Dear Friends,

I am pleased to present the draft of Illinois State University's new strategic plan, *Excellence by Design: 2024-2029 – The Strategic Plan for Illinois State University*. This new plan is a shining example of our commitment to shared governance, with faculty, staff, students, and campus stakeholders playing an active role in contributing to the creation of this document. Guided by a strong foundational design and building on our current strategic plan, *Educate • Connect • Elevate: Illinois State—The Strategic Plan for Illinois’ First Public University 2018-2023*, the draft plan emphasizes Illinois State's commitment to excellence through continued improvement to shape an exciting future.

A 22-member task force was commissioned in the fall of 2022 to review, revise, and update our strategic plan. Through campus consultations, stakeholder feedback, and thoughtful analysis, the task force updated Illinois State's mission and vision statements and core values for an evolving era. Goals and objectives are outlined within four Strategic Directions that inspire and prioritize success for the next five years.

I now request endorsement from each of the University's shared governance groups, prior to requesting formal approval from the Illinois State University Board of Trustees later this spring. *Excellence by Design: 2024-2029* will serve as a practical guide for all units within the University for planning and resource allocation decisions, while also providing actionable tracking for our stated goals. This plan will guide Illinois State as it forges a new educational path across the next five years. I, along with the rest of the University community, look forward to taking this journey with our Redbirds. After all, excellence does not just “happen” at Illinois State University, it is there by design.

Respectfully,

Dr. Aondover Tarhule
Interim President, Illinois State University
Welcome to Excellence by Design: 2024-2029, the strategic plan for Illinois State University. Strategic planning has been at the forefront of the University for several decades and has guided it through growth and success as a nationally recognized leader in higher education.

The University finds itself uniquely positioned to build and expand on the successes of our rich past to take the necessary steps to respond to the needs of future students while still providing our inimitable Redbird culture and learning experiences.

Since our founding as a modest normal school in 1857, Illinois State University has continually evolved to meet the growing needs of students from the state of Illinois and beyond. Expanding on its founding mission to educate the next generation of teachers, Illinois State University provides higher education in multiple disciplines to meet the complex demands of a continually changing world.

This plan is the next phase in our maturation as an institution of higher education and charts a course for expanding our efforts for continuous improvement through collaborative, designed excellence.

While the strategic directions, goals, and objectives are flexibly crafted to allow campus partners latitude to accomplish them, divisions, colleges, and units will come together to develop specific actions for each goal of the plan, as well as coordinate the metrics for both accountability and success. In this way, Excellence by Design is a plan that truly embodies Illinois State University’s rich history and commitment to shared governance, bringing all of campus together to accomplish, as President Richard Edwards so eloquently stated in 1867, the “grandest of enterprises.”

Excellence by Design serves as a dynamic strategic plan, with flexible actions that will adjust, grow, and refine as goals are met and conditions change. Excellence by Design seeks to ambitiously strive for growth and success in new endeavors, while continuing to provide the quality education and fiscal responsibility that Illinois State University is known for.

This document is the result of extensive input from the campus community (see Appendix A), including surveys, forums, and group discussions. The engagement in this process from all university stakeholders—students, faculty, staff, alumni, community friends, and partners—is a shining example Illinois State University’s current success and heralds our future achievements.
Our Mission
Illinois State University prepares diverse, engaged, and informed members of society through collaborative teaching, scholarship, and service.

Our Vision
Illinois State University will be a national leader in student-focused education connecting teaching, research, innovation, and intercultural understanding.

Our Values

Excellence in Teaching, Learning, and Scholarship
Illinois State University students, faculty, and staff excel in the pursuit of learning as an active, lifelong process through a balanced model of teaching, research, creative productivity, and experiential learning.

Individualized Attention
Illinois State University provides a supportive, student-centered environment that maximizes each student’s potential. The University fosters academic and personal growth, recognizes unique educational aspirations, and values each faculty and staff member’s contributions to student success.

Equity, Diversity, Access, and Belonging
Illinois State University upholds and models a campus culture of belonging dedicated to equity, diversity, access, and social justice for all.

Collaboration
The Illinois State University community works collaboratively through shared governance to ensure a culture of success, development, and continuous improvement. The University partners with business, industry, government, and educational entities to expand outreach and provide leadership expertise in local, statewide, national, and international initiatives.

Community and Civic Engagement
Illinois State University prepares students to be informed, ethical, and engaged global leaders who will shape, uphold, and advance civic engagement as a lifelong responsibility for the betterment of society.

Respect
Illinois State University fosters a culture that embodies mutual respect, openness to new ideas, different cultural perspectives, and a synergistic approach to problem-solving. Faculty, staff, and students promote understanding, acknowledge each other’s rights to express differing opinions, and listen and respond to opposing views with civility.

Integrity
Illinois State University promotes the highest levels of ethical standards and accountability in personal and professional actions in all endeavors.
Illinois State University’s strategic plan, *Excellence by Design: 2024-2029*, was drafted with four strategic directions:

I. **Cultivate a Culture of Success and Belonging**

II. **Foster a Culture of Responsible Stewardship**

III. **Elevate Our Institutional Excellence**

IV. **Expand Mutually Beneficial Partnerships**

Each strategic direction includes a set of specific strategic goals supported by objectives and actions designed to help support the overarching target expressed by the strategic direction. These strategic directions are of equal importance to Illinois State University and are ordered in no specific hierarchy.
Illinois State University actively cultivates and promotes a culture of success and belonging for all members of our campus community. By promoting a culture of well-being; championing student success; nurturing equity, diversity, access, and belonging; and bolstering faculty and staff, our Redbirds have an environment to flourish and thrive.
GOAL A
Champion Student Success

OBJECTIVE 1: Prioritize initiatives designed to shorten time to degree completion

OBJECTIVE 2: Expand student support resources for both personal and academic success to increase retention

OBJECTIVE 3: Elevate career development and readiness

OBJECTIVE 4: Encourage student engagement through cocurricular involvement

GOAL B
Nurture Equity, Diversity, Access, and Belonging

OBJECTIVE 1: Evaluate and expand incentives that cultivate equity, diversity, access, and belonging

OBJECTIVE 2: Enhance campus internationalization efforts and global engagement experiences

OBJECTIVE 3: Implement outcome-driven, best practice strategies that bridge gaps impacting underserved students, faculty, and staff

OBJECTIVE 4: Expand support services and programming to meet the unique needs of varied student communities

GOAL C
Promote a Community of Well-Being

OBJECTIVE 1: Highlight, promote, and expand student services

OBJECTIVE 2: Broaden support to meet Redbird mental health needs

OBJECTIVE 3: Create infrastructure that supports and promotes programs and initiatives that enhance the well-being of students, faculty, and staff

GOAL D
Bolster Faculty and Staff Success

OBJECTIVE 1: Enhance learning and development programming to promote employee growth and skill-building

OBJECTIVE 2: Attract and retain talented faculty and staff through various compensation strategies

OBJECTIVE 3: Expand on a maximally adaptive and flexible workforce
Illinois State University is dedicated to maintaining a quality environment for past, present, and future Redbirds to enjoy in perpetuity, while simultaneously encouraging the pursuit of learning. By improving efficiencies on campus, advancing our strategic enrollment management methods, investing in campus infrastructure, and expanding our commitment to a culture of sustainability, Illinois State responsibly stewards our resources, talent, and learners for generations to come.
GOAL A
Improve Efficiencies Across Campus

OBJECTIVE 1: Optimize resource allocation and utilization in support of university goals

OBJECTIVE 2: Continually update technology to meet the needs of campus

OBJECTIVE 3: Improve business processes to create efficiencies and increase effectiveness

GOAL B
Advance Strategic Enrollment Management Methods

OBJECTIVE 1: Increase enrollment to strategically expand access to an Illinois State education

OBJECTIVE 2: Evaluate and align resources to support access, enrollment, and persistence to graduation for all students

OBJECTIVE 3: Expand innovative recruitment and retention strategies at every level

GOAL C
Invest in Campus Infrastructure and Operational Resiliency

OBJECTIVE 1: Develop a dynamic master plan that guides future growth and development

OBJECTIVE 2: Address capital renewal issues with a priority on life/safety concerns

OBJECTIVE 3: Invest in campus safety efforts

OBJECTIVE 4: Implement continuity of operations

GOAL D
Expand Our Commitment to a Culture of Sustainability

OBJECTIVE 1: Support sustainability through academic programs and scholarly activities

OBJECTIVE 2: Optimize campus operations to maximize sustainability

OBJECTIVE 3: Educate and empower faculty, staff, and students to be stewards of sustainability
Illinois State University seeks to elevate our institutional excellence by increasing the impact of our scholarly and creative activities, consistently meeting the needs and aspirations of today’s learners, and focusing on enhancing the University’s brand awareness, sharing our contributions, services, and successes with the world.
GOAL A
Increase the Impact of Our Scholarly and Creative Productivity

OBJECTIVE 1: Provide comprehensive support for increased scholarship and creative productivity

OBJECTIVE 2: Increase and reward faculty-, staff-, and student-generated scholarship

OBJECTIVE 3: Pursue important and wide-reaching outlets to showcase research and creative productivity within each discipline or areas of expertise

GOAL B
Meet the Needs and Aspirations of Today’s Learners

OBJECTIVE 1: Create new programs and expand capacity in existing programs to meet the pedagogic, career aspirations, and workforce needs of students and employers

OBJECTIVE 2: Develop flexible, innovative teaching and learning experiences to support traditional and nontraditional students and working professionals

OBJECTIVE 3: Strategically increase and expand our graduate programs and offerings

OBJECTIVE 4: Pursue flexible modality options and opportunities to support student learning

GOAL C
Enhance Institutional Recognition

OBJECTIVE 1: Elevate Illinois State’s branding and communication strategies

OBJECTIVE 2: Create compelling narratives about Illinois State’s accomplishments and ensure wide dissemination among state, national, and global audiences

OBJECTIVE 3: Invest in first impressions of campus that inspire and delight students and visitors
Illinois State University recognizes that success is the result of collaboration, be it in the classroom, across the community, or around the globe. Striving to be a bastion of cooperation through coordinated internal engagement, enhancing the culture of philanthropy, and targeted external engagement, all participants can benefit from accomplishments together.
GOAL A
Foster Coordinated Internal Engagement

OBJECTIVE 1: Leverage relationships and expertise to support collaboration across the University

OBJECTIVE 2: Encourage interdisciplinary learning and scholarship

OBJECTIVE 3: Improve campus communication and transparency

GOAL B
Enhance a Culture of Philanthropy

OBJECTIVE 1: Strengthen engagement with university alumni and friends in giving back to the University

OBJECTIVE 2: Create greater opportunities for private support of student recruitment, success, and persistence

OBJECTIVE 3: Increase faculty and staff involvement in university philanthropy

OBJECTIVE 4: Develop, plan, and initiate the next university campaign

GOAL C
Target External Engagement

OBJECTIVE 1: Enhance collaboration with legislators to advance the mission of the University

OBJECTIVE 2: Engage with partners to increase awareness and enhance research projects

OBJECTIVE 3: Strengthen and expand our corporate relationships

OBJECTIVE 4: Maintain and expand civic and local community connections and communications

OBJECTIVE 5: Foster relationships with community colleges and international institutions
Appendix A

Planning and Consultation Processes

In the fall of 2022, a Strategic Planning Task Force (Appendix B) was appointed by the Illinois State University president to develop a new strategic plan for Illinois State University. The task force was charged to build upon the previous university strategic plan, *Educate • Connect • Elevate: Illinois State*, and look for opportunities to further advance Illinois State as a premier institution within the state and nation. The task force was further charged to consult with campus partners and local community and business leaders to help inform the strategic plan’s direction.

In the spring of 2023, the task force sought input from students, faculty, staff, alumni, and community members through a survey, group discussions, and presentations from campus partners. Approximately 17,000 unique responses were collected and reviewed. This information provided the foundation for the development of the new strategic plan draft, *Excellence by Design: 2024-2029*.

In the fall of 2023, the task force again sought input from the same constituencies on the strategic plan draft, offering opportunities to provide feedback through a survey, group discussions, and open forums. The task force carefully reflected on the feedback received and made revisions to the strategic plan draft.

*Excellence by Design: 2024-2029* received approval from the President’s Cabinet to move forward and seek endorsements from the Illinois State University shared governance groups before it is ultimately presented to the Illinois State University Board of Trustees for final approval in May 2024.

Groups consulted by the Strategic Planning Task Force

- Academic Advising Council
- Academic Leadership Council
- Academic Senate – Planning and Finance Committee
- Administrative/Professional Council
- Alumni Association Board
- Bloomington-Normal Economic Development Council
- McLean County Chamber of Commerce
- City of Bloomington Leadership
- Civil Service Council
- College of Applied Science and Technology Council
- College of Arts and Sciences Council
- College of Business Coordinating Team
- College of Education Council
- Graduate Council
- Illinois State University Foundation Board
- Intercollegiate Athletics Leadership Team
- Mennonite College of Nursing Leadership Council
- Milner Library Council
- Office of the President Leadership
- President’s Cabinet
- Student Affairs Council
- Student Government Association
- Town of Normal Leadership
- Vice President of Finance and Planning Leadership Team
- Provost and Vice President of Academic Affairs Leadership Team/College Dean’s Council
- Vice President of University Advancement Leadership Team
- Wonsook Kim College of Fine Arts Council
Appendix B

Strategic Planning Task Force Members

Brian Beam*, Executive Director, University Marketing and Communications
Kate Boutilier, Academic Advisor, School of Communication, Administrative/Professional Council
Dr. Indu Christopherson, Instructional Assistant Professor, Chemistry
Charley Edamala*, Associate Vice President, Technology Solutions, and Chief Information Officer
Angela Engel*, Director, Planning, Research, and Policy Analysis
Dr. Kristina Falbe, Assistant Professor, School of Teaching and Learning
Dr. Craig Gatto*, Associate Vice President of Academic Administration, Office of the Provost (beginning February 2023)
Dr. Shawn Hitchcock, Professor, Chemistry
Dr. Martha Horst, Professor, School of Music, Academic Senate
Dr. James Jones, Director, Katie School of Insurance and Risk Management
Dr. J. Scott Jordan, Chair, Psychology
Katy Killian*, Chief of Staff, Office of the President
Megan Kybartas, Graduate Student (beginning August 2023)
Derek Lough, Graduate Student (through July 2023)
Dr. Danielle Miller-Schuster*, Associate Vice President, Division of Student Affairs
Dr. Judy Neubrander, Dean, Mennonite College of Nursing
Dr. Jamie Neville, Assistant Director for Facilities, University Housing Services, Civil Service Council
Nona Richardson*, Executive Associate Athletics Director, Intercollegiate Athletics (through November 2023)
Chris Roberts*, Planning Coordinator, Planning, Research, and Policy Analysis
Zach Roy, Undergraduate Student, Student Government Association
Anne Shelley, Assistant Professor, Milner Library (through July 2023)
Dr. Christina Soyoung Song, Assistant Professor, Family and Consumer Sciences (through April 2023)
Dr. Iuliia Tetteh, Assistant Professor, Agriculture (beginning May 2023)
Rick Valentin, Professor, Creative Technologies, School of Music
Dr. Ani Yazedjian*, Acting Vice President and Provost, Academic Affairs (through February 2023)

Task Force Support
Holly Johnson, Data Communications Coordinator, Planning, Research, and Policy Analysis

*Indicates Steering Team Member
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