

ILLINOIS STATE  
UNIVERSITY

BOARD OF  
TRUSTEES

Report No.  
*Educating Illinois Status Report*

**Executive Summary:** This report provides an update on the University's activities to re-examine *Educating Illinois* and chronicles the institutions' recent accomplishments in implementing the goals of its strategic plan.

**Board of Trustees  
Illinois State University  
*Educating Illinois* Status Report**

Institutions of excellence and distinction engage in continuous comprehensive planning that links goals with budgeting, assessment and accountability. In this context, Illinois State University has embarked upon a re-examination of its strategic plan, *Educating Illinois 2003-2010: An Action Plan for Distinctiveness and Excellence*. The strategic plan has brought focus to the University's work and guided the University since it initially was embraced by the University community in 2000 and updated in 2004. Through the guidance and focus of *Educating Illinois*, the University has enjoyed numerous accomplishments in advancing the goals and actions set forth in the strategic plan. This report provides an update on the University's activities to re-examine *Educating Illinois* and chronicles the institution's recent accomplishments in implementing the goals of its strategic plan.

**Re-examining *Educating Illinois***

In October 2006, President Bowman appointed a Task Force to guide the campus community in a re-examination of Illinois State University's strategic plan, *Educating Illinois*. The 21-member Task Force includes representatives from each of the governance groups, each College, each division of the University, the President's Office, intercollegiate athletics and students. A list of Task Force members is provided in Appendix A.

The President directed the Task Force to engage the University community's participation and guidance in considering the following about *Educating Illinois*:

- Do the core values remain reflective of the type of institution Illinois State is and the type of institution it desires to be in the future? If not, what changes are necessary and why?
- Do the goals, actions and indicators remain reflective of the University's aspirations and objectives? What needs to be added to the plan? Is there anything that needs to be removed?
- What are the University's highest priorities in order to achieve these goals?

During late fall and in spring 2007, the Task Force held discussion forums with 25 groups representing a cross-section of students, faculty, staff and alumni from the University community. The discussion forums were used by the Task Force to seek advice and to gauge the campus' perception of how well the University was doing, what it could be doing better and its future challenges. The input received during these forums has been instrumental in shaping Task Force discussions of the degree to which the vision, values, goals and action items of *Educating Illinois* need to be revised in the next iteration of the plan.

During the discussion forums, the Task Force was advised to build upon the past accomplishments of *Educating Illinois*, to continue to consult widely and to consider modifying the values statements to reflect the importance of civic engagement, campus health and connections among the University, students, faculty, staff and alumni. A number of items were identified during the discussion forums about what the University is doing well; among the most frequently cited: improved academic profile of students, public promotion of the University, appreciation for the effort the University is making in improving salaries and attention to facilities. Among the most frequently cited concerns or challenges expressed during the discussion forums: salary competitiveness; recruitment and retention of diverse faculty, staff and students; sustaining and enhancing the University's image; acclimation of transfer students; program capacity and availability of majors for admitted students; the condition and amount of facilities; state of technology; and enhancing connections with alumni.

In addition to the discussion forums, the Task Force has considered the Board of Trustees' *Vision Statement for the Year 2014* and completed an environmental scan to identify changes in the external environment that are likely to pose challenges for the University in the future. Among the challenges noted and discussed: the pending decline in the number of high school graduates; the increasingly diverse population of high school graduates; changes in state financial support for the University; the proliferation of undergraduate and graduate programs offered on-line by other institutions and entities; and public concerns over affordability, access to higher education and accountability.

During fall 2007, the Task Force will distribute a draft of a revised *Educating Illinois* for review and discussion by the campus community. Additional information about the work of the *Educating Illinois* Task Force is available on-line at <http://www.educatingillinois.ilstu.edu/taskforce/>.

### **Educating Illinois Accomplishments**

*Educating Illinois 2003-2010* identifies seven goals for the University. A series of action items and indicators by which to gauge the University's success in meeting the institution's goals accompany each goal statement. As noted on the matrix that follows, Illinois State University has successfully implemented and continues to work on the items identified in the strategic plan.

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 1: The University of Choice for Students, Faculty and Illinois Citizens</b>					
<b><u>Action 1: Recruit high-achieving, motivated students</u></b>					
1A) Decrease the freshman yield rate (ratio of acceptances to applications) from 75% to 63%. <i>The freshmen yield rate was 75% in fall 2003; 68% in fall 2006.</i>		X			
1B) Increase the percent of freshmen indicating Illinois State was a top (first or second) choice to 50%. <i>45% indicated Illinois State was a top choice in fall 2003; 40% in fall 2006.</i>				X	
1C) Achieve a freshmen show rate (ratio of enrollments to acceptances) of 44%. <i>The show rate decreased from 41% in fall 2003 to 39% in fall 2006.</i>				X	
1D) Achieve an ACT interquartile range of 22-27. <i>The ACT interquartile range increased from 21-26 in fall 2003 to 22-26 in fall 2006.</i>		X			
1E) Enroll 23% of new freshmen from the top 10% of their high school graduating class. <i>The percentage of new freshmen from the top 10 percent of their high school class remains constant at 11%.</i>			X		
1F) Enroll new transfer students with a mean grade point average of 3.10. <i>The mean transfer grade point average was 3.01 in fall 2003; 3.06 in fall 2006.</i>		X			
1G) Increase the University's Peer Assessment Rating from 2.5 to 2.9. <i>The peer assessment rating in U.S. News &amp; World Report rankings was 2.5 in 2003 and 2007.</i>			X		
1H) Increase the total number of degree-seeking graduate applications to 1,650. <i>The number of applications increased from 1,446 in fall 2003 to 1,650 in fall 2006.</i>	X				
1I) Enroll new master's students with a mean grade point average of 3.50. <i>The mean grade point average of new master's students was 3.44 in fall 2003 and 3.49 in fall 2006.</i>	X				
1J) Enroll new doctoral students with a mean grade point average of 3.65. <i>The mean grade point average of new doctoral students was 3.69 in fall 2003 and 3.74 in fall 2006.</i>	X				
1K) Developing, implementing and supporting a plan to make discipline-specific graduate assistantships competitive with national competitor institutions. <i>A plan calling for increases in the minimum graduate stipends was adopted in April 2006; plan to phase-in increases to stipends initiated in FY2007.</i>	X				
1L) Place in the upper third of <i>US News and World Report's</i> Graduate rankings for education, business, nursing and fine arts. <i>Education remains the one college ranked in the top third.</i>			X		
<b><u>Action 2: Enhance instructional capacity</u></b>					
2A) Enroll 3,000 new freshmen. <i>Fall 2006 enrollment of new freshmen students was 3,200 compared to 3,097 in fall 2003.</i>				X	
2B) Enroll 1,800 new transfers. <i>Fall 2006 enrollment was 1,788 compared to 1,772 in fall 2003.</i>		X			
2C) Enroll 600 new graduate students. <i>Fall 2006 enrollment was 602 compared to 623 in fall 2003.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens (continued)</b>					
<b><u>Action 2: Enhance instructional capacity (continued)</u></b>					
2D) Define and achieve undergraduate enrollments at or below optimal capacity in every academic program. <i>Enrollment Management and Academic Services staff continues to collaborate with Colleges, Schools and Departments to match enrollment to program capacities.</i>		X			
2E) Define and achieve graduate 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 2006 enrollment was 17,842 compared to 18,097 in fall 2003.</i>				X	
2G) Enroll approximately 2,600 graduate students. <i>Fall 2006 enrollment was 2,419 compared to 2,608 in fall 2003.</i>				X	
2H) Document the implementation of new, five-year integrated B.A./M.A. or B.S./M.S. programs. <i>The University began offering an integrated B.A./M.A. in Foreign Languages in fall 2006.</i>		X			
<b><u>Action 3: Improve faculty and staff compensation and retention</u></b>					
3A) Increase average all ranks faculty salaries compared to IBHE peer institutions. <i>The FY 2006 average of \$64,600 was 8.1% below the target compared to 8.4% below in FY 2003. President initiated plan to enhance salaries in fall 2005.</i>			X		
3B) Increase average salary for professors compared to IBHE peer institutions. <i>The average salary in spring 2007 was \$82,055, which is projected to lag the peer group median by 10.5%. The average salary in FY2003 was 13% below the peer group median.</i>		X			
3C) Increase average salary for associate professors compared to IBHE peer institutions. <i>The average salary in spring 2007 of \$62,800 is projected to be 7.5% below the peer group median. The average salary in FY2003 was 8.0% below the peer group median.</i>		X			
3D) Increase average salary for assistant professors compared to IBHE peer institutions. <i>The fall 2006 average salary of \$57,000 was 0.4% above the peer group median; in FY2003 the average salary was 3.2% below the peer group median.</i>	X				
3E) Develop comparisons for non-tenure-track faculty salaries. <i>Salary minimums and increases are described in the agreement for members of the non-tenure track union.</i>		X			
3F) Increase average salary for civil service staff compared to peer institutions. <i>The fall 2006 average salary was 5.7% below the statewide average salary for all civil service staff, compared to 5.9% below in fall 2004. (Note: fall 2003 statewide data not available.)</i>			X		

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 1: The University of Choice for Students, Faculty, and Illinois Citizens (continued)</b>					
<b><u>Action 3: Improve faculty and staff retention/compensation (continued)</u></b>					
3G) Developing comparisons for administrative/professional staff salaries. <i>Methodology for comparing administrative/professional staff salaries developed in spring 2006.</i>	X				
3H) Increase five-year retention rates of faculty to 65%. <i>Retention increased from 61% (fall 1999 cohort) to 73% (fall 2002 cohort).</i>	X				
3I) Increase to 43% the five-year retention rate for new administrative/professional staff. <i>Retention increased from 47% (fall 1999 cohort) to 50% (fall 2002 cohort).</i>	X				
3J) Increase to 69% the five-year retention rates of new civil service staff. <i>Retention increased from 54% (fall 1999 cohort) to 67% (fall 2002 cohort).</i>		X			
3K) Completing and documenting outcomes from the Enhancing Faculty Distinctiveness and Excellence Self Study for accreditation team. <i>Work is on-going; Faculty-Leadership Team created with representatives of each College, Center for Teaching, Learning, and Technology, Scholarship of Teaching and Learning, Research and Sponsored Programs and Academic Affairs; faculty professional development grants of up to \$5,000 each offered to faculty in summer 2007.</i>	X				
<b>Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education</b>					
<b><u>Action 4: Provide the premier undergraduate experience in Illinois that attracts increased national and international recognition</u></b>					
4A) Exceed all 10 National Survey of Student Engagement (NSSE) benchmarks. <i>In fall 2005, the University exceeded seven of the benchmarks, up from five in fall 2003.</i>		X			
4B) Documenting outcomes resulting from the University's participation in the First-Year Experience. <i>Among the work accomplished: an improvement plan to guide future initiative and a resource guide for faculty. The Council for the First-Year Experience meets throughout the year to review processes related to learning and development of first-year students. More information is available at <a href="http://www.provost.ilstu.edu/initiatives/first_year_experience.shtml">http://www.provost.ilstu.edu/initiatives/first_year_experience.shtml</a></i>	X				

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<p><b>Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education (continued)</b></p> <p><b><u>Action 4: Provide the premier undergraduate experience in Illinois that attracts increased national and international recognition (continued)</u></b></p>					
<p>4C) Implement programmatic change to the General Education program based on assessment results. <i>A summary of changes to the General Education program made effective in academic year 2005-06, 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>. The Assessment Office was charged with directing the development, implementation and evaluation of a campus-wide assessment plan for General Education; the Institutional Artifact Portfolio will be piloted in the next year as the primary method for assessing General Education.</i></p>	X				
<p>4D) Completing and documenting outcomes from the Partnerships for Student Learning Self Study for accreditation team. <i>A Task Force composed of Student Affairs and Academic Affairs leaders was established to continue the work initiated during the self study. Success of the American Democracy project, planning for a Washington, DC Student Study tour in summer 2008, and planning of the Innovative Partnerships Conference with Illinois Wesleyan and Heartland Community College are among the outcomes to date.</i></p>	X				
<p>4E) Achieve an 88% freshmen retention rate. <i>The fall 2005 cohort retention rate was 84% - the same as that of the fall 2003 cohort.</i></p>			X		
<p>4F) Achieve a 67% graduation rate. <i>The six-year graduation rate for the fall 2000 cohort was 64%; it was 62% for the fall 1998 cohort.</i></p>		X			
<p>4G) Require a capstone course or integrated learning experience for every undergraduate student. <i>Most, but not all, programs require a capstone course or integrated learning experience.</i></p>		X			
<p>4H) Increase Undergraduate Research Symposium participants to 333. <i>There were 190 participants in spring 2007, compared to 359 in spring 2004.</i></p>				X	
<p>4I) Increase the number of formal information literacy partnerships among 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 University program review guidelines.</i></p>		X			
<p>4J) Define and implement competitive pre-tenure faculty development leaves and reduced teaching loads to support instruction and research. <i>The Faculty Excellence Initiative coordinates faculty development at the University level; plans developed for a limited number of course release time grants. Center for Teaching, Learning, and Technology created a mentoring program for new faculty.</i></p>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 2: The National Leader Known for Excellence in Undergraduate and Graduate Education (continued)</b>					
<b><u>Action 5: Demonstrate excellence in graduate education and research that attracts increased national and international recognition.</u></b>					
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. 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 170 participants in spring 2007, compared to 285 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 decreased from 800 in FY2004 to 777 in FY2006.</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>88% of tenure/tenure-track faculty in fall 2006 held graduate faculty status, compared to 86% in fall 2003.</i>		X			
5G) Document annual outcomes for technology planning to support graduate education, undergraduate education and research. <i>The Campus Technology Council is responsible for providing continuous service that positively affects instruction, research and creative activities, public service and administration of the University. Information on the Council is available at: <a href="http://www.ctsg.ilstu.edu/committees/Council/governance/index.shtml">http://www.ctsg.ilstu.edu/committees/Council/governance/index.shtml</a>. The Council has completed a information technology strategic plan (refer to 11G).</i>	X				
5H) Increase the annual number of master's degrees conferred and certificates awarded to 750. <i>In FY2006, 755 master's degrees were conferred compared to 678 in FY2004.</i>	X				
5I) Increase the annual number of doctoral degrees conferred to 60. <i>There were 52 doctoral degrees conferred in FY2006, compared to 43 in FY2004.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 3: The Educational Environment that Fosters Creativity and Growth Among its Students, Faculty, and Staff</b>					
<b><u>Action 6: Promote student achievement</u></b>					
6A) Increase the resource base for faculty and staff recruitment by 5%. <i>Recruiting costs for faculty are paid from funds in the Provost's budget as well as by individual departments and colleges. Recruiting costs for staff paid from a variety of sources.</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.					X
6D) Increase the percent of small classes to 36%. <i>In fall 2006, 31% of undergraduate classes had an enrollment of less than 20 compared to 28% in fall 2003.</i>		X			
6E) Lower the credit hour per staff year ratio to the statewide average. <i>The number of student credit hours per faculty staff year was 12% above the statewide average in FY2006, compared to 7% above in FY2004.</i>				X	
<b><u>Action 7: Enhance the commitment to scholarship and research</u></b>					
7A) Increase fiscal support for research and creative activities to \$16.9 million annually. <i>The budgeted amount for FY 2007 was \$15.7 million, compared to \$15.9 million in FY2004.</i>				X	
7B) Increase travel support for the dissemination of research and creative activities to \$230,000 annually. <i>The budgeted amount for FY 2007 was \$245,900, compared to \$236,800 in FY2004.</i>	X				
7C) Increase research productivity by 10 percent. <i>Illinois State ranked 14<sup>th</sup> among small research universities on the Faculty Scholarly Productivity Index released in January 2007.</i>		X			
7D) Increase the annual number of funded submissions for external grants and contracts to 400. <i>A total of 306 submissions were made in FY2006, compared to 366 in FY2004.</i>				X	
7E) Increase the number of externally funded multidisciplinary research teams from eight to 16. <i>A total of 21 multidisciplinary submissions were made in FY2006, compared to 11 in FY2004.</i>	X				
7F) Increase the value of externally funded grants and contracts to \$30 million annually. <i>Funded submissions in FY2005 totaled \$20.4 million, compared to \$21.0 million in FY2004.</i>			X		
7G) Increase the value of external grants received by multidisciplinary teams to \$5 million. <i>Grants to multidisciplinary teams totaled \$3 million in FY2006, compared to \$2.8 million in FY2004.</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 selected areas of the Library have been renovated. Funds for expansion of the library and additional renovation are included in the University's FY2008 request for state funds.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 3: The Educational Environment that Fosters Creativity and Growth Among its Students, Faculty, and Staff (continued)</b>					
<b><u>Action 7: Enhance the commitment to scholarship and research (continued)</u></b>					
7I) Expand Milner Library weekly hours of operation from 96.5 in academic year 2003-04. <i>Weekly hours of operation in fall 2006 totaled 102, compared with 96.5 in fall 2003.</i>	X				
7J) Increase the number of collections at Milner Library. <i>A total of 37,942 volumes were added in FY2006, compared to 19,698 in FY2003. Additionally, the Library has expanded its digital collection and access to documents in electronic format.</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) Seek 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>Approximately \$20 million are generated annually by faculty and staff from state, federal and private funding entities. Among recent examples: the \$1.48 million grant to Mennonite for a geriatric care project in cooperation with Heritage Enterprises; \$2.5 million grant for the College of Education's Professional Articulation for Recruiting/Retaining Teachers for Neighborhood Engagement and Renewal (PARTNER) project; \$100,000 grant for Cued Speech from the Ronald and Mary Ann Lachman Foundation; \$160,000 in federal support for the Export Project; and \$778,900 grant to support certification of Developmental Therapists-Hearing.</i>	X				
<b>Goal 4: Exceed Value Expectations of Illinois Citizens</b>					
<b><u>Action 8: Facilitate access to a high-quality, affordable education</u></b>					
8A) Place in the top 50 universities for Kiplinger's ratings of academic quality and value. <i>The University ranked 74<sup>th</sup> in spring 2007, compared to 73<sup>rd</sup> in fall 2003.</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 software and hardware standards that can connect effectively to the Internet. <i>Beginning in fall 2005 all students were 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. <i>A number of strategies have been developed, including special pricing for equipment and software through TechZone and financial aid.</i>	X				

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 4: Exceed Value Expectations of Illinois Citizens (continued)</b>					
<b><u>Action 8: Facilitate access to a high-quality, affordable education (continued)</u></b>					
8E) Generate \$20 million for endowed scholarships. <i>Redefining "normal" generated \$13.1 million for endowed scholarships.</i>		X			
8F) Place in the top 10 percent nationally for students graduating with the least amount of debt. <i>The University placed in the top 21% in FY2006 of institutions with students graduating with the least amount of debt, compared to the top 14% in FY2004.</i>				X	
8G) Decrease the average undergraduate time-to-degree to four years. <i>The average time between first enrollment and completion of a bachelor's degree was 4.3 years in FY2006, compared to 4.6 years in FY2003.</i>		X			
8H) Develop and implement plans to strengthen academic advisement. <i>University College is developing plans to systematically address the advising needs of General Students and students in transition to the University and from one major to another.</i>		X			
8I) Investigate and design alternative learning paradigms to the traditional method of semester instruction. <i>In January 2007, Mennonite College of Nursing began an accelerated degree sequence allowing students to compete a traditional two-year degree in one-year. A new Corporate MBA program began in January 2006 in cooperation with the McLean County Chamber of Commerce, with classes offered during weekends. A number of courses are offered on-line, allowing students to progress throughout a semester at their own pace.</i>		X			
<b><u>Action 9: Maintain stewardship of resources</u></b>					
9A) Articulating how divisional planning, budgeting and assessment processes support the University's vision, values, goals and priorities. <i>Action completed as part of the NCA Self Study.</i>	X				
9B) Updating <i>Educating Illinois</i> cost estimates to support divisional planning and budgeting. <i>Action completed as part of NCA Study.</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				
<b><u>Action 10: Enhance a healthy, safe, and environmentally sustainable campus</u></b>					
10A) Conduct environmental sustainability assessments. <i>Baseline data collected in 2003; updated in spring 2005 with findings chronicled in the Campus Environmental Sustainability Factbook.</i>	X				

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 4: Exceed Value Expectations of Illinois Citizens (continued)</b>					
<b><u>Action 10: Enhance a healthy, safe, and environmentally sustainable campus (continued)</u></b>					
10B) Implement a harm-reduction approach to issues of health, safety and environmental sustainability. <i>Numerous programs, coordinated by the University Health Education Coordinating Council, have been offered for faculty, students and staff. Work begun on campus incident management plan.</i>	X				
10C) Complete life-safety enhancements to Stevenson and Turner Halls. <i>Funding has been secured; construction work begun in Stevenson Hall.</i>		X			
10D) Replace the power distribution system in Milner Library. <i>The University has requested state funds to complete this project.</i>			X		
10E) Reduce work related injuries and motor vehicle injuries. <i>There were 14 accidents and 138 injuries/illnesses reported in 2006, compared to 20 accidents, and 200 injuries/illnesses in 2003.</i>		X			
10F) Improve campus sustainability in the areas of energy, water and other resource use and recycling/waste management. <i>A number of initiatives have been undertaken by the Green Team to improve campus sustainability. Planning for Gregory Street property considered sustainability provisions. The University joined the Illinois Sustainable University Compact in 2006, secured external grant funding to upgrade campus lighting and increased campus recycling facilities.</i>	X				
10G) Implement priorities identified in the <i>Energy Management and Utility Infrastructure Improvement Plan</i> . <i>Actions undertaken to date include: work on the Southeast and Northwest Zone Chilled Water projects; energy procurement through cooperative partnerships with other institutions; and lighting upgrades with grant support.</i>		X			
<b><u>Action 11: Support the infrastructure of intellectual communities through facilities for the 21<sup>st</sup> century</u></b>					
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>Work on all projects 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>The University is pursuing other funding mechanisms for the Power Plant project and a Student Recreation/Kinesiology Center. The other projects remain the University's highest priorities in the request for state funding for capital improvements. Funding for the Fine Arts Complex is included in the Governor's budget for FY2008.</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		

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 4: Exceed Value Expectations of Illinois Citizens (continued)</b>					
<b><u>Action 11: Support the infrastructure of intellectual communities through facilities for the 21<sup>st</sup> century (continued)</u></b>					
11D) Implement priorities from Illinois State University's Fiscal Year 2003 <i>Facilities Condition Assessment</i> . This is an ongoing process; selection of projects to be undertaken includes review of the <i>Condition Assessment</i> .		X			
11E) Commit 2 percent of the facilities replacement value annually on maintenance activities. Annual expenditures for deferred maintenance in FY2006 totaled \$11.4 million, compared to \$11.0 million in FY2004.		X			
11F) Developing and implementing the <i>Long Range Plan for University Housing and Campus Dining Services</i> . The University continues to carry out the work priorities outlined in the Plan – Renovation of Haynie and Wilkins Hall is complete; renovation of Linkins and Wright Halls to be completed in summer 2007; and renovation of East Campus underway.		X			
11G) Review and update the University's long-term planning for technology. The Campus Technology Council has completed the <i>Information Technology Strategic Plan</i> ; copy available at: <a href="http://www.ctsg.ilstu.edu/ITSP/Dashboard/Documents/20070430%20IT%20Strategic%20Plan%202007-2010%20Final.pdf">http://www.ctsg.ilstu.edu/ITSP/Dashboard/Documents/20070430%20IT%20Strategic%20Plan%202007-2010%20Final.pdf</a>	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. A team – E-merge - has been established and is considering needs related to a new human resources/payroll system. New mainframe supporting administrative computing structure installed in FY2007. Among other activities: enhanced campus access to various information technologies and numerous new web-based projects completed.		X			
<b>Goal 5: The Diverse Community Sponsoring Teamwork and Support Among its Members</b>					
<b><u>Action 12: Increase and celebrate diversity</u></b>					
12A) Establish the Leadership Institute with academic and co-curricular components. The <i>Leadership Institute</i> has been established within the Dean of Students Office. Additional information on the project is available at: <a href="http://www.studentaffairs.ilstu.edu/vice-president/fundraising/institute.shtml">http://www.studentaffairs.ilstu.edu/vice-president/fundraising/institute.shtml</a>	X				
12B) Increase minority undergraduate enrollment. Minority students represented 11.4% of total enrollment in Fall 2006, compared to 10.5% in fall 2003.		X			
12C) Increase minority freshmen retention rates. 72.8% of minority freshmen in fall 2005 returned to the University compared to 73.2% of the minority freshmen from fall 2003.			X		

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 5: The Diverse Community Sponsoring Teamwork and Support Among its Members (continued)</b>					
<b><u>Action 12: Increase and celebrate diversity (continued)</u></b>					
12D) Increase minority graduation rates. <i>35.9% of the minority students who were first time freshman in fall 2000 graduated by the sixth summer, compared to 44.8 percent of the fall 1997 cohort.</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 Office of Diversity and Affirmative Action performs utilization analyses to determine whether there are fewer minorities and females employed at the University than would reasonably be expected by availability in the labor market. The most recent analysis showed under-utilization of females, African-Americans, Hispanics and Asians in the executive, administrative and managerial job category; African-Americans and Native Americans in faculty; and African Americans, Hispanics and Asians in the professional job category.</i>		X			
12F) Increase the promotion and retention of faculty and staff from protected classes. <i>55.6% of the new full-time, minority, assistant professors in fall 2001 returned for their sixth year of work at the University, compared to 66.7% of those initially hired in fall 1997. 27.8 % of the new full-time, minority administrative professional staff in fall 2001 returned for their sixth year, compared to 18.2 percent of those administrative/professional staff who were new to the University in fall 1997. Half of the minority civil service staff new to the University in 2001 returned for their sixth year, compared to 63.6% of the 1997 cohort.</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 in Fall 2005 was 22%, compared to 20% in fall 2003.</i>		X			
12H) Achieving priorities from Illinois State University's participation in the American Democracy Project. <i>The University actively participates in the American Democracy Project; it was one of eight institutions nationwide selected to participate in the Political Engagement Project. 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>Refer to 14B.</i>	X				

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 6: The First Choice of Employers in Recruiting Students Who Will Be Successful as Entrepreneurs or Professionals</b>					
<b><u>Action 13: Maintain high academic standards</u></b>					
13A) Establishing and supporting academic programs responsive to state, regional and national workforce needs. <i>This is an ongoing process. Recent programs approved by the Board of Trustees include: B.S. in Renewable Energy, Ph.D. in Nursing.</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.</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>92.1% of 2003 graduates were employed full- or part-time one year after graduation, compared to 90.4% of the undergraduate alumni from 2004.</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>31.3% of the 2004 undergraduate alumni were enrolled in higher education one year following graduation, compared to 30.8% in 2003.</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>80% of students were successful in exceeding national comparisons on licensure and certification examinations in 2005, compared to 67% in 2003.</i>		X			
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education</b>					
<b><u>Action 14: Provide national leadership in educational initiatives</u></b>					
14A) Support statewide and national efforts to achieve Master Teacher certification for 500 Illinois teachers. <i>The University successfully helped over 400 Illinois teachers achieve this designation.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education</b>					
<b><u>Action 14: Provide national leadership in educational initiatives</u> (continued)</b>					
14B) Document outcomes of Illinois State University’s participation in the National Network for Educational Renewal. <i>An ongoing activity. Among recent work: the College of Education increased membership to improve and expand school-based partnerships and preparation of teachers for hard-to-staff schools. The Teacher Education Center supported travel of 12 partnership personnel to attend leadership training, and the principal of Peoria Woodruff High School was selected to be a part of the principal cohort working with the National Network.</i>	X				
14C) Document outcomes from partnerships that assert Illinois State University’s prominence in serving as a national leader in education. <i>An on-going activity. Among recent activities: through leadership of the SAELP grant, the College of Education influenced state and national policy and practices related to school administrator identification, selection, evaluation and working conditions. The College of Education and Council on Teacher Education provided leadership in streamlining continued accreditation practices in the state.</i>	X				
14D) Increase the diversity of teacher and professional education graduates. <i>7.4% of the undergraduate teacher and professional education graduates were minorities in FY2006, compared to 5.6% in FY2004.</i>		X			
14E) Increasing faculty engagement in colloquia, workshops, discussions and seminars. <i>The Center for Teaching, Learning, and Technology’s Summer Institute offered 23 separate workshops in which 80 faculty participated. The Center’s Teaching and Learning Symposium in which faculty showcase teaching innovation and accomplishments continues to enjoy increased participation.</i>	X				
14F) Increase the number of departments that evaluate teaching effectiveness through multiple measures. <i>Departments within the College of Applied Science and Technology utilize multiple measures for evaluating teaching.</i>		X			
14G) Increase ongoing departmentally based programs and initiatives to enhance teaching and learning. <i>Refer to 14I.</i>		X			
14H) Increasing internal and external grant support for teaching and learning. <i>University-wide data are currently not available.</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 Teaching, Learning, and Technology created a mentoring program for new faculty, an instructional resource commons and grant program supporting faculty efforts to update teaching effectiveness.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education (continued)</b>					
<b><u>Action 14: Provide national leadership in educational initiatives (continued)</u></b>					
14J) Funding an annual or biennial award to the department that demonstrates the best teaching practices, across its faculty and across its curriculum. <i>An award recognizing commitment to excellence in incorporating civil/community engagement into the curriculum and co-curricular activities was granted for the first time in February 2007.</i>		X			
14K) Implement plans from the University's participation in the First Year College Experience. <i>Outcomes are described Goal 3, Action 4B.</i>	X				
14L) Implement 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.sotl.ilstu.edu/downloads/pdf/sotlclustersynopsis.pdf">http://www.sotl.ilstu.edu/downloads/pdf/sotlclustersynopsis.pdf</a></i>	X				
14M) Host and document outcomes from Illinois State University's biennial conference on Mission, Values and Identity. <i>The University is planning its third conference, scheduled for fall 2008. The University is partnering with Heartland Community College and Illinois Wesleyan University for the next conference: Innovative Partnerships for Student Learning.</i>	X				
<b><u>Action 15: Expand service and outreach activities</u></b>					
15A) Increase Professional Practice (internships and cooperative education) enrollment. <i>Enrollment in FY2006 totaled 3,114, compared to 3,094 in FY2004.</i>		X			
15B) Increase the number of students participating in service learning by 10%. <i>The American Democracy Project, Civic Engagement and Political Engagement Project have provided an increasing number of opportunities for students to engage in service learning.</i>		X			
15C) Increase attendance at cultural events by 10%. <i>The University has sponsored a number of events in celebration of the Sesquicentennial which have enjoyed strong attendance. The University continues to offer a number of other cultural events as well, including the Shakespeare Festival; theatre, dance, and music productions; and speakers hosted by each of the Colleges throughout the year.</i>		X			
15D) Increase attendance at athletic events from 185,000 to 204,000. <i>Annual attendance increased from 198,716 in 2003-2004 to 203,087 in 2005-2006.</i>		X			

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education (continued)</b>					
<b><u>Action 15: Expand service and outreach activities (continued)</u></b>					
15E) Implement recommendations from <i>Educating Illinois</i> through Mission-Driven Public Service and Outreach. <i>Actions complete and documented at <a href="http://www.exuilstu.edu/pdf/EU-Annual_Report_FY2004.pdf">www.exuilstu.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>Among recent discipline-related conferences are the following: Illinois State Historical Society, Women in the Arts, Wind Power Conference and Recursion in Human Languages Conference.</i>		X			
15G) Document outcomes from extended learning opportunities at Illinois State University. <i>Extended University created a cable-access program, "College and Main," in partnership with TV-10; established new contract programs (e.g., Department of Math and Decatur Public Schools, Educational Administration and Foundations and the University Center of Lake County); Middle School Recertification courses offered statewide. Information on other activities available at: <a href="http://www.exuilstu.edu/pdf/FY2006_Annual_Report.pdf">http://www.exuilstu.edu/pdf/FY2006_Annual_Report.pdf</a></i>		X			
15H) Increase the number of individuals receiving continuing education professional certifications. <i>A total of 473 individuals received continuing education units/professional development units from the University in FY2007, compared to 625 in FY2004.</i>				X	
15I) Document outcomes from new partnerships established among Illinois State University and business, industry, education and government. <i>The University is engaged in a number of partnerships, including, but not limited to: Main Street Partners; the ISU Foundation for development of 1101 North Main; the College of Business and GROWMARK and AFNI; and the College of Education's work with professional development schools in eight different cities throughout Illinois, including in the Little Village area of Chicago.</i>		X			
15J) Increase external funding received for public service and outreach to \$13.4 million. <i>The annual amount budgeted for public service and outreach in FY2007 was \$14.8 million, compared to \$12.4 million in FY2004.</i>	X				
<b><u>Action 16: Increase financial support from external sources</u></b>					
16A) Increase total University operating funds from state and federal sources. <i>State and federal funds to the University in FY2006 totaled \$105.6 million, compared to \$101.8 million in FY2004.</i>	X				

Progress on Implementing *Educating Illinois* Action Items  
Fall 2003 to Spring 2007

	<u>Achieved/ Maintained</u>	<u>Moved in Desired Direction</u>	<u>No Change</u>	<u>Moved in Opposite Direction</u>	<u>N/A</u>
<b>Goal 7: The Partner Fully Engaged in Outreach with Business, Industry, Government, and Education (continued)</b>					
<b><u>Action 16: Increase financial support from external sources</u></b>					
16B) Achieve the Redefining “normal” goal of \$88 million. <i>The University exceeded its goal with \$96 million collected through its first major fundraising campaign.</i>	X				
16C) Achieve a 20% participation rate for faculty, staff, and annuitants in the University Family Campaign. <i>Goal achieved in December 2004.</i>	X				
16D) Achieve a 15% participation rate for alumni. <i>The proportion of alumni donating to the University annually was 8% in FY2006 and FY2004.</i>			X		

Appendix A  
***Educating Illinois* Task Force  
 Membership**

<b>Co-Chairs</b>	<b>2</b>	Jan Shane, Associate Provost Debra Smitley, Assistant Vice President for Finance and Planning
<b>Governance Group Representatives</b>	<b>5</b>	Lane Crothers, Chair, Academic Senate (until May 2007) Dan Holland, Chair, Academic Senate, May 2007 Mary Campbell, Academic Senate Melody Palm, Chair, Civil Service Council Dave Horstein, Student Body President, May 2007 Ross Richards, Student Body President (until May 2007) Steve Klay, Chair, Administrative/Professional Staff Council
<b>President’s Office and Vice Presidents’ Representatives</b>	<b>4</b>	Jay Groves, Assistant to the President Bob Aaron, Executive Director, University Marketing & Communication Mark Walbert, Associate Vice President, Academic Information Technology Jan Paterson, Dean of Students Debra Smitley, Assistant Vice President, Finance & Planning
<b>Colleges’ Representatives and Intercollegiate Athletics</b>	<b>8</b>	Marion Willetts, Associate Professor, Sociology & Anthropology Klaus Schmidt, Associate Professor, Technology Patricia Klass, Chair, Educational Administration & Foundations Gail Russ, Associate Professor, Management & Quantitative Methods Leslie Sloan Orr, Associate Professor, School of Theatre Chad Kahl, Associate Professor, Milner Library Susan Kossman, Assistant Professor, Mennonite College of Nursing Leanna Bordner, Associate Director, Intercollegiate Athletics
<b>Students</b>	<b>2</b>	John Davenport, Doctoral, Educational Administration & Foundations Kevin Martin, Sophomore, Business Teacher Education
<b>Total Number</b>	<b>21</b>	