

**ILLINOIS STATE
UNIVERSITY**

**BOARD OF
TRUSTEES**

Report No. 2013.07/1100.01
Educating Illinois Progress Report

Executive Summary

This report highlights several University accomplishments that occurred during the time period associated with *Educating Illinois 2008-2014: Priorities of Illinois' first public university* since it was adopted by the Board of Trustees in May 2008. The report also includes an update on implementation activities since *Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations* was adopted by the Board of Trustees in February 2013.

A few highlights of University achievements during *Educating Illinois 2008-2014* include:

- Strong retention and graduation rates that rank second among the Illinois public universities
- National recognition for the American Democracy Project and related civic engagement activities
- *Master Plan 2010-2030: Looking to the Future* adopted by the Board of Trustees in 2011
- A number of capital projects completed, including Stevenson and Turner Halls, Student Fitness Center and McCormick Hall, Cardinal Court Redevelopment, and the Mennonite College of Nursing simulation laboratory

A few highlights of current activities underway following the adoption of *Educating Illinois 2013-2018* include:

- Long-Range Financial Plan working groups developed recommendations for the Long-Range Financial Plan
- The LEAPForward team is evaluating new tools that move the institution towards the new academic information environment
- In support of the reaccreditation process for the Higher Learning Commission, work teams provided information and documents that support the Assurance Review document that is in the process of being prepared
- An International Strategic Planning Committee has begun activities to develop an international strategic plan

- The Foundations of Excellence in the First College Year Self-Study submitted recommendations that improve the yearOne™ experience
- A number of capital projects are in progress and include, Hancock Stadium, Hovey Hall, Student Health Services along with planning for the Fine Arts Complex, Bone Student Center Revitalization, and the new Art Gallery in Uptown Normal

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

This report highlights a number of the University's accomplishments and its progress in implementing *Educating Illinois 2008-2014: Priorities of Illinois' first public university*. The report also includes an update on implementation planning since *Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations* was adopted by the Board of Trustees in February 2013.

Educating Illinois 2008-2014

The University made significant progress in implementing *Educating Illinois 2008-2014*, the strategic plan endorsed by the University community and adopted by the Board of Trustees in May 2008. A number of achievements the University realized during the five years of the plan are highlighted below.

Rankings and National Recognitions

Illinois State University was recognized nationally for its quality programs and services. The University was included in the *U.S. News & World Report* rankings for "Best National Universities" and in fall 2012, the University ranked 83rd among the top 100 public universities. The University was ranked in *Kiplinger's Personal Finance* magazine's "100 Best Values in Public Colleges" in the country for academic quality and affordability from 2008 through 2011. Other institution-wide recognitions included designation as a Tree Campus USA by the Arbor Day Foundation and inclusion in *The Princeton Review's Guide to Green Colleges*.

Illinois State was recognized as a Peace Corps Master's International school in three different years since 2009. The College of Education ranked in *U.S. News & World Report's* "Best Graduate Schools," the College of Business was listed in the *U.S. News & World Report* "Best Business Schools" and ranked in *BusinessWeek's* "Best Undergraduate Business Schools" and the Professional Sales Institute was recognized by the University Sales Education Foundation in its "Top Sales Education Programs" listing. Furthermore, the MBA Program was identified in *Princeton Review* as one of the "Best 200 Business Schools."

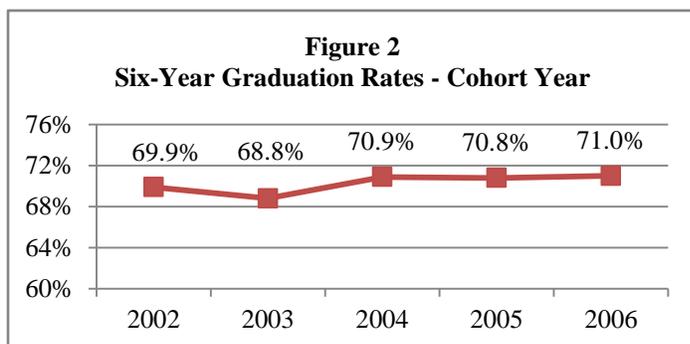
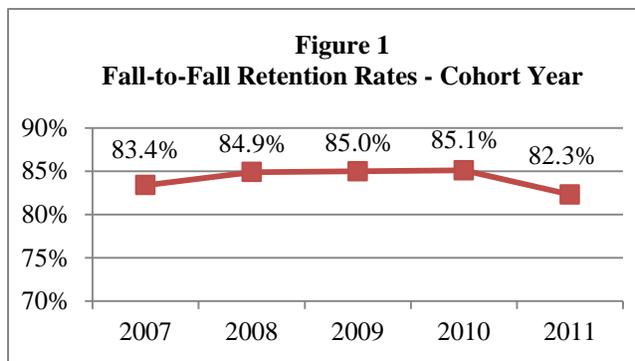
Intercollegiate Athletics was certified at the highest level by the NCAA Division I Committee on Athletics Certification in 2011, signifying that the University operates its athletics program in compliance with operating principles adopted by the Division I membership. Along with a self-study, the Illinois State Certification Committee reviewed governance and commitment to rules compliance, academic integrity, gender/diversity issues, and student-athlete well-being.

The University was named one of the top 25 public institutions in the nation, and the only public university in Illinois, recognized by the Education Trust for gains in Hispanic student graduation rates. The nonprofit released a report last fall that lists Illinois State at 19th in the nation for public universities making gains in graduation rates for Hispanic students, while keeping graduation rates for other students steady or improving. The University also ranked 19th for closing the graduation rate gap between Hispanic students and all other students.

The University has been increasingly recognized for civic engagement activities. In June 2011, Illinois State received the 2011 *New York Times* Political Engagement Project Program of Excellence Award, which recognizes leadership in developing politically engaged students as part of the American Democracy Project. Additionally, Illinois State was named one of two dozen colleges in the nation as a Civic Learning Leadership Institution by the National Association of Student Personnel Administrators (NASPA).

Student Success

Educating Illinois called for enhanced student services and advisement systems to ensure strong student retention and graduation rates. Retention rates for new beginning freshmen fluctuated slightly, but remained strong with only one other Illinois public university having a higher rate. Eighty-two percent of the fall 2011 cohort returned for a second year of study (Figure 1).



Since *Educating Illinois 2008-2014* was adopted, six-year graduation rates have steadily increased. The fall 2006 cohort six-year graduation rate reached an all-time high of 71.0 percent (Figure 2). In fall 2012, Illinois State ranked second in comparison to the other Illinois public universities in graduation rates.

There are a number of programs that contributed to the improvement of retention and graduation rates. The Julia N. Visor Academic Center opened in February 2009, bringing a number of programs into one unit with the mission of providing services designed to assist students in their pursuit of academic excellence. The Center provides a plethora of programs and services (i.e., group tutoring, one-on-one writing assistance, and workshops that enhance student study techniques and academic skills) for students. YearOne™, a collaboration between the Division of Academic Affairs and the Division of Student Affairs, encompasses all of the unique programs, services and courses the University provides for first-year students –new freshmen and new transfer students – and a supportive environment (social and academic) during their transition. Additionally, there are several programs and services offered to specific populations including the Lois Stokes Alliance for Minority Participation and the Minority Achievement Program.

Academic Success

Furthering academic success was at the core of *Educating Illinois 2008-2014* and a number of planning initiatives were undertaken to strengthen excellence in scholarship, teaching, and learning. Plans developed include the *Strategic Plan for Teaching 2012-2016* and the *Research, Scholarship and Creative Expression: A Strategic Research Plan*. Task Forces were also charged to provide recommendations on distance education and the General Education program.

Since 2008, a number of new academic programs were initiated that include the Doctor of Nursing Practice, new B.S. in Biochemistry and B.S. in Molecular and Cellular Biology, and B.A., B.S. in Legal Studies that has also received American Bar Association accreditation. In fall 2010, a new Civic Engagement and Responsibility minor was offered and 36 students were enrolled in the program in fall 2012.

One measure that demonstrates academic success is pass rates on licensure exams. Since 2008, students have demonstrated success in scoring nearly 100 percent on their licensure exams, including the National Nursing Licensure Examination (NCLEX-RN), Praxis Exam in Speech Language Pathology, Praxis Exam in Audiology, three teacher education exams (Basic Skills, Content Exams, and Assessment of Professional Teaching) and Professional in Human Resources certification exam. Additionally, students taking the CPA exam repeatedly ranked nationally for their scores.

Student Financial Assistance

Providing an accessible and affordable education to students was a focus within *Educating Illinois 2008-2014*. Since 2008, the University has increased funding to recruit students as well as address affordability concerns. The Redbird Academic Scholarship was instituted in 2011 to provide merit-based awards of up to \$4,000 annually that are renewable for up to four years. In fall 2012, the number and value devoted to the Community College Transfer Scholarships increased and the University removed the out-of-state tuition differential for selected out-of-state students. Furthermore, the University assists students with financial need through the Illinois State University Access Grant, which supplements the Monetary Award Program (MAP). In fiscal year 2013, over 2,000 students received the ISU Access Grant, totaling nearly \$9 million dollars.

Faculty and Staff Professional Development

Illinois State provided professional development opportunities to faculty and staff as one means of attracting and retaining talented and diverse faculty and staff as stated in *Educating Illinois 2008-2014*. The Center for Teaching, Learning, and Technology (CTLT) offers a diverse set of opportunities for faculty and staff; such as, workshops, institutes, courses, events, and many other resources. Research and Sponsored Programs provides support and assistance to faculty and staff in their instructional, creative, research, and public service efforts.

In fall 2010, the Leadership Initiative program was created to offer leadership development to a diverse group of faculty and staff interested in exploring careers in higher education administration. The Provost's Office holds an annual Administrators' Retreat at the start of the fall semester for new and current administrators in the Academic Affairs division and includes a variety of topics that provide useful information for the upcoming academic year. The Early-Career Faculty Professional Development Circle meetings are targeted to faculty who are in the first three years of teaching at the University and provide a variety of topics and offer professional development and peer support.

Faculty and Staff Salaries

In another effort to attract and retain talented and diverse faculty and staff, Illinois State University has invested resources to enhance faculty and staff salaries. Table 1 shows how the average salary for Illinois State University faculty and staff compare to the salaries for faculty and staff at peer group institutions from fall 2007 to fall 2012. The average salaries for assistant professors, administrative/professional staff, and civil service staff are slightly above their respective peer group averages. However, average salaries for full professors and associate professors in fall 2012 lag the peer group averages by 12.6 percent and 7.0 percent, respectively.

	<u>Fall 2007</u>	<u>Fall 2012</u>	<u>5-Year Change</u>
Faculty			
Full Professor	88.3%	87.4%	(0.9%)
Associate Professor	92.5%	93.0%	0.5%
Assistant Professor	101.2%	101.0%	(0.2%)
Administrative/Professional	104.6%	105.3%	0.7%
Civil Service ¹	100.7%	101.7%	1.0%
<i>Equivalent positions at other Illinois public universities</i>			
¹ Civil service salaries began a spring reporting cycle in spring 2012 and the "fall 2012" data reflects spring 2012."			

International Partnerships

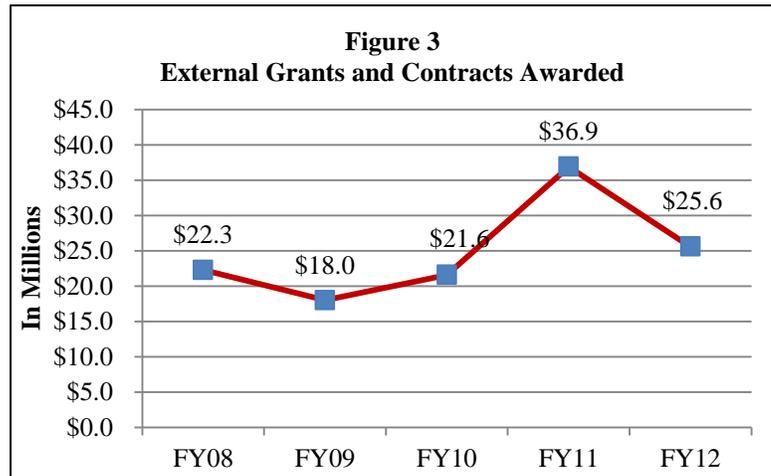
Infusing multiculturalism throughout the curriculum as well as in cocurricular activities was one of the strategies pursued in *Educating Illinois 2008-2014*. To further this strategy, Illinois State University formed a number of partnerships and currently has nearly 100 international programs and agreements with universities abroad for the exchange of Illinois State and international students and faculty. Illinois State student participation in study abroad programs continued to improve, increasing by 21 percent from fiscal year 2008 to fiscal year 2013.

Beginning in spring 2012, the University partnered with Brazil and its Institute of International Education's International Academic Partnership Program through Science With Borders-Brazil. Through the program, Brazilian students enroll in courses in science, technology, engineering, and mathematics. Furthermore, Illinois State was one of 18 universities in the United States hosting Brazilian teachers through a program co-sponsored by the Institute of International Education. Twenty-three Brazilian high school English teachers completed a six-week English language and professional development training program and took classes at the University's English Language Institute and visited area elementary and secondary schools.

The University continues to participate in the Management Development International (MDI) program that is offered to individuals from government, nonprofit, and private organizations in developing nations. The program provides participants with the necessary knowledge and skills to succeed in a challenging and continuously changing global environment.

External Grants and Contracts

The University sought to increase external funding by increasing the number of external grant and contract awards received. The dollar amount of external grants and contracts awarded to the University increased from fiscal year 2008 (\$22.3 million) to fiscal year 2012 (\$25.6 million) (Figure 3). The total dollars awarded in fiscal year 2011 was an all-time high, largely attributed to Central Illinois Regional Broadband Network project's \$15.3 million federal grant to extend high-speed, low-cost Internet connectivity in un-served and underserved areas throughout Central Illinois.



Capital Improvements

Educating Illinois 2008-2014 recommended an update to the campus master plan, which resulted in the development of *Master Plan 2010-2030: Looking to the Future* that was adopted by the Board of Trustees in February 2011. The following capital projects were completed or initiated: renovation of Stevenson and Turner Halls, construction of the Student Fitness Center and McCormick Hall, and construction of the clinical simulation laboratory for the Mennonite College of Nursing. Work on the *Long Range Housing and Dining Plan* was completed with the renovation of Watterson Towers, Watterson Commons and the East Campus Residence Hall complex. The University also completed the redevelopment of Cardinal Court, its first major public-private partnership. Projects underway that began prior to 2013 include the Hovey Hall project that consists of external and internal repairs and first floor renovations, Hancock Stadium renovations, and renovations to the Student Health Services in the Student Services Building. Furthermore, in fiscal year 2010 Governor Quinn signed an appropriations bill for the Fine Arts Complex and the funds were released in February 2013.

Additional achievements from the *Master Plan 2010-2030: Looking to the Future* include continued progress on the campus-wide wireless initiative that resulted in 1,488 wireless access points installed throughout campus to-date and is projected to be completed in fiscal year 2014. An initiative to upgrade classroom technologies is currently underway. Additionally, in fall 2010, the University began a lease in Uptown Crossing in Uptown Normal to house various administrative offices and help alleviate space needs on campus.

Information Technology

The *Information Technology Strategic Plan 2011-2013* was completed in 2011, and a new three-to-five year tactical plan was finalized in 2012 to prioritize the actions necessary to close the gap between information technology needs and the resources available. One of the initiatives completed was to reorganize into two major information technology units – Administrative Technologies and Academic Technologies.

In July 2011, the new PeopleSoft Human Capital Management system was implemented. The new system, named iPeople, provides human resource, payroll, and time and labor applications that provide more effective and efficient systems for the University to utilize. Furthermore, a new system – Budget Wizard – was developed to provide managers throughout the University with a better tool for managing fiscal resources. The LEAP*Forward* project was initiated to modernize the University's academic information infrastructure and to build a business intelligence environment for reporting and analysis. The University retired its out dated mainframe, and opted to outsource the mainframe system and operations roles until such time the new academic information infrastructure is completed.

The University transitioned to a new learning management system, branded as Reggie Net at the University, in spring 2012. To facilitate the transition to this new system, the Center for Teaching, Learning and Technology hosted many workshops to introduce faculty to the various tools in the system.

A new IT Stewardship Council was created consisting of individuals from each division of the University and charged with developing a master data plan and prioritizing amongst the many technology projects being planned at the University.

Marketing and Communication

Several initiatives enhanced student, faculty, staff, alumni, and community pride in, and allegiance to, the University in accordance with *Educating Illinois 2008-2014*. The introduction of brand standards manuals including the Graphic Standards Manual and the Editorial Standards Manual helped provide integrated University communications across both print and online media. The STATE Your Passion tagline and campaign was introduced and infused into messaging throughout the University and its derivative messaging points have been used regularly throughout Alumni Relations communications and Admissions communication flows.

Other examples of enhanced communication activities include the elevation of Homecoming marketing and promotional efforts via illinoisstatehomecoming.com and a vast array of media that support this annual celebration. The rebranding and redesign of the University's flagship publication, *Illinois State Magazine*, and the creation of the magazine's daily blog, STATEside, have increased the quality and the magnitude of reach to Illinois State's constituencies. The use of the Rel@y html email system and the creation of customized email pieces represent an improvement in the quality of electronic communications coming from the University.

Sustainability

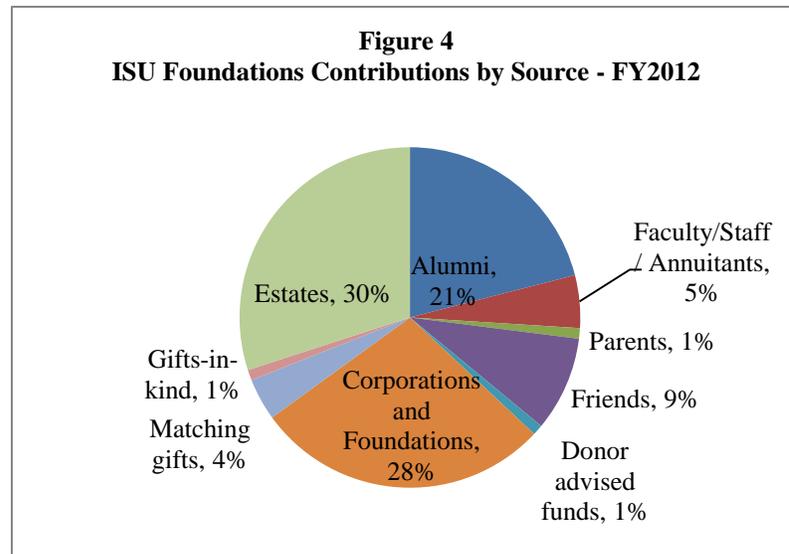
Since 2008, a number of activities were initiated to further improve sustainability. The University partnered with the Town of Normal to install EV (electric vehicle) stations across the campus; four stations are currently in place, courtesy of a grant the Town of Normal received. The Good to Go Commuter challenge was created in fall 2010 in which individuals, teams, and workplaces throughout the Bloomington/Normal community utilized alternative transportation modes other than driving alone. In spring 2012, Zimride was launched for participants to find shared commutes via an online social rideshare community. The University also implemented single-stream recycling, trayless dining, and energy-saving practices during holiday campus shutdowns. Additionally, a new Student Sustainability Fund was created to award students, faculty, and staff a one-time award for a project furthering sustainability on campus.

One example of a partnership to improve sustainability includes the University's agreement with NORESKO, an energy service company. NORESKO audited Milner Library, the Science Laboratory Building, and the Heating Plant and identified 17 energy conservation measures that will result in savings in utility, operational and maintenance costs.

Financial Contributions

Illinois State worked to increase financial contributions from diverse sources. Figure 4 illustrates the composition of contributions to the Illinois State University Foundation in fiscal year 2012. The top three sources include estates (30 percent), corporations and foundations (28 percent), and alumni (21 percent).

The University initiated the Gladly We Give campaign in fiscal year 2009 to increase the number of faculty, staff, and retirees that contribute to the institution. Since 2009, the percentage of faculty, staff, and retirees that contributed increased by 16% percent from fiscal year 2009 (943) to fiscal year 2013 (1,098).



Educating Illinois 2013-2018

In September 2011, the four vice presidents began working with the *Educating Illinois* Task Force that was charged to: “Consult widely to develop a new strategic plan for Illinois State University. The new plan will build upon the success the University has realized over the last decade, and set forth a direction to further advance the University in the coming years.”

To prepare the new plan, a number of activities were undertaken to review the external environment (e.g., demographics, economics) to identify changes that presented threats and opportunities to the University, and seek input from the campus and local communities. A comprehensive environmental scan was prepared that illustrated both internal and external factors facing the University. The Task Force executed a widespread consultation process, before the first draft was released in August 2012 and immediately following the release of the first draft that included meeting with campus and related groups, open forums, and online surveys. Additionally, the Task Force held a two-day retreat where individuals from various colleges and offices presented on various topics relating to the planning process.

The Task Force took the information and feedback it received from the consultation processes and formulated the final draft that included a vision statement, core values, four goals, and accompanying strategies. The final draft was endorsed by each of the shared governance groups – Academic Senate, Administrative/Professional Council, Civil Service Council, and Student Government Association – before it was formally adopted by the Board of Trustees on February 22, 2013.

Educating Illinois 2013-2018 includes a refocused vision statement and the addition of “Integrity” as a core value. Additionally, the plan includes more emphasis on providing high-quality, high-impact educational experiences, shortening time-to-degree, enhancing internationalization of the campus and the curriculum, and strengthening civic engagement.

Following the Board of Trustees endorsement of *Educating Illinois 2013-2018* in February 2013, the Vice Presidents appointed an *Educating Illinois* Coordinating Team to develop an implementation plan for *Educating Illinois 2013-2018*. The Team’s recommendations include activities that support the assessment of progress, the integration and alignment with other plans, and ensure campus communication and awareness of *Educating Illinois 2013-2018* initiatives. Furthermore, the Coordinating Team is in the process of drafting assessment metrics (Indicators of Success) and is working with colleagues from campus units to ensure that the metrics appropriately assess the achievements of the plan.

One of the guiding principles for developing *Educating Illinois 2013-2018* was that it builds upon the success of the preceding University strategic plan. As such, highlights for some implementation activities underway are presented below.

Long-Range Financial Plan

Provost Everts and Vice President Layzell led work on the development of a long-range financial plan that supports the achievement of *Educating Illinois* and ensures the continued quality, strength, and viability of the University. Four working groups were formed and charged with delivering final reports focused on 1) multi-year spending and revenue estimates for University operations from all revenue sources; 2) strategies for addressing capital project needs; 3) ensuring alignment between existing resources and priorities to position the University for continued success; and 4) addressing areas and opportunities to further diversify the University's revenue base, including private support.

LEAPForward

The LEAPForward Initiative completed a year-long phase that reviewed and identified ways to streamline business processes related to students that will form the foundation of the new academic information environment. The review of business processes solicited requirements from the campus community that will feed the new academic information system. The LEAPForward team is in the process of evaluating new tools to support the academic information environment, as well as, launching projects to preserve data currently housed on the mainframe. A recommendation to finalize negotiations with a vendor to provide the new academic information environment is being presented to the Board of Trustees in July 2013. Activities to support the implementation of the new academic information environment are scheduled to begin in fall 2013.

Higher Learning Commission Review and Preparation for Reaccreditation

Illinois State University is seeking reaffirmation of accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools in 2015. In preparation, a steering committee has been charged with leading this effort. Seven work teams were developed and charged with the preparation of information and documents that support the Higher Learning Commission's criteria and core components in spring 2013. Each of the work teams submitted reports to the steering committee and these reports will be combined to form an Assurance Review document, which will be reviewed several times before the final document is submitted to the Higher Learning Commission in fall 2014. The Higher Learning Commission is scheduled to conduct a site visit in April 2015 and an accreditation recommendation is expected in summer 2015.

International Strategic Planning

In spring 2013, a cross-divisional International Strategic Planning Committee co-sponsored by Provost Everts and Vice President Dietz was charged to develop a comprehensive international strategic plan that supports the strategies set forth in *Educating Illinois 2013-2018*. Committee planning activities are currently underway with an expected comprehensive plan proposal due by the end of 2013.

Foundations of Excellence in the First College Year Self-Study

The self-study was initiated in fall 2012 to analyze the yearOne™ experience and to work towards recommendations for improvement. The outcome of this process will be an action plan that will outline areas of improvement for the continued academic achievement and persistence of freshman and transfer students. The process is co-led by the Division of Academic Affairs and the Division of Student Affairs and includes a cross-divisional representation of team members. During spring 2013, nine committees looked at dimensions that guide measurement of institutional efforts and provide an aspirational model for the entirety of the beginning college experience. The committees submitted reports to the steering team and the final recommendations were submitted in July 2013 to the Vice Presidents.

Capital Projects

There are a number of capital projects currently underway. Renovations of Hancock Stadium, Hovey Hall, and Student Health Services will be completed in the coming year. Additionally, the Fine Arts Complex will move into the planning and design phase in the near future. Other projects that have recently been announced include renovations to the Bone Student Center and a new Art Gallery that will be placed into Uptown Normal.