

**ILLINOIS STATE  
UNIVERSITY**

**BOARD OF  
TRUSTEES**

**Report No. 2005.02/1100.02**  
**Fiscal Year 2005 *Educating Illinois***  
**Status Report**

**Executive Summary**

In February 2004, the Illinois State University Board of Trustees approved implementation of *Educating Illinois 2003-2010* after receiving endorsements from the Academic Senate, Administrative/Professional Council, Civil Service Council, and Student Government Association. The goals expressed in *Educating Illinois* are from the Illinois State University Board of Trustees *Vision 2007 Statement*. Under each goal are action statements and performance indicators for documenting progress towards achieving stated goals and actions in the University's strategic plan.

This report contains three sections. The "Educating Illinois Dashboard" provides a numeric summary of University performance indicators. "Educating Illinois Accomplishments" describes the University's status on performance indicators and actions taken during the past 12 months to achieve *Educating Illinois*' goals and priorities. The "Future *Educating Illinois* Actions" section describes the next steps for continued implementation of the University's strategic plan.

## Board of Trustees

### Illinois State University

#### Fiscal Year 2005 *Educating Illinois* Status Report

##### Educating Illinois Dashboard

Educating Illinois contains 138 performance indicators. A new Web site providing University data on institutional performance indicators is available at [www.educatingillinois.ilstu.edu](http://www.educatingillinois.ilstu.edu). This Web site and data from Appendix A show that 40 (29 percent) of the University's goals have been achieved/maintained, 36 (26 percent) moved in the desired direction from the previous year, 12 (9 percent) showed no change, and 20 (14 percent) moved in the opposite direction. Thirty performance indicators (22 percent) have not been started or do not have comparable data to determine University progress. After one year of implementation, over half of the performance indicators are either achieved, maintained, or progressing in the desired direction.

##### Educating Illinois Accomplishments

###### **Goal 1: The university of choice for students, faculty, and Illinois citizens**

###### Action 1: Recruit High-Achieving, Motivated Students

Illinois State University continues to recruit high-achieving, motivated students. The 23.9 mean ACT score of fall 2004 first-time freshmen is the highest average for an incoming class. Average grade point averages of new fall 2004 master's and doctoral students are each above *Educating Illinois* goals: 3.51 vs. 3.50 for master's students and 3.73 vs. 3.65 for doctoral students. The University also experienced increases in the ACT interquartile range (middle half of the ACT distribution) from 21-26 to 22-26 and mean transfer student grade point averages from 3.01 to 3.06.

Increased student quality brings new challenges for the University. High-achieving, motivated students have many options and recruitment for these students is intense. The percent of first-time freshmen indicating that Illinois State University was their first or second choice University decreased from 47 percent in fall 2003 to 43 percent in fall 2004. The percent of freshmen who were accepted to and enrolled at the University (the show-rate) decreased from 41 percent in fall 2003 to 37 percent in fall 2004.

In order to increase the percent of freshmen indicating that Illinois State University was their top choice and to increase the show rate, Enrollment Management and Academic Services studied where new freshmen who paid their enrollment deposit matriculated after withdrawing from the University. The top institutions included the University of Illinois, University of Iowa, Northern Illinois University, Indiana University, Bradley University, and DePaul University. The Admissions Office also benchmarked student recruitment practices at peer institutions and those with nationally recognized best practices in admissions. Changes intended to make Illinois State University even more competitive within Illinois and with Big 10 and Big 12 schools that share a similar ACT profile include using a new admissions video in recruitment sessions, providing a certificate at the time of admission to promote commitment between the student and the University, and enhancing scholarships resulting from *Redefining "normal."*

###### Action 2: Enhance Instructional Capacity

Collaborative initiatives between the Office of Enrollment Management and Academic Services (EMAS) and the academic community helped the University achieve *Educating Illinois*' goal of maintaining a "steady state" total on-campus enrollment of approximately 20,500 (actual fall 2004 enrollment was 20,419). Beginning in summer 2004, the Assistant Vice President of EMAS and the Director of Admissions met individually with Deans of the six colleges to share various enrollment reports and recruitment strategies. EMAS staff also continued *Educating Illinois* initiatives with department chairpersons and advisors to establish enrollment targets for new freshmen and transfers. Applications and admissions into each major are monitored on a weekly basis to ensure proper enrollment management based on show rate trends. Communication between EMAS, the Admissions Office, colleges and departments has been significantly enhanced which enables the University to better align faculty teaching loads and class sizes to support the core value of individualized attention.

### Action 3: Improve Faculty and Staff Compensation and Retention

Illinois State University improved its standing on median faculty salaries compared to averages for assistant professors, associate professors, and professors. The University also compares average civil service salaries to the statewide average; Illinois State University is below the statewide average. A working group is currently developing benchmarks for Administrative/Professional salaries. These comparisons will be included in future Educating Illinois Updates.

Illinois State University's *Fiscal Year 2006 Operations Request* (approved by the Illinois State University Board of Trustees in October 2004) requested an additional \$9.4 million in State appropriated funds to support core programs and services. Consistent with *Educating Illinois*, the highest priority for Fiscal Year 2006 is funding for faculty and staff salary increases. Enhancing salaries is critical to the University's ability to improve salary competitiveness and attract and retain the best faculty and staff.

*Educating Illinois* also commits the University to providing increased support for professional development opportunities, comprehensive library collections, state of the art technological resources, and enhanced support for equipment, travel, and publication costs. These actions are important for increasing University faculty and staff retention rates. The current five-year retention rate of new faculty increased from 61 percent (fall 1998 cohort) to 74 percent (fall 1999 cohort), and the same rate increased from 54 percent to 69 percent for civil service staff. The Administrative/Professional staff retention rate declined from 47 percent to 40 percent.

## **Goal 2: The national leader known for excellence in undergraduate and graduate education**

### Action 4: Provide the Premier Undergraduate Experience in Illinois that Attracts Increased National and International Recognition

The Illinois State University community provides an exemplary model for the creation, dissemination, and the application of knowledge by emphasizing active learning inside and outside of the classroom and by achieving extraordinary standards in teaching, scholarship, and service.

- Illinois State University freshmen and seniors exceed the mean of freshmen and seniors from all other national doctoral research intensive universities participating in the National Survey of Student Engagement on student satisfaction with the level of academic challenge, student-faculty interactions, the amount of active and collaborative learning, and the degree to which the university provides a supportive campus environment.
- For the third consecutive year both freshman retention rates (currently at 84 percent) and graduation rates (currently at 62 percent) are at historic peaks.

The University expects that these rates will continue to increase as a result of continued increases in student quality and the successful implementation of several *Educating Illinois* initiatives, including:

- Creating a Dean of Students Office to provide advocacy, programming, problem resolution, and crisis intervention.
- Establishing an Academic Task Force charged with developing recommendations designed to enhance the academic success of student-athletes at Illinois State University.
- Completing an audit of the first year experience, and beginning to implement recommendations from that report, which include the need to coordinate intentional interventions (programming and curriculum) and serendipitous experiences (campus climate, interactions with faculty, staff, and other students, etc.).
- Finalizing accreditation self study on partnerships for student learning and beginning to plan for implementation of recommendations, which include engaging in research to better understand factors influencing student retention and achievement in the sophomore and junior years, and increased collaborative activities between the Academic Affairs and Student Affairs divisions.

Action 5: Demonstrate Excellence in Graduate Education and Research that Attracts Increased National and International Recognition

Illinois State University supports the highest standards of academic quality in graduate education. Consistent with *Educating Illinois*, the Graduate School and Admissions Committee of the Graduate Council established processes for annually assessing admissions standards. Recommended changes are processed through the curricular approval process and are stated in *Graduate Catalogs*.

The University remains committed to requiring integrative experiences and/or creative activities of all graduate students. New guidelines for new programs and program change approvals ensure that degree requirements include integrative experiences (e.g., theses, dissertations, comprehensive examinations, internships, etc.). The active pursuit of learning and scholarship is also evident in many other examples. The number of graduate students and faculty mentors participating in the spring 2004 Graduate Research Symposium, 285, exceeds *Educating Illinois*' goal of 260; the number of student submissions for University awards recognizing graduate student excellence in instruction and scholarship increased from 742 to 800; and the University maintained the percentage of tenured/tenure track faculty with graduate faculty status at 86 percent.

Illinois State University is also committed to increasing stipends for the recruitment and retention of high-achieving, motivated graduate students. The Graduate School completed a national benchmarking project and is currently working on financial modeling with the Division of Planning and Finance.

**Goal 3: The educational environment that fosters creativity and growth among students, faculty, and staff**

Action 6: Promote Student Achievement

Illinois State University engages in careful fiscal planning at the unit, department, and college level to increase the percentage of small classes and lower the ratio of credit hours per instructional staff year. Smaller class sizes help to increase the essential time that faculty members spend with each individual student. There was a small increase in the percent of small classes (enrollments under 20) between fall 2003 and fall 2004, and the credit hour per staff year ratio moved toward the statewide average. At the time *Educating Illinois 2003-2010* was written, Illinois State University had the fourth highest credit hour per staff year ratio of the 12 public universities. Progress is being made as the University lowers this ratio to the statewide average.

Action 7: Enhance the Commitment to Scholarship and Research

Research and scholarly activity recognized at national and international levels of excellence is a value and priority of Illinois State University. The University opened the Statistical Consulting Center in fall 2004 to support interdisciplinary collaboration among University research efforts and to provide a mechanism for faculty to share statistical expertise, software, and reference materials. Additionally supporting scholarly activity, Milner Library expanded weekly hours of operation from 96.5 in fall 2003 to 100 in fall 2004, and a record number of undergraduate students, 359, participated in the Undergraduate Research Symposium which surpasses *Educating Illinois*' goal of 333 participants.

The goal of enhancing the commitment to scholarship and research involves internal and external commitments. Many forms of research and creative activities are highly specialized and resource intensive. Illinois State University faculty and staff successfully increased the dollar value of external contracts and grants received in the last year, from \$18.0 million to a record high of \$20.6 million. Scholarship supports the University's mission and the resolution of scientific, technical, and social problems in the rapidly changing global community. The outstanding scholarship of Illinois State University faculty and staff addresses community, state, national, and international issues and concerns. This includes improving geriatric nursing care, reducing alcohol abuse, increasing awareness of HIV prevention, conducting neurological research, leading educational reform, advancing the scholarship of teaching and learning, and helping higher education become more diverse.

#### Goal 4: Exceed value expectations of Illinois citizens

##### Action 8: Provide Access to a High Quality, Affordable Education

In January 2005, Illinois State University was honored by the Policy Center on the First Year of College for establishing national standards of excellence that improve the college experience<sup>1</sup>. The University also remains in *Kiplinger's Personal Finance* top 100 universities nationwide for academic quality and value and in *U.S. News and World Report's* top 25 percent of universities nationally in terms of students graduating with the least amount of debt.

Many factors contribute to low levels of student indebtedness at Illinois State University. In July 2004, the Illinois State University Board of Trustees renewed the master contract with the Illinois State University Foundation which allocated over \$9.2 million in direct support, scholarships, and awards on behalf of the University. In December 2004, the Illinois Board of Higher Education's *Assessing Progress Towards the Goals of the Illinois Commitment* recognized Illinois State University's internal reallocations to help students who receive support through the state's Monetary Award Program (need based financial aid for low- and middle-income students) and the exploration of extending guaranteed (fixed) tuition and fees to graduate students as statewide best practices helping to ensure that no Illinois citizen is denied access to higher education because of financial need.

##### Action 9: Maintain Stewardship of Resources

The achieving distinctiveness through coordinated planning accreditation self study team worked collaboratively with the campus community in identifying opportunities for strengthening planning, budgeting, and assessment processes. All vice presidential divisions documented how their planning, budgeting, and assessment processes support the *University Mission Statement* and *Educating Illinois'* vision, values, goals, and priorities<sup>2</sup>. Additionally, the Academic Planning Committee reviewed and streamlined the academic program review process, *Educating Illinois* was updated by the campus community, and all governance groups reviewed University progress and institutional performance indicators related to successful implementation of the six statewide goals for higher education identified in the Illinois Board of Higher Education's *Illinois Commitment: Partnerships, Opportunity, and Excellence*.

##### Action 10: Enhance a Healthy, Safe, and Environmentally Sustainable Campus

During fall 2004, the Green Team collected baseline data on campus environmental sustainability. These measures include energy (gas, electric, and water) consumption and cost, recyclables collected and revenues generated, and waste generated and disposal expenditures. Future *Educating Illinois* Status Reports will summarize institutional efforts to enhance our environmentally sustainable campus.

Other efforts to enhance a healthy, safe and environmentally sustainable campus include continuing construction on the Strength and Conditioning Center in the lower level of Redbird Arena; requesting one million from the state for replacing the power distribution system in Milner Library; and initiating planning for addressing physical concerns (fire alarms, electrical systems, and asbestos abatement) in Stevenson and Turner Halls.

Additionally, in fall 2004 the Illinois State University Board of Trustees approved implementation of the *Northwest Chilled Water Zone Project* that, in accordance with the *Energy Management and Utility Infrastructure Improvement Plan*, will replace aging chillers to provide more efficient cooling for the West Campus Residential Hall Complex (Wilkins, Wright, and Haynie Towers and the Linkins Dining Center), Horton Field House, and Turner Hall. The project also provides the infrastructure for installing air conditioning systems in Redbird Arena and the north gymnasium of Horton Field House. Following the *Energy Management and Utility Infrastructure Improvement Plan*, the University also engaged in energy (natural gas and electricity) procurement to operate heating, cooling, and lighting systems at an estimated cost savings of up to \$3 million. To ensure energy efficiencies and reliabilities, the University also addressed maintenance projects, including replacing the chiller at University High School and adding the Center for Visual Arts and DeGarmo Hall to the quad loop systems.

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<sup>1</sup> *Illinois State University was chosen as one of 12 Founding Institutions for the national project sponsored by the Association of State Colleges and Universities and the Policy Center.*

<sup>2</sup> *The report is available at [www.provost.ilstu.edu/nca/downloads/chapternine.pdf](http://www.provost.ilstu.edu/nca/downloads/chapternine.pdf).*

### Action 11: Support the Infrastructure of Intellectual Communities through Facilities for the 21<sup>st</sup> Century

Consistent with *The Master Plan*, the University completed renovation and occupant relocation to the east wing of Schroeder Hall and the new College of Business building. Faculty and staff moved into both of these facilities beginning in December 2004, with classes starting in January 2005. As these projects concluded, the University initiated renovation to the west wing of Schroeder Hall and design planning for the renovation of Stevenson and Turner Halls. A \$400,000 gift to *Redefining "normal"* continues the long-term development of the Gregory Street property that began with relocation of the University Farm to Lexington, Illinois. A new University guest house and meeting center will be constructed and used to assist in recruiting distinguished academic talent, cultivating major and potential donors, and housing internationally prominent campus visitors.

Illinois State University also continues to focus facilities improvements, renovations, and maintenance on campus-wide facilities with the most pressing needs identified in the *Facilities Condition Assessment*. As of January 2005, the University has spent over \$8.7 million on maintenance projects during Fiscal Year 2005. Expenditures have supported many projects, including rehabilitating Schroeder Hall; enhancing heating, ventilation, and air conditioning systems in the Center for Visual Arts, DeGarmo Hall, and the Heating Plant; upgrading laboratories in Old Union; and updating fire alarm systems in the Bone Student Center, Horton Field House, Hovey Hall, and Campus Services.

Following *The Long Range Plan for University Housing and Campus Dining Services*, work on Wilkins Residence Hall is scheduled to be completed by summer 2005. In addition to aesthetic improvements, new air conditioning units will provide a measured amount of temperature control; repair and replacement will occur to external sealants and windows; and reconstruction of every restroom on every floor will achieve accessibility standards and result in a lower bed/bath ratio. The Illinois State University Board of Trustees also approved renovation to Haynie Residence Hall and Linkins Dining Center. The Haynie project will focus on aesthetic enhancements, energy efficiencies, accessibility, and lower bed/bath ratios. The Linkins project will focus on enabling a la carte dining options; interactive entrée preparation; flexible seating space that allows for multiple uses; relocation of the dishwashing facility to enhance efficiency; and plumbing, heating, ventilation, and air conditioning system enhancements. The Board of Trustees also approved Watterson Towers roof replacement in February 2004.

## **Goal 5: The diverse community fostering teamwork and support among its members**

### Action 12: Increase and Celebrate Diversity

At both the undergraduate and graduate student levels, minority student enrollment as a percent of total student enrollment increased from 10.5 percent to 11.1 percent for undergraduate students and from 8.6 percent to 8.9 percent for graduate students. High-achieving, motivated students have many options, and Illinois State University engages in many innovative strategies to aid in the recruitment of minority students. For example, the Admissions Office conducted 20 application workshops at selected high schools with large minority student populations in fall 2004, and students applying to the University are invited to the annual Minority Scholars day to learn more about the campus. Once minority students are admitted to Illinois State University, the Admissions Office calls prospective students to encourage them to apply for Diversity Scholarships and others forms of financial assistance. They are also invited to the First Look program in the spring, and the Admissions Office has expanded efforts to involve parents in the college selection process. Initial indications are that these efforts have been successful. As of January 24, 2005, 1,042 minority new freshmen have been admitted to Illinois State University for fall 2005 compared to 935 students during this same time last year (an 11.4 percent increase).

Minority freshmen retention decreased slightly during the past year from a return rate of 75.0 percent to 73.2 percent. The University expects the minority student retention rate to increase due to new retention strategies described in Action 4 and specific initiatives such as the new Minority Academic Scholar Achievement Initiative (MASAI). MASAI is being piloted this year by the Office of Intercultural Programs and Services in partnership with University College and the Minority Student Academic Center. The highly structured peer mentoring program for first year students of color focuses on acclimating to Illinois State University and improving academic performance<sup>3</sup>.

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<sup>3</sup> *Illinois State University's 2004 Underrepresented Groups Report provides detailed information about the MASAI.*

Preliminary program results have been favorable; at fall 2004 mid-term, 79 percent of the participants had achieved academic good standing.

An important component to retention of all members of the campus community is a diverse faculty and staff. Illinois State University's annual affirmative action plans compare the University's workforce composition to labor force availability. Following federal statute, a job category is considered to be "underutilized" if the percentage of minorities or females in the job group is less than 80 percent of the total availability for that job group. In May 2003, Illinois State University had underutilization in 49 of the 276 comparisons (18 percent); by May 2004 the University no longer had underutilization in seven of these comparisons<sup>4</sup>. The *2004-05 Affirmative Action Plan* documents action orientated programs to recruit minority faculty and staff, including placing vacancy notices in media, Web sites, and professional organizations specifically targeted to minorities, women, and individuals with disabilities and partnering with local, state, and national agencies to promote awareness of vacancies and opportunities at Illinois State University. The Office for Diversity and Affirmative Action distributes *Technical Assistance Bulletins* to all departments and schools to help assure diverse applicant pools, successful hires, and continued retention.

By fostering a strong commitment to diversity, Illinois State University prepares an educated citizenry, ready to succeed in the dynamic, global community of the 21<sup>st</sup> century. A key component to the University's success is participation in the American Democracy Project (ADP). The ADP promotes undergraduate student civic engagement, now and in the future. During the past year Illinois State University completed a campus audit, available at [www.illinoisstate.edu/american-democracy/downloads/ADP-campus-audit110104.pdf](http://www.illinoisstate.edu/american-democracy/downloads/ADP-campus-audit110104.pdf), identifying places and programs on campus where civic engagement activities are already underway, and places where activities might be started. Examples of ADP outcomes at Illinois State University include Milner Library helping over 500 students register to vote, the over 2,000 University students who voted in the last presidential election, an invited speaker series sponsored by the Indy (a registered student organization that sponsors a weekly newspaper and events relating to media and politics), and student participation in Habitat for Humanity. Additionally, University Housing Services created the Service and Leadership Lifestyle Floor, located in Manchester Hall, to increase student leadership potential through diverse activities such as service, community development, experiential trips, and learning from accomplished mentors. Due to student demand, plans are currently being finalized to add a second Service and Leadership Lifestyle Floor in fall 2005.

**Goal 6: The first choice of employers in recruiting students who will be successful as entrepreneurs or professionals**

Action 13: Maintain High Academic Standards

Data from multiple sources, including program review, alumni surveys, licensure and certification examinations, show that Illinois State University alumni are reflective, ethical, knowledgeable, information literate, and technologically competent professionals. These high academic standards contribute to strong levels of student success. *Educating Illinois* contains a goal to exceed national comparisons on student-pass rates on licensure and certification examinations. Illinois State University, as documented in the *Fiscal Year 2004 Performance Report*, meets or exceeds national benchmarks in 26 of the 35 comparisons for the last three published comparisons (74 percent). For example, Illinois State University students ranked second in the nation and first in Illinois for passing all four parts of the Certified Public Accountants examination. Illinois State candidates had a 47.6 percent pass rate compared to a national pass rate of 15.4 percent.

Students from Illinois State University achieve their educational and professional goals. Results from the *2004 Alumni Survey* (of students graduating in 1998 and 2002) demonstrate that 38.1 percent of alumni report pursuing an additional postsecondary degree since graduating from Illinois State University. Additionally, over 94 percent of surveyed alumni are currently employed with 90.2 percent indicating that Illinois State University offered sufficient career preparation. After the next administration of the alumni survey, Illinois State University will have

<sup>4</sup> *Illinois State University eliminated underutilization in the categories of female managers; Hispanic educational and staff counselors; Black and Hispanic other professionals; minority and Black library technicians; and Hispanic non-tenure-track faculty.*

comparative data for determining whether *Educating Illinois'* goals of exceeding statewide averages on alumni satisfaction with educational experiences and occupational preparation are being achieved.

Other measures for helping to make Illinois State University alumni the first choice of employers are establishing and supporting academic programs responsive to statewide, regional, and national needs and meeting national accreditation standards where accreditation is appropriate for the discipline. In May 2004, the Illinois State University Board of Trustees approved the off-campus delivery of the B.S. Ed. degree in elementary education in North Suburban Region 1 (which includes Lake County, Harper, and Oakton Community Colleges). During academic year 2004-05, Illinois State University maintained discipline-based accreditation with 33 professional agencies, ranging from the American Psychological Association to the Society for Public Health Education. In September 2004, the Construction Management program in the Department of Technology received the newest discipline-based accreditation from the American Council for Construction Education (ACCE). ACCE is a leading global advocate of quality construction education programs and is supported by numerous national building and contracting professional organizations.

### **Goal 7: The partner fully engaged in outreach with business, industry, government, and education**

#### Action 14: Provide National Leadership in Educational Initiatives

Illinois State University continues successful implementation of a new support system to increase the number of National Board Certified Teachers in Illinois. By January 2005, the College of Education's National Board Resource Center had assisted 412 Illinois teachers and school counselors in achieving National Board Certification. Illinois now has 1,238 National Board Certified teachers and ranks sixth in the nation. National Board certification is a voluntary process and the highest credential in the teaching profession.

Illinois State University's National Board Resource Center is one of only five national centers helping to advance teacher quality and student learning through National Board Certification. Two University co-directors coordinate the work of seven regional and 30 local National Board Certified Teacher coordinators in eight regions of Illinois. The services provided by Illinois State University are supported by an \$860,000 grant from the Illinois State Board of Education (ISBE). This grant builds on the long standing partnership between the University and the ISBE to improve teaching and learning by expanding the impact of National Board Certified Teachers on the professional development of Illinois educators.

Illinois State University faculty have also been active implementing federal *No Child Left Behind* legislation. For example, the University's Chicago Teacher Education Pipeline project seeks to increase the number of Chicago high school graduates who become teachers through Illinois State University teacher education programs and return those students as effective teachers in Chicago. The program pairs the largest school system in the state with the largest teacher preparation program in the state and eighth largest in the nation. The City Colleges of Chicago play a key role by enabling some students to spend their first two years of college at home. The intensity of this work by Illinois State, Chicago Public Schools and the City Colleges of Chicago addresses the need for teachers in Chicago schools.

#### Action 15: Expand Service and Outreach Activities

Illinois State University's public service and professional outreach activities benefit members of local, statewide, and national communities. The beneficiaries include participants in discipline related conferences sponsored by and/or affiliated with academic departments and schools. During Fiscal Year 2004, Conference Services hosted 31 events with over 22,600 attendees. To meet *Educating Illinois'* goal to implement plans to increase the number of discipline-related conferences at the University, Conference Services focused on external marketing initiatives and being more involved in the Downtown Normal Hotel/Conference Center and the Bloomington Arena project. Conference Services also worked more closely with the Bone Student Center and Redbird Arena to attract conferences, events, and programs to the University.

Other beneficiaries of public service and professional outreach activities include lifelong learners participating in continuing education professional certifications and other extended learning activities (extension, contract, and Internet courses). During Fiscal Year 2004, 110 faculty from 23 academic departments and schools provided 227 extended learning courses with 4,286 enrollments earning 12,759 credit hours. To provide program coordination and

growth, the Extended University formed the University Extended Learning Steering Committee to share information and provide oversight and direction regarding university extended learning programs. Additionally, the Extended University worked with the College of Business to implement an additional contract Masters of Business Administration program in Decatur, the College of Education to implement several additional Educational Administration and Foundations contract doctoral cohorts around the state, and with Mennonite College of Nursing on several proposals including a contract accelerated program and a contract online nursing program.

Public service and outreach also provide cultural enrichment and entertainment to local communities. Athletics, fine arts, and other co-curricular events create a vibrant academic culture that draws people to the campus in the evening and on the weekends. During Fiscal Year 2004, 10,700 individuals attended the three annual performances of the Gamma Phi Circus; over 10,450 youth attended events associated with the Extended University; and attendance at athletic events during academic year 2003-04 increased by 7.1 percent over total attendance from the previous academic year (198,716 vs. 185,463).

Illinois State University expects that participation in public service and outreach activities will continue to increase as the result of several *Educating Illinois* initiatives completed during Fiscal Year 2004. This includes acquiring new conference business (including the Illinois Victim Assistance Academy, Yogeshwar Youth Conference, Flagger Training, Cardio Rehab Education Conference, and the Illinois Education Association); creating a Public Service and Outreach Coordinator position; and completing major functional and technical upgrade of the University calendar which greatly expanded participation, usage, and interest in the calendar.

#### Action 16: Increase Financial Support from External Sources

Illinois State University is sensitive to the State's fiscal condition and has been a responsible steward of limited resources by directing resources to our highest priorities. The University reallocated \$9.0 million—3.5 percent of the budget—from lower priority activities to increasing faculty and staff salaries, meeting state budgetary reductions, providing institutional contributions to state group health insurance, and restoring Monetary Award Program funding during Fiscal Year 2004. At the same time the University protected high quality, nationally and internationally recognized academic programs. To sustain and enhance Illinois State University's contributions and accomplishments, it is critical that the State renew its commitment to a high quality system of higher education. Illinois State University's Fiscal Year 2005 appropriation was the lowest in the last 20 years when adjusted for inflation.

Future levels of excellence will require the University community to reach new levels of leadership and entrepreneurship. State appropriations alone will not provide adequate funding for Illinois State University's vision. A multifaceted approach of working with legislators and governmental agencies, seeking increased external grants and contracts, and augmenting gifts to *Redefining "normal"* has been successful in generating additional revenue for the University. By December 2004, *Redefining "normal"* exceeded its \$88 million goal and the goal to achieve a 20 percent participation rate from University faculty, staff, and annuitants. Additionally, external grants and contracts generated by University faculty and staff (\$20.6 million) are at a record high. The University will continue to aggressively seek increased financial support from external sources.

### **Future Educating Illinois Actions**

*Educating Illinois* maintains a history of achieving stated institutional priorities and goals. Accomplishments during the past year include completing accreditation self study, opening new and renovated facilities (the College of Business building and the east wing of Schroeder Hall), and exceeding the fundraising goals of both *Redefining "normal"* and the University Family Campaign. Additional successes of the past year include setting record highs for student retention rates, graduation rates, participation in the Undergraduate and Graduate Research Symposia, and external funding to support scholarship. All of these actions are a strong tribute to our values based planning process and to the commitment and dedication of the students, faculty, staff, alumni, and friends of the University. Our strategic planning process will continue.

*Educating Illinois'* core values were defined and endorsed by the campus community as our strengths and commitments when interacting with students, faculty, staff, alumni, friends of the University, and members of external communities. The continued success of *Educating Illinois*, witnessed by the many accomplishments

described in this report, is contingent upon all members of the campus community continuing to espouse our values and engage in careful planning at the department, unit, and division levels to identify priorities, allocate resources, and monitor effectiveness of strategies designed to achieve stated goals and performance indicators in the University's strategic plan.

The same is true at the institutional level. A sampling of university-wide *Educating Illinois* actions for the next year includes the following.

- The Admissions Office and Graduate School will continue to collaborate with the University community on the recruitment of high-achieving, motivated students.
- Enrollment Management and Academic Services and the campus community will continue to implement strategies to achieve enrollment targets.
- The University's highest priority remains the competitiveness of faculty and staff salaries.
- The University will continue to participate in the American Democracy Project and the First Year Experience.
- The University will continue seeking external funds to support new and existing centers, institutes, and initiatives that promote the University's areas of excellence in discipline-specific and multidisciplinary scholarship and application.
- Students, faculty, and staff will begin implementing recommendations from the University's *2005 Accreditation Self Study*.
- The University will continue to implement actions from *The Master Plan*, *Facilities Condition Assessment*, *Energy Management and Utility Infrastructure Improvement Plan*, and the *Long Range Plan for University Housing and Campus Dining Services*.
- The University will continue to implement and evaluate the outcomes of plans designed to increase the participation and achievement of all members of the campus community. Outcomes will be documented in annual *Underrepresented Groups Reports* and *Affirmative Action Plans*.
- The academic community will continue to engage in accreditation activities where appropriate to the discipline, and all divisions will continue to engage in administrative review processes to ensure productivity, quality, and efficiency.
- The University-wide teacher education program, faculty, and staff will continue to provide statewide and national leadership in education.
- The Extended University will continue to work collaboratively with the campus community in providing mission-driven public service and outreach activities.

The status of *Educating Illinois* initiatives will be updated in Illinois State University's *Fiscal Year 2005 Performance Report* (submitted to the campus community, Illinois State University Board of Trustees, and Illinois Board of Higher Education in fall 2005) and in the University's *Fiscal Year 2006 Educating Illinois Status Report* (submitted to the campus community and the Board of Trustees in spring 2006). The *Educating Illinois* Web site and dashboard, [www.educatingillinois.ilstu.edu](http://www.educatingillinois.ilstu.edu), will continue to be updated on a routine basis.

Appendix A: Educating Illinois Dashboard

There are documented outcomes for 108 of the 138 *Educating Illinois* performance indicators (78.2 percent). Over half of the performance indicators are achieved, maintained, or moving in the desired direction. The table below displays the status of *Educating Illinois* actions, and serves as baseline for future Educating Illinois Status Reports.

	<u>Number</u>	<u>Percent</u>
	<u>138</u>	<u>100.0%</u>
Actions Achieved/Maintained	40	29.0%
Actions Moving in the Desired Direction	36	26.1%
No Change	12	8.7%
Actions Moving in the Opposite Direction	20	14.5%
Actions Not Started or Data Not Available	30	21.7%

Organized by its goals (that are from the Illinois State University Board of Trustees *Vision 2007 Statement*) the following table presents a summary of the “balanced score card” for each of the 15 actions in *Educating Illinois*. Each performance indicator earns two points if the action was achieved or maintained during the last year, one point if it moved in the desired direction, no points if there was no change or the action was not started, and one point is deducted if the performance indicator moved in the opposite direction. The table below summarizes the University’s Fiscal Year 2005 balanced scorecard and serves as a second baseline for future Educating Illinois Status Reports.

	<u>Number of Actions</u>	<u>Points Possible</u>	<u>Points Earned</u>	<u>Percent of Points Earned</u>
	<u>138</u>	<u>276</u>	<u>96</u>	<u>34.8%</u>
<b>Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens</b>	<u>31</u>	<u>62</u>	<u>20</u>	<u>32.3%</u>
Action 1: Recruit high-achieving, motivated students	12	24	3	12.5%
Action 2: Enhance instructional capacity	8	16	9	56.2%
Action 3: Improve faculty and staff compensation and retention	11	22	8	36.4%
<b>Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education</b>	<u>19</u>	<u>38</u>	<u>20</u>	<u>52.6%</u>
Action 4: Provide the premier undergraduate experience in Illinois	10	20	12	60.0%
Action 5: Demonstrate excellence in graduate education and research	9	18	8	44.4%
<b>Goal 3: The Educational Environment that Fosters Creativity and Growth Among its Students, Faculty, and Staff</b>	<u>17</u>	<u>34</u>	<u>8</u>	<u>23.5%</u>
Action 6: Promote student achievement	5	10	2	20.0%
Action 7: Enhance the commitment to scholarship and research	12	24	6	25.0%
<b>Goal 4: Exceed Value Expectations of Illinois Citizens</b>	<u>27</u>	<u>54</u>	<u>23</u>	<u>42.6%</u>
Action 8: Facilitate access to a high-quality, affordable education	9	18	6	33.0%
Action 9: Maintain stewardship of resources	3	6	6	100.0%
Action 10: Enhance a healthy, safe, and environmentally sustainable campus	7	14	4	28.6%
Action 11: Support the infrastructure of intellectual communities through facilities for the 21st century	8	16	7	43.8%
<b>Goal 5: The Diverse Community Fostering Teamwork and Support Among Its Members</b>	<u>9</u>	<u>18</u>	<u>4</u>	<u>22.2%</u>
Action 12: Increase and Celebrate Diversity	9	18	4	22.2%
<b>Goal 6: The First Choice of Employers in Recruiting Students Who Will be Successful as Entrepreneurs or Professionals</b>	<u>8</u>	<u>16</u>	<u>5</u>	<u>31.3%</u>
Action 13: Maintain high academic standards	8	16	5	31.3
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education.</b>	<u>27</u>	<u>54</u>	<u>16</u>	<u>29.6%</u>
Action 14: Provide national leadership in educational initiatives	13	26	12	46.2%
Action 15: Expand service and outreach activities	10	20	2	10.0%
Action 16: Increase financial support from external sources	4	8	2	25.0%

The following pages provide detail used in the balanced scorecard. Additional information is available from Planning and Institutional Research.

**Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens**

**Action 1: Recruit high-achieving, motivated students**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>2</u>	<u>3</u>	<u>3</u>	<u>4</u>	<u>0</u>
1A) Decrease the freshman yield rate (ratio of acceptances to applications) from 75% to 63%. <i>The freshmen yield rate remained constant at 75%.</i>			X		
1B) Increase the percent of freshmen indicating Illinois State was a top (first or second) choice to 50%. <i>The percent indicating Illinois State was a top choice decreased from 47% to 43%.</i>				X	
1C) Achieve a freshmen show rate (ratio of enrollments to acceptances) of 44%. <i>The show rate decreased from 41% to 37%.</i>				X	
1D) Achieve an ACT interquartile range of 22-27. <i>The ACT interquartile range increased from 21-26 to 22-26.</i>		X			
1E) Enroll 23% of new freshmen from the top 10% of their high school graduating class. <i>The percentage remained constant at 11%.</i>			X		
1F) Enroll new transfer students with a mean grade point average of 3.10. <i>The mean transfer gpa increased from 3.01 to 3.06.</i>		X			
1G) Increase the University's Peer Assessment Rating from 2.5 to 2.9. The peer assessment rating decreased from 2.5 to 2.4.				X	
1H) Increase the total number of degree-seeking graduate applications to 1,650. <i>The number of applications decreased from 1,446 to 1,440.</i>				X	
1I) Enroll new master's students with a mean grade point average of 3.50. <i>The current mean grade point average of new master's students is 3.51.</i>	X				
1J) Enroll new doctoral students with a mean grade point average of 3.65. <i>The current mean grade point average of new doctoral students is 3.73.</i>	X				
1K) Developing, implementing, and supporting a plan to make discipline-specific graduate assistantships competitive with national competitor institutions. <i>The Graduate School completed a benchmarking survey and is working on financial planning with Finance and Planning.</i>		X			
1L) Place in the upper third of US News and World Report's Graduate rankings for education, business, nursing and fine arts. <i>Education remains the one college ranked in the top third.</i>			X		

**Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens (continued)**

Action 2: Enhance instructional capacity

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>4</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>
2A) Enroll 3,000 new freshmen. <i>Fall 2004 enrollment was 2,834 compared to 3,097 in fall 2003.</i>		X			
2B) Enroll 1,800 new transfers. <i>Fall 2004 enrollment was 1,847 compared to 1,772 in fall 2003.</i>		X			
2C) Enroll 600 new graduate students. <i>Fall 2004 enrollment was 641 compared to 623 in fall 2003.</i>				X	
2D) Define and achieve undergraduate enrollments at or below optimal capacity in every academic program. <i>Staff from EMAS, departmental chairs and academic advisors continue initiatives to define and monitor optimal enrollments.</i>	X				
2E) Define and achieve undergraduate enrollments at or below optimal capacity in every academic program. <i>This is a continuing responsibility of the Graduate School, schools and departments, and the Admissions Committee of the Graduate Council.</i>	X				
2F) Enroll approximately 18,000 undergraduate students. <i>Fall 2004 enrollment was 17,866.</i>	X				
2G) Enroll approximately 2,600 graduate students. <i>Fall 2004 enrollment was 2,553.</i>	X				
2H) Document the implementation of new, five-year integrated B.A./M.A. or B.S./M.S. programs. <i>There are no new five-year programs.</i>					X

Note: The following rules were used in interpreting University enrollment targets. New freshman enrollment (performance indicator 2A) exceeded the 3,000 student target for the past four years. Progress for fall 2004, although below the University target, was marked as moving in the desired direction; a lower freshman enrollment reduces demand on the General Education enrollment. In order to meet the overall undergraduate enrollment target, a lower freshman enrollment requires more continuing students (a higher retention rate) and more transfer students. The latter (performance indicator 2B) was, therefore, marked as moving in the desired direction. Issues of demand and capacity were not considered in the reporting of graduate enrollment (performance indicator 2C). Enrolling more students above the target is marked as data moving in the opposite direction (away from the target).

**Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens (continued)**

**Action 3: Improve faculty and staff retention and compensation**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>2</u>	<u>6</u>	<u>0</u>	<u>2</u>	<u>1</u>
3A) Increase average all ranks faculty salaries compared to peer institutions. <i>The FY 2004 average, \$60,100, is 5.6% below the target compared to 8.4% below in FY 2003.</i>		X			
3B) Increase average professors salaries compared to peer institutions. <i>The FY 2004 average, \$73,700, is 9.7% below the target compared to 13.0% below in FY 2003.</i>		X			
3C) Increase average associate professors salaries compared to peer institutions. <i>The FY 2004 average, \$57,900, is 4.9% below the target compared to 8.0% below in FY 2003.</i>		X			
3D) Increase average assistant professors salaries compared to peer institutions. <i>The FY 2004 average, \$50,600 is 0.9% below the target compared to 3.2% below in FY 2003.</i>		X			
3E) Develop comparisons for non-tenure-track faculty salaries. <i>Salary minimums and increases are described in the Agreement Between the Illinois State University Board of Trustees and the Non-Tenure-Track Faculty Association/Illinois Education Association-National Education Association.</i>	X				
3F) Increase average civil service salaries compared to peer institutions. <i>The FY 2004 average is 9.4% below the statewide average compared to 5.4% below in FY 2003.</i>				X	
3G) Increase average administrative/professional salaries compared to peer institutions. <i>Baseline data is currently being collected.</i>					X
3H) Increase five year retention rates of new assistant professors. <i>Retention increased from 61% (fall 1998 cohort) to 74% (fall 1999 cohort).</i>		X			
3I) Increase five year retention rates of new administrative/professional staff. <i>Retention decreased from 47% (fall 1998 cohort) to 40% (fall 1999 cohort).</i>				X	
3J) Increase five year retention rates of new civil service staff. <i>Retention increased from 54% (fall 1998 cohort) to 69% (fall 1999 cohort).</i>		X			
3K) Completing and documenting outcomes from the Enhancing Faculty Distinctiveness and Excellence Self Study for accreditation team. <i>Copy of the Self Study is available at <a href="http://www.provost.ilstu.edu/nca/downloads/chapterseven.pdf">www.provost.ilstu.edu/nca/downloads/chapterseven.pdf</a>.</i>	X				

**Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education**

**Action 4: Provide the premier undergraduate experience in Illinois that attracts increased national and international recognition**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>2</u>
4A) Exceed all 10 National Survey of Student Engagement (NSSE) benchmarks. <i>In fall 2004, the University exceeded 8 of the benchmarks, up from 5 in fall 2003.</i>		X			
4B) Documenting outcomes resulting from the University's participation in the First-Year Experience. <i>Outcomes are documented at <a href="http://www.provost.ilstu.edu/foundations.shtml">www.provost.ilstu.edu/foundations.shtml</a></i>		X			
4C) Implement programmatic change to the General Education program based on assessment results. <i>A summary of changes to the General Education program, effective academic year 2005-06, approved by the Academic Senate are available at <a href="http://www.academicssenate.ilstu.edu/Documents/GenEdReportFromAcadAffairsCom-Findings-Recom2004-04-01.htm">www.academicssenate.ilstu.edu/Documents/GenEdReportFromAcadAffairsCom-Findings-Recom2004-04-01.htm</a>.</i>	X				
4D) Completing and documenting outcomes from the Partnerships for Student Learning Self Study for accreditation team. <i>Copy of the Self Study is available at <a href="http://www.provost.ilstu.edu/nca/downloads/chaptereight.pdf">www.provost.ilstu.edu/nca/downloads/chaptereight.pdf</a>.</i>	X				
4E) Achieve an 88% freshmen retention rate. <i>Fall 2004's rate is 84%, up from 83% in fall 2003.</i>			X		
4F) Achieve a 67% graduation rate. <i>The current rate is 62%, up from 60% last year.</i>			X		
4G) Require a capstone course or integrated learning experience for every undergraduate student. <i>This action was not addressed during the last year.</i>					X
4H) Increase Undergraduate Research Symposium participants to 333. <i>There were 359 participants in spring 2004.</i>	X				
4I) Increase the number of formal information literacy partnerships between librarians, Illinois State University, and other campus faculty, staff, and community members. <i>Information literacy has been integrated into English and Communication courses, and as part of the new University program review guidelines.</i>	X				
4J) Define and implement competitive pre-tenure faculty development leaves and reduced teaching loads to support instruction and research. <i>This action was not addressed during the last year.</i>					X

**Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education (continued)**  
**Action 5: Demonstrate excellence in graduate education and research that attracts increased national and international recognition.**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>5</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>1</u>
5A) Reexamine graduate admissions standards and implement changes, where appropriate. <i>An annual review process is conducted by the Graduate School and the Admissions Committee of the Graduate Council.</i>	X				
5B) Require integrative experiences and/or creative activities of all graduate students. <i>This is a curriculum requirement for all graduate programs. New guidelines for new programs and program change approvals ensure that degree requirements include integrative experiences.</i>	X				
5C) Increase Graduate Research Symposium participants to 260. <i>There were 285 participants in spring 2004.</i>	X				
5D) Increase the number of student submissions for University awards recognizing their excellence in instruction and scholarship. <i>The annual number of student submissions increased from 742 to 800.</i>	X				
5E) Increase the number of faculty and staff involved in seeking external funding to support graduate student stipends and professional development opportunities. <i>Data are not available.</i>					X
5F) Increase the percent of tenured/tenure-track faculty with graduate faculty status. <i>The rate remained constant at 86%.</i>			X		
5G) Document annual outcomes for technology planning to support graduate education, undergraduate education, and research. <i>The Campus Technology Council was formed and is responsible for providing continuous service excellence that positively affects the areas of instruction, research and creative activities, public service, and administration of the University. Additional information on the Council and its work is available at <a href="http://www.ctsg.ilstu.edu/governance/">www.ctsg.ilstu.edu/governance/</a>.</i>	X				
5H) Increase the annual number of master's degrees conferred and certificates awarded to 750. <i>The value decreased from 710 to 678.</i>				X	
5I) Increase the annual number of doctoral degrees conferred to 60. <i>The value decreased from 55 to 43.</i>				X	

**Goal 3: The Educational Environment that Fosters Creativity and Growth Among its Students, Faculty, and Staff**

Action 6: Promote student achievement

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>0</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>2</u>
6A) Increase the resource base for faculty and staff recruitment by 5%. <i>This action has not been started.</i>					X
6B) Lower the undergraduate student-to-faculty ratio to 18:1. <i>The value remains constant at 19:1.</i>			X		
6C) Define and achieve optimal staffing levels for University faculty and staff by tenure and full- and part-time status. <i>This action was not addressed in the last year.</i>					X
6D) Increase the percent of small classes to 36%. <i>The value increased from 27.9% to 28.8%.</i>		X			
6E) Lower the credit hour per staff year ratio to the statewide average. <i>The value improved from 6.5% above the statewide average to 5.4% above the statewide average.</i>		X			

**Goal 3: The Educational Environment that Fosters Creativity and Growth Among its Students, Faculty, and Staff (continued)**

**Action 7: Enhance the commitment to scholarship and research**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>4</u>	<u>1</u>	<u>1</u>	<u>3</u>	<u>3</u>
7A) Increase fiscal support for research and creative activities to \$16.9 million annually. <i>The budgeted amount for FY 2005, \$13.6 million, is \$2.3 million lower than FY 2004.</i>				X	
7B) Increase travel support for the dissemination of research and creative activities to \$230,000 annually. <i>The budgeted amount for FY 2005, \$210,000, is \$26,800 lower than FY 2004.</i>				X	
7C) Increase research productivity by 10 percent. <i>Data are currently not available.</i>					X
7D) Increase the annual number of submissions for external grants and contracts to 400. <i>Submissions increased from 264 to 544.</i>	X				
7E) Increase the number of externally funded multidisciplinary research teams from eight to 16. <i>Data are currently not available.</i>					X
7F) Increase the value of externally funded grants and contracts to \$30 million annually. <i>The value increased from \$18.0 million to \$20.6 million.</i>			X		
7G) Increase the value of external grants received by multidisciplinary teams to \$5 million. <i>Data are currently not available.</i>					X
7H) Continue implementation of the <i>Milner Library Long-Range Renovation Plan</i> and seek donor support for the expansion of the library. <i>Through internal and external funding and consistent with the Library's plans, renovations occurred to the Social Sciences Library, Science and Technology Library, conference rooms, and computer storage facilities. Planning continued for the Education Library, replacing the electronic distribution system, and long range expansion.</i>	X				
7I) Expand Milner Library weekly hours of operation from 96.5 in academic year 2003-04. During academic year 2004-05 <i>Milner's weekly hours of operation are 100.</i>	X				
7J) Increase the number of collections at Milner Library. <i>The number of collections decreased from 20,345 to 19,698.</i>				X	
7K) Achieve one endowed chair in each college and Milner Library. <i>The number of endowed chairs remains constant at four.</i>			X		
7L) Seeking external funds supporting new and existing centers, institutes, and initiatives that promote the University's areas of excellence in discipline-specific and multidisciplinary scholarship and application. <i>The \$20.6 million generated by University faculty and staff for scholarship is one example. A second example is the recent one million dollar gift to the University by Enterprise Rent-A-Car that will support a new Faculty Scholars Program and allow for the creation of a new Enterprise Rent-A-Car Professional Sales Program Student Development Fund.</i>	X				

**Goal 4: Exceed Value Expectations of Illinois Citizens**

**Action 8: Facilitate access to a high-quality, affordable education**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>1</u>	<u>4</u>	<u>3</u>	<u>0</u>	<u>1</u>
8A) Place in the top 50 universities for Kiplinger’s ratings of academic quality and value. <i>Kiplinger did not conduct ratings in 2004; the University remains in their top 100 universities.</i>			X		
8B) Advance to Tier 2 of US News and World Report’s rankings of national doctoral universities. <i>The University remains in Tier 3.</i>			X		
8C) Require all students to have a computer with minimum and hardware standards that can connect effectively to the Internet. <i>Effective fall 2005 all students will be required to have a computer. The University’s Student Computer Ownership policy is available at <a href="http://www.policy.ilstu.edu/policydocs/student_computer.html">www.policy.ilstu.edu/policydocs/student_computer.html</a>.</i>	X				
8D) Develop and implement strategies to offset the cost of computing requirements to students. The Campus Technology Support Group and University Advancement are currently working with donors, vendors, and corporations to develop and implement strategies in accordance with this action.		X			
8E) Generate \$20 million for endowed scholarships. <i>Redefining “normal” generated \$13.1 million for endowed scholarships; the total was \$8.3 million during this time last year.</i>		X			
8F) Place in the top 10 percent nationally for students graduating with the least amount of debt. <i>The University improved its status from the top 17% to the top 14%.</i>		X			
8G) Decrease the average undergraduate time-to-degree to four years. <i>The value remains constant at 4.5 years.</i>			X		
8H) Develop and implement plans to strengthen academic advisement. <i>Resulting from the Provost’s Advisory Council’s Summer 2004 retreat, a Task Force has been created to look at the format, infrastructure, staffing, and philosophy of advisement. This work will be completed within the context of increased academic expectations, student transitions to the University and the major, and the effects of academic policies on student achievement.</i>		X			
8I) Investigate and design alternative learning paradigms to the traditional method of semester instruction. <i>This action has not been started.</i>					X

**Goal 4: Exceed Value Expectations of Illinois Citizens (continued)**

Action 9: Maintain stewardship of resources

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
9A) Articulating how divisional planning, budgeting, and assessment processes support the University's vision, values, goals, and priorities. <i>Action complete and documented at <a href="http://www.provost.ilstu.edu/nca/downloads/chapternine.pdf">www.provost.ilstu.edu/nca/downloads/chapternine.pdf</a></i>	X				
9B) Updating <i>Educating Illinois</i> cost estimates to support divisional planning and budgeting. <i>Action complete and documented at <a href="http://www.provost.ilstu.edu/nca/downloads/chapternine.pdf">www.provost.ilstu.edu/nca/downloads/chapternine.pdf</a></i>	X				
9C) Reviewing and revising the program review format. <i>Action complete; new program review guidelines are available from the Office of the Vice President and Provost.</i>	X				

**Goal 4: Exceed Value Expectations of Illinois Citizens (continued)**

**Action 10: Enhance a healthy, safe, and environmentally sustainable campus**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>1</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>3</u>
10A) Conduct environmental sustainability assessments. <i>Baseline data has been collected, future updates will report on progress.</i>		X			
10B) Implement a harm-reduction approach to issues of health, safety, and environmental sustainability. <i>Actions will be designed after baseline data is collected and analyzed.</i>					X
10C) Complete life-safety enhancements to Stevenson and Turner Halls. <i>Work is currently being planned.</i>		X			
10D) Replace the power distribution system in Milner Library. <i>The University requested one million from the state in FY 2006 to complete this project.</i>			X		
10E) Reduce work related injuries and motor vehicle injuries. <i>Data are currently not available.</i>					X
10F) Improve campus sustainability in the areas of energy, water, and other resource use and recycling/waste management. <i>Actions will be designed after baseline data is collected and analyzed.</i>					X
10G) Implement priorities identified in the <i>Energy Management and Utility Infrastructure Improvement Plan. This is an ongoing process. Actions during the last year include proceeding with the Northwest Chilled Water Zone Project, energy procurement, and actions to increase energy efficiencies and reliabilities.</i>	X				

**Goal 4: Exceed Value Expectations of Illinois Citizens (continued)**

**Action 11: Support the infrastructure of intellectual communities through facilities for the 21<sup>st</sup> century**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>3</u>	<u>1</u>	<u>2</u>	<u>0</u>	<u>2</u>
11A) Complete Schroeder Hall and Julian Hall renovations, Felmley Hall ventilation upgrades, construction of the College of Business Building and the In Exchange pedestrian plaza. <i>Renovation of west wing of Schroeder ongoing; renovation of east wing of Schroeder and all other actions complete.</i>	X				
11B) Receive state capital funding for enhancement of the Power Plant and infrastructure; a new Wellness Activity Center; and rehabilitation of the Fine Arts Complex, Williams Hall, and Milner Library. <i>These remain the University's highest priorities on the Fiscal Year 2006 capital request to the state.</i>			X		
11C) Receive state capital renewal funding for Stroud Auditorium and Cook Hall roof replacement. <i>The state has not yet authorized funding for these projects.</i>			X		
11D) Implement priorities from Illinois State University's Fiscal Year 2003 <i>Facilities Condition Assessment. This is an ongoing process; actions during the last year include rehabilitating Schroeder Hall; enhancing HVAC systems in the Center for Visual Arts, DeGarmo Hall, and the Heating Plant; upgrading laboratories in Old Union; and updating fire alarm systems in the Bone Student Center, Horton Field House, Hovey Hall, and Campus Services.</i>	X				
11E) Commit 2 percent of the facilities replacement value annually on maintenance activities. <i>Data are marked N/A until the end of the fiscal year. To date, the University has spent \$8.7 million on these projects compared to \$11.6 million at the end of FY 2004.</i>					X
11F) Developing and implementing the <i>Long Range Plan for University Housing and Campus Dining Services. This is an ongoing process. Progress for the last year includes renovation to Wilkins Hall and design planning for Haynie Hall and Linkins Dining Center.</i>	X				
11G) Review and update the University's long-term planning for technology. <i>The new permanent Associate Vice President for Technology and the Campus Technology Council has been charged with completing this action.</i>			X		
11H) Document and implement a long-range plan for renewing the University's information infrastructure and information delivery systems for academic and administrative use. <i>This action has not been started.</i>					X

**Goal 5: The Diverse Community Sponsoring Teamwork and Support Among its Members**

**Action 12: Increase and celebrate diversity**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>1</u>	<u>4</u>	<u>0</u>	<u>2</u>	<u>2</u>
12A) Establish the Leadership Institute with academic and co-curricular components.					X
12B) Increase minority undergraduate enrollment. <i>Total minority enrollment increased from 10.5% to 11.1%; the statewide median is approximately 25%.</i>		X			
12C) Increase minority freshmen retention rates. <i>Minority retention rates decreased from 75.0% to 73.2%.</i>				X	
12D) Increase minority graduation rates. <i>Minority graduation rates decreased from 44.8% to 40.2%.</i>				X	
12E) Achieving and maintaining a diverse faculty and staff profile that reflects appropriate labor force availability as documented in the University's annual affirmative action plans. <i>The University eliminated 7 (of 49) cases of employment underutilization during the last year.</i>		X			
12F) Increase the promotion and retention of faculty and staff from protected classes. <i>Data are currently not available.</i>					X
12G) Increase on U.S. News and World Report's Diversity Index which indicates the probability that two students from different racial/ethnic backgrounds will interact on a daily basis. <i>The University's rate increased from 19% to 20%.</i>			X		
12H) Achieving priorities from Illinois State University's participation in the American Democracy Project. <i>Current outcomes are documented at <a href="http://www.illinoisstate.edu/american-democracy/">www.illinoisstate.edu/american-democracy/</a>.</i>		X			
12I) Achieve priorities from Illinois State University's participation in the National Network for Educational Renewal. <i>Annual outcomes are documented in University Performance Reports.</i>	X				

**Goal 6: The First Choice of Employers in Recruiting Students Who Will Be Successful as Entrepreneurs or Professionals**

**Action 13: Maintain high academic standards**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>3</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>4</u>
13A) Establishing and supporting academic programs responsive to state, regional, and national workforces needs. <i>This is an ongoing process. During the last year, the Board of Trustees approved offering a B.S. Ed. degree in elementary education in North Suburban Region 1.</i>	X				
13B) Annually document outcomes and actions taken from program reviews. <i>This is an ongoing process with results summarized in annual academic plans and performance reports.</i>	X				
13C) Annually documenting outcomes and actions taken from external accreditation reviews. <i>This is an ongoing process with outcomes reported in annual Planning Presentations in Academic Affairs and within program review self studies.</i>	X				
13D) Exceed the average of the last three alumni surveys regarding the percent of students employed full-time or part-time one year after graduation. <i>Two more survey administrations are necessary before comparisons can be made.</i>					X
13E) Exceed the average of the last three alumni surveys regarding the percent of students enrolled in higher education one year after graduation. <i>Two more survey administrations are necessary before comparisons can be made.</i>					X
13F) Exceed the statewide average for alumni satisfaction with the educational experience. <i>Statewide comparisons were not published.</i>					X
13G) Exceed the statewide average for alumni satisfaction with occupational satisfaction. <i>Statewide comparisons were not published.</i>					X
13H) Exceed national comparisons on student pass-rates on licensure and certification examinations. <i>The 2004 value is 74% compared to 82% in 2003.</i>				X	

**Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education**

**Action 14: Provide national leadership in educational initiatives**

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>5</u>
14A) Support statewide and national efforts to achieve Master Teacher certification for 500 Illinois teachers. <i>The University has successfully helped 412 Illinois teachers achieve this designation.</i>		X			
14B) Document outcomes of Illinois State University's participation in the National Network for Educational Renewal. <i>This is an ongoing process with results summarized in annual performance reports.</i>	X				
14C) Document outcomes from partnerships that assert Illinois State University's prominence in serving as a national leader in education. <i>This is an ongoing annual process with outcomes documented in annual performance reports. Actions during the last year included helping 412 Illinois teachers achieve Master Teacher certification and implementing federal No Child Left Behind legislation.</i>	X				
14D) Increasing the diversity of teacher and professional education graduates. <i>Data are currently not available.</i>					X
14E) Increasing faculty engagement in colloquia, workshops, discussions, and seminars. <i>Total average attendance at events sponsored by the Center for the Advancement of Teaching increased by 43% from the last year.</i>	X				
14F) Increase the number of departments that evaluate teaching effectiveness through multiple measures. <i>Data are currently not available.</i>					X
14G) Increase ongoing departmentally based programs and initiatives to enhance teaching and learning. <i>Data are currently not available.</i>					X
14H) Increasing internal and external grant support for teaching and learning. <i>While University-wide data are currently not available, the Cross Endowed Chair did receive a \$5,000 grant from the American Association of Higher Education for the University's Scholarship of Teaching and Learning work documented in action 14L.</i>					X
14I) Form a Teaching Academy made up of award-winning teachers and other selected faculty who can provide a new level of leadership for teaching. <i>The Center for the Advancement of Teaching began planning to expand the faculty Teaching-Resources program that provides mentoring, support, and leadership in teaching.</i>			X		
14J) Funding an annual or biennial award to the department that demonstrates the best teaching practices, across its faculty and across its curriculum. <i>This action has not been started.</i>					X
14K) Implement plans from the University's participation in the First Year College Experience. <i>Outcomes are described in item 4B.</i>			X		
14L) Implementing plans from the University's participation as a Campus Cluster Leader. <i>Plans and outcomes from the University's participation in the summer 2004 American Association of Higher Education's summer academy as a Cluster Leader are displayed at <a href="http://www.cat.ilstu.edu/pdf/AAHE04actplan.pdf">www.cat.ilstu.edu/pdf/AAHE04actplan.pdf</a>.</i>			X		
14M) Host and document outcomes from Illinois State University's biennial conference on Mission, Values, and Identity. <i>The University hosted its biennial conference in summer 2004, and is currently evaluating plans for a 2006 conference.</i>	X				

**Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education  
(continued)**

Action 15: Expand service and outreach activities

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>1</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>3</u>
15A) Increase Professional Practice (internships and cooperative education) enrollment. <i>Enrollment decreased from 5,964 to 5,934.</i>				X	
15B) Increase the number of students participating in service learning by 10%. <i>Measurement systems are currently being developed.</i>					X
15C) Increase attendance at cultural events by 10%.					X
15D) Increase attendance at athletic events from 185,000 to 204,000. <i>Annual attendance increased from 185,463 to 198,716.</i>		X			
15E) Implement recommendations from <i>Educating Illinois through Mission-Driven Public Service and Outreach. Actions complete and documented at <a href="http://www.exu.ilstu.edu/pdf/EU-Annual_Report_FY2004.pdf">www.exu.ilstu.edu/pdf/EU-Annual_Report_FY2004.pdf</a></i>	X				
15F) Implement plans to increase the number of discipline-related conferences sponsored by and/or associated with academic departments and schools at Illinois State University. <i>During the past year, Conference Services participated in the Downtown Normal Hotel/Conference Center project, Bloomington Arena project, and worked more closely with the Bone Student Center and Redbird Arena to attract conferences, events, and programs to the University.</i>		X			
15G) Document outcomes from extended learning opportunities at Illinois State University. <i>During Fiscal Year 2004, 110 faculty from 23 academic departments and schools provided 227 extended learning courses with 4,286 enrollments earning 12,759 credit hours. This serves as a baseline for future comparisons.</i>					X
15H) Increase the number of individuals receiving continuing education professional certifications. <i>The number of individuals seeking certification decreased from 1,815 to 620.</i>				X	
15I) Document outcomes from new partnerships established between Illinois State University and business, industry, education, and government. <i>New partnerships for student and faculty development include gifts to Redefining "normal" from Enterprise Rent-A-Car (one million) and for neurological research from four local physicians (two million).</i>		X			
15J) Increase external funding received for public service and outreach to \$13.4 million. <i>External funding decreased from \$12.8 million in FY 2003 to \$12.4 million in FY 2004.</i>				X	

**Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education  
(continued)**

Action 16: Increase financial support from external sources

	Achieved/ Maintained (2)	Moved in Desired Direction (1)	No Change (0)	Moved in Opposite Direction (-1)	N/A
	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>0</u>
16A) Increase total University operating funds from state and federal sources. <i>The value was \$108.7 million in FY 2003 and \$101.8 million in FY 2004.</i>				X	
16B) Achieve the <i>Redefining “normal”</i> goal of \$88 million. <i>Goal achieved in December 2004.</i>	X				
16C) Achieve a 20 percent participation rate for faculty, staff, and annuitants in the University Family Campaign. <i>Goal achieved in December 2004.</i>	X				
16D) Achieve a 15 percent participation rate for alumni in the Telefund program. <i>Annual participation decreased from 9% to 8%.</i>				X	