



**ILLINOIS STATE
UNIVERSITY**

Illinois' first public university



Educating Illinois

2007–2014

Priorities for Illinois' first public university

DRAFT

***Educating Illinois 2007-2014:
Priorities for Illinois' First Public University***

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

Illinois State University is identified as an institution of quality and excellence. In three straight issues, *Kiplinger's Personal Finance* magazine has ranked the University among the top 100 public institutions in the country for excellence and affordability. *Washington Monthly* lists Illinois State among its top university choices. *Academic Analytics* places Illinois State University among the top 20 small research institutions in the United States. The Carnegie Foundation for the Advancement of Teaching selected Illinois State University as one of only eight institutions in the country to participate in the Political Engagement Project, an initiative of the American Democracy Project.

As Illinois State University prepares to embark on the years following its sesquicentennial, it faces a future marked with a number of challenges. The demographic profile of the state and nation is changing: high school graduates will be fewer in number and increasingly more diverse in the years ahead. State funding for Illinois State University has declined to 26 percent of the University's operating budget and no reversal of this trend is predicted for the near term. Public demands for affordability, access, and accountability are expected to intensify. Technologies supporting teaching, learning, research, and administration will continue to change – becoming even more pervasive and expansive. While a number of improvements to facilities have been made over the past few years, more work remains to remodel aged facilities and ensure that classrooms and laboratories sufficiently support academic program requirements. To emerge from the next decade even stronger than it is today, Illinois State must have a plan to address these challenges – a plan that builds upon the past successes of the institution, guides decision-making, and focuses staffing and financial resources. That plan is *Educating Illinois 2007-2014: Priorities for Illinois' First Public University*.

HERITAGE

Illinois State University – the first public university in Illinois – was founded in 1857 as a normal university to prepare the state's teachers. The University has a rich heritage as the state's leader in all facets of teacher education, from classroom instruction to educational administration and national policy setting. Illinois State currently offers more than 160 major/minor options in six colleges. Its early emphasis on teacher preparation is reflected in a values-based commitment to creating an optimal learning environment for all Illinois State University students.

Illinois State University is distinguished as the only public university in Illinois to be classified as a National Doctoral/Research University by the Carnegie Foundation for the Advancement of Teaching. The University provides baccalaureate programs in the biological, physical, social, and applied sciences; humanities; technology; business; professional programs; teacher education; and the fine and performing arts; and is committed to providing graduate education in areas of programmatic strength and need at master's and doctoral levels.

The University's strong programs of scholarship (research and creative activities) are recognized at national and international levels. This scholarship results in the acquisition, synthesis, dissemination, and creation of new research knowledge that invigorates undergraduate and graduate education. Mission-driven public service and outreach activities complement the

University's teaching and research functions and help expand the horizons of knowledge and culture among students, colleagues, and the general citizenry.

Students, faculty, staff, and alumni work together as partners in a unique culture of shared governance. A strong commitment to shared governance has strengthened relationships within the University community as well as with external communities. Illinois State University promotes a culture of comprehensive and continuous planning as evidenced by the University's strategic plan, as well as a number of other operational plans that advance the goals of *Educating Illinois*.

MISSION

We at Illinois State University work as a diverse community of scholars with a commitment to fostering a small-college atmosphere with large-university opportunities. We promote the highest academic standards in our teaching, our scholarship, and the connections we build between them. We devote all of our resources and energies to creating the most supportive and productive community possible to serve the citizens of Illinois and beyond.¹

VISION

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

CORE VALUES

The Illinois State University community is committed to the Pursuit of Learning, Individualized Attention, Public Opportunity, Diversity, and Civic Engagement. These five core values are central to the University; they influence and guide the priorities and plans of the University on an ongoing basis.

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

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

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

¹ As approved by the Academic Senate, February 6, 2002.

service and outreach; and enhancing financial support for instructional, scholarship, and service activities.

Diversity: Illinois State University encourages community and an informed respect for differences among students, faculty, and staff by fostering an inclusive environment characterized by ethical behavior and social justice that prepares students to be fully engaged participants in a global society. The University supports a diverse faculty and staff mentoring a diverse student population, enhancing pedagogical, research, and service functions.

Civic Engagement: Illinois State University prepares students to be informed and engaged citizens who will promote and further the collective goals of society. The University promotes active learning experiences through which students will gain an awareness and understanding of civic engagement as a life-long responsibility. Furthermore, the University encourages faculty and staff to serve as engaged civic leaders and role models promoting the quality of life for all citizens through collaborative and individual action.

GOALS

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

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

Goal 1: Illinois State University will demonstrate excellence in scholarship, teaching, and learning at the undergraduate and graduate levels.

Illinois State supports a diverse and accomplished faculty and staff committed to excellence in teaching and learning at the graduate and undergraduate levels. The University will meet the challenges associated with the state's changing demographic profile, the demand for accessibility and accountability, resource constraints, and competition from alternative college and university programs through innovative strategies that ensure learning opportunities are both accessible and affordable for a diverse pool of students.

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

Strategy 1: Review and revise enrollment targets in each major to accommodate currently enrolled students. (*Enrollment Management and Academic Services, Departments, Schools*)

- Strategy 2: Develop and implement stronger orientation and transition programs for transfer students. (*Enrollment Management and Academic Services, Council for First Year Experience, Division of Student Affairs*)
- Strategy 3: Coordinate and support student services and advisement systems to facilitate improvements in graduation and retention rates for all students. (*University College, Departments, Schools*)
- Strategy 4: Install, maintain, and update appropriate teaching technology in all classrooms. (*Campus Technology Policy and Planning Council*)
- Strategy 5: Facilitate the appropriate use of Internet-based and other innovative delivery methods of instruction. (*Campus Technology Policy and Planning Council, Extended University, Center for Teaching, Learning and Technology*)
- Strategy 6: Enhance financial aid and scholarship assistance for students, including support for Monetary Award Program recipients whose maximum awards are not sufficient to cover tuition and fees at the University. (*Enrollment Management and Academic Services, Office of Financial Aid*)
- Strategy 7: Increase support for Graduate Assistantships. (*Graduate School*)
- Strategy 8: Increase enrollment and improve retention and graduation rates of underrepresented students. (*Enrollment Management and Academic Services*)
- Strategy 9: Establish and support a Center for Research and Scholarship that provides strategic development opportunities for faculty engaged in research and scholarly activities. (*Research and Sponsored Programs*)
- Strategy 10: Provide centralized support for assisting with preparation and submission of grant applications. (*Research and Sponsored Programs*)
- Strategy 11: Provide additional support and incentives for faculty to engage in research such as paid leaves, travel, and graduate student support. (*Research and Sponsored Programs, Colleges, Departments and Schools*)
- Strategy 12: Initiate a campus dialog and experimentation on increasing the role of research, scholarship and creative activity in the undergraduate experience. (*Research and Sponsored Programs, Colleges*)
- Strategy 13: Enhance the visibility of, and training and support for, academic technology applications for research. (*Research and Sponsored Programs, Campus Technology Policy and Planning Council*)
- Strategy 14: Identify ways to increase Milner Library collections, services and resources to support scholarship and creative activities. (*Milner Library, Research and Sponsored Programs, Colleges, Departments and Schools*)
- Strategy 15: Develop doctoral programs in academic disciplines with long-term research potential. (*Office of the Vice President and Provost, Research and Sponsored Programs*)

Goal 2: Illinois State University will position faculty, staff, and students to excel in a globally competitive, culturally diverse, technological, and changing environment.

Illinois State recognizes its responsibility to educate students to become active citizens. Students recognize their ability to influence social change and must be given the knowledge and skills necessary to do so. They should be given opportunities for service learning and experiential learning in multicultural settings. Faculty and staff must challenge students in ways that prepare them to become global leaders in this time of technological change and workforce diversification.

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

- Strategy 1: Increase salaries to allow more competitive recruitment and retention of faculty and staff in all units. *(Office of the Vice President and Provost, Office of the Vice President for Finance and Planning)*
- Strategy 2: Recruit and retain a more diversified faculty and staff. *(Office of Diversity and Affirmative Action, Human Resources, All Divisions and Units)*
- Strategy 3: Review teaching loads in each discipline to ensure competitiveness with other institutions. *(Office of the Vice President and Provost, Colleges, Departments, Schools)*
- Strategy 4: Infuse multiculturalism and civic engagement throughout the curriculum in general education and all degree programs as well as with co-curricular activities. *(Council for General Education, Division of Student Affairs, Colleges, Departments and Schools)*
- Strategy 5: Increase the recognition of, and appreciation for, faculty, staff, and student service to individuals, committees, and organizations internal and external to the Illinois State community. *(Human Resources, All Divisions and Units)*
- Strategy 6: Facilitate changes in the University's information technology environment necessary to enable students, faculty, and staff to prepare for a rapidly changing workforce. *(Campus Technology Policy and Planning Council)*

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

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

- Strategy 1: Provide access to a diverse set of high-quality cultural, social, recreational, and intercollegiate athletic opportunities for both the University and local communities. *(Office of the President, All Divisions, Intercollegiate Athletics)*
- Strategy 2: Enhance the institution's ability to connect to alumni and foster creative partnerships among alumni, students, faculty, and staff. *(University Advancement, All Divisions and Units)*

- Strategy 3: Build connections among local, state, national, and international partners. (*Office of the President, Offices of the Vice Presidents*)
- Strategy 4: Ensure coordinated and consistent promotion of the University's contributions, services, and successes to external constituencies. (*University Marketing and Communications*)

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

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

- Strategy 1: Establish a long-range financial plan that integrates all sources of funds and allows for strategic decision-making at all levels. (*Division of Finance and Planning; All Other Divisions*)
- Strategy 2: Establish a formal mechanism to systematically review University processes and practices to ensure accessible, seamless user support services that promote satisfaction and effectiveness for internal and external constituencies. (*Division of Finance and Planning; All Other Divisions*)
- Strategy 3: Link requests for new funds and allocate resources to promoting the goals and strategies articulated in *Educating Illinois*. (*All Divisions and Units*)
- Strategy 4: Increase fundraising from private sources. (*University Advancement; All Other Divisions and Units*)
- Strategy 5: Develop creative financial partnerships with external profit and non-profit organizations to advance the University's mission. (*Division of Finance and Planning, University Advancement*)
- Strategy 6: Report annually to the University community on the progress made in implementing the goals and strategies of *Educating Illinois*. (*Planning and Institutional Research*)

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

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

- Strategy 1: Develop and implement programs and activities designed to promote the mental and physical health of students, faculty, and staff. (*Division of Student Affairs, Environmental Health and Safety, Human Resources, University Health Education Coordinating Council*)

- Strategy 2: Review and update *The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design* taking into consideration other plans such as *The Redbird Renaissance* and the continued development of the Gregory Street property. (*Facilities Planning, Planning and Institutional Research*)
- Strategy 3: Complete capital improvement projects that address health and safety issues, including but not limited to the rehabilitation of the Fine Arts Complex, Milner Library, Stevenson Hall and Turner Hall. (*Division of Finance and Planning*)
- Strategy 4: Complete the Student Fitness and Kinesiology Recreation Center and promote the facility's utilization. (*Divisions of Finance and Planning, Student Affairs, Academic Affairs*)
- Strategy 5: Address deferred maintenance priorities identified in *Facilities Condition Assessment*. (*Facilities Management*)
- Strategy 6: Develop and implement a University policy on environmental sustainability. (*Green Team, University Health Education Coordinating Council*)
- Strategy 7: Update plans to ensure readiness for communicating with the University community in the event of an emergency. (*Divisions of Student Affairs and Finance and Planning*)
- Strategy 8: Complete new Power Plant and related infrastructure improvements necessary to ensure adequate and efficient utility support for the University. (*Division of Finance and Planning*)

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