and appropriate involvement of students with all segments of university governance and operation so that a sense of community is developed.
- Theme 3: Assist in creating a safe, attractive campus environment which provides an atmosphere conducive to learning.
- Theme 4: Provide basic services to meet division responsibilities and enhance students' functioning in the academic setting.

Office of Institutional Advancement

The mission of the Office of Institutional Advancement is to promote the image of Illinois State University through an aggressive public relations program; advance the University by encouraging alumni and volunteer involvement; acquire a broad source of University funding by encouraging private gift support; and provide administrative support for the Illinois State University Foundation. The themes that will Guide the strategic planning process in the Office of Institutional Advancement are:

- Theme 1: Enhance the image of Illinois State University.
- Theme 2: Improve Alumni Relations and Communications.
- Theme 3: Increasing fund-raising results and potential.

Department of Intercollegiate Athletics

The intercollegiate athletic program exists to complement the mission and goals of the university. As an integral part of the University, the program should promote and develop athletic excellence, sound academic standards, principles of amateurism, and educational values such as leadership, ethical conduct, and teamwork. The athletic program provides activities for both athletically talented students and for the general student body. Competitive athletic events provide entertainment and positive identification for students, faculty, alumni, legislators and the local community. The themes that will guide the strategic planning process in the Department of Intercollegiate Athletics are:

- Theme 1: Provide the opportunity for student athletes to pursue athletic and academic excellence in a supportive environment.
- Theme 2: Identify acceptable competitive levels of performance for the overall program and each team.
- Theme 3: Assure that ISU student-athletes achieve academic excellence.
- Theme 4: Administer the Department of Athletics in a manner that is fiscally responsible and in compliance with external and internal governance structures.

APPENDIX
THE STRATEGIC PLANNING PROCESS

THE STRATEGIC PLANNING PROCESS CHRONOLOGY OF EVENTS

Beginning the Institutional Plan

In the Fall of 1988, President Thomas P. Wallace asked each major campus unit to develop a strategic plan, using a process which involved the grass roots participation of unit members in the planning effort. This design insured that individuals would help to set strategic direction for the units that would ultimately implement Illinois State University's Institutional Plan.

In all, 14 unit levels prepared strategic plans: the Colleges of Applied Science and Technology, Arts and Sciences, Business, Education, Fine Arts, and Continuing Education and Public Service, the Graduate School, the University Library and Media Services, the Office of International Studies, the Statewide Minority Agenda Committee, the Division of Student Affairs, the Office of Institutional Advancement, and the Department of Intercollegiate Athletics. The Vice Presidents for Academic Affairs and Student Affairs also prepared a report entitled "The Nature and Quality of the Undergraduate Experience."

The Task Force

At the beginning of the Fall, 1989, President Wallace appointed a 22 member Task Force on Strategic Planning and Management with the following charge:

- Review the college and unit strategic plans prepared during the 1988-89 academic year.
- Identify the University's strengths and emerging opportunities.
- Develop an overall vision statement for the University for the year 2007.
- Develop recommendations for implementation of the vision.

Internal and External Environmental Scan

To address this charge, the Task Force divided into six teams. Three teams were to form discussion groups consisting of members of the University community to identify salient institutional strengths. The other three teams, using the same process, were to concentrate on determining emerging opportunities in the University's external environment.

While the Task Force members were organizing and meeting with their individual discussion groups, they also used the months of October and November, 1989, to gather data concerning the University's internal strengths and emerging external opportunities. As part of the internal data gathering process, the Task Force reviewed the college and unit strategic plans prepared during the 1988-89 academic year, inviting representatives from each unit to explain and elaborate on the unit's plan. Meetings were sponsored by each College. In addition, time was scheduled to hear the following reports:

- Where has Illinois State University Been? - Virginia Owen, Dean of the College of Arts and Sciences.
- Academic Future: Priorities, Themes, Programs - David Strand, Provost and Vice President for Academic Affairs.

- Graduate Education and Research - Clayton Thomas, Associate Vice President for Research and Dean of Graduate Studies.
- University Outreach - Cal Stockman, Dean of the College of Continuing Education and Public Service.
- Statewide Minority Agenda - Gloria-Jeanne Davis, Assistant to the President for Minority Affairs, and Brisbane Rouzan, Assistant Vice President for Special Academic Services.
- Institutional Advancement - Ed Anderson, Acting Community Education Specialist.
- Enrollment Management -- Roy Austensen, Associate Vice President for Instruction, and David Snyder, Director for Enrollment Management.
- Financial Strategies - James Alexander, Vice President for Business and Finance.
- University Facilities - Dick Runner, Assistant Vice President for Physical Planning and Operations.
- Athletics - Susan Kern, Executive Officer and Director of Governmental Relations, and Ron Wellman, Director of Intercollegiate Athletics.
- Student Affairs - Chuck O'Brien, Associate Vice President for Student Affairs.

As part of its external environmental scan, the Task Force consulted three prominent strategic planning authorities. Because Illinois State University has a state-wide mission and a national education agenda, George Keller and Robert G. Cope were asked to address emerging opportunities nationally. Cope, a planning dynamics expert, worked with the Task Force as members began to formulate concepts and goal statements. James Heins, consulting economist to the Illinois Chamber of Commerce, addressed emerging opportunities statewide.

Initial Vision Setting

The vision creating process began at a two-day retreat on November 27 and 28, 1989. As a first order of business, the Task Force elected Leonard W. Schmaltz as chairman. Then each of the six teams consolidated all the information they had gathered and presented it to the Task Force as a whole. Three teams reported on the University's salient internal strengths, and three teams reported on the University's emerging external opportunities. After questions and clarifications, the teams reconvened to discuss ways to link strengths to opportunities.

Again, the teams reported and discussed their finding. During the afternoon of the first day, each team wrote, presented, and discussed the team's vision for the University. At the end of the first day, each individual was asked to prepare a vision statement for presentation to the entire Task Force the next morning.

At the beginning of the second day, 22 vision statements were posted on the wall. After studying each vision statement, the Task Force members voted for the two overall statements which they felt best captured a vision for Illinois State University. In addition, they also identified elements of the other statements which were particularly cogent and which should be retained. A sub-committee of three was formed to combine these elements into a first draft of a vision statement.

After studying the first draft, the Task Force reconvened for a second two-day retreat on January 10 and 11, 1990. Both days were devoted to animated discussion and to refining the statement's language. The vision statement which emerged from the second retreat contained eight themes. The Task Force agreed to offer this vision statement draft to the University community for reaction. The members of the University community were asked to communicate their written reactions to the chair of the Task Force. In addition, members of the Task Force met with the Alumni Board, the Student Body Board of Directors, the Association of Residence Halls, the Academic Senate, and a group of community leaders to listen to responses and record possible additions and changes.

Final Vision Setting

The Task Force reconvened for a third retreat on March 6, 1990. The Task Force considered all of the information that had been received and revised the draft of the vision statement. The final draft of the vision statement, which is presented in this document, contains seven themes.

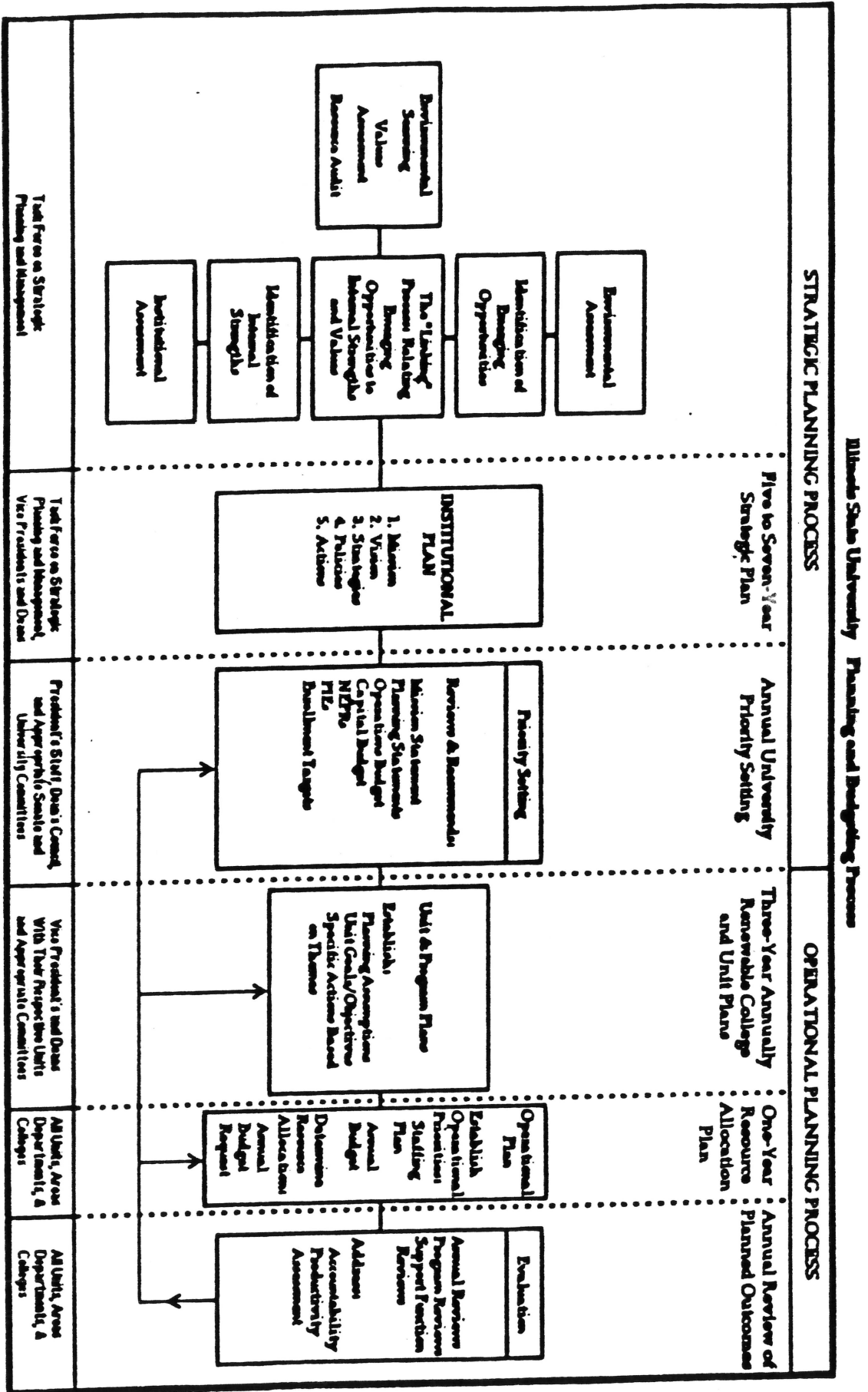
Planned Implementation

A position paper entitled "The Planning, Budgeting, and Evaluation Continuum" has been written which explores the attributes of an operational model which integrates planning, budgeting, and evaluation in one strategic institutional plan. The relationship between strategic planning and operational planning at Illinois State University is depicted in Figure 1.

Figure 1 shows that while the long-range or strategic plan renews or revitalizes the Institutional Plan every five to seven years, the Plan's priorities are reaffirmed (and perhaps revised) each year through the annual budget planning process which includes an evaluation phase and involves the shared governance system. The priorities which emerge should be consistent with the themes charted in the Institutional Plan and an evaluation of the budget outcomes from the year just completed.

Each vice presidential division will determine a unified three-year program of work which establishes priorities and strategies and identifies funding sources including reallocated and new revenues. This philosophy of financial management would provide a realistic timetable for institutional planning and management and improve internal communication and understanding of institutional objectives. This approach de-emphasizes annual program planning and places more emphasis on financial management and the evaluation of progress toward three-year goals.

Figure 1



TASK FORCE MEMBERSHIP

Chairman:

Leonard Schmaltz Professor of Psychology and Chairman of the Academic Senate

Other Members:

Jim Alexander Vice President for Business and Finance

Paul Baker Professor of Educational Administration and Foundations

Al Bowman Associate Professor of Speech Pathology and Audiology

Neal Gamsky Vice President and Dean of Student Affairs

Alvin Goldfarb Dean of the College of Fine Arts

Jan Johnson Assistant Professor of Home Economics

Michael Kurz Chairman and Professor Chemistry

William Lesch Assistant Professor of Marketing

Dixie Mills Professor of Finance and Law and Coordinator of the Graduate Program

Janice Neuleib Associate Professor of English

Alan Nourie Associate Librarian

Chuck O'Brien Assistant Vice President of Student Affairs

Pat O'Rourke Associate Professor of Agriculture

Darren Pollard President BSU

Scott Rendleman Senate Vice Chair

Chuck Scott Superintendent of Grounds

Paula Smith Professor of Specialized Educational Development

David Strand Vice President and Provost

Charles Thompson Professor of Ecology

David Williams Assistant Dean and Professor of Music

Scott Williams Student Regent