

Excellence By Design: 2024-2029

Illinois State University's Strategic Plan

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A Message from President Tarhule

Dear Friends,

I am pleased to present the draft of Illinois State University's 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 our university's core values, 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 is designed to demonstrate Illinois State's commitment to excellence, continuous improvement, and the intentional creation of our university's legacy.

A 22-member task force was tasked in the fall of 2022 with reviewing, revising, and updating 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 encourage our campus partners to review the draft strategic plan. **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 here by design.

Respectfully,

Dr. Aondover Tarhule
Interim President

Our Mission

Illinois State University prepares diverse, engaged, and productive citizens and leaders 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 and Learning

Illinois State University students, faculty, and staff excel in the pursuit of learning as an active, lifelong process through a balanced model of teaching, scholarship, creative activities, 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.

Diversity, Equity, and Belonging

Illinois State University upholds and models a campus culture of belonging dedicated to equity, diversity, 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.

Our Strategic Directions

Illinois State University's strategic plan, *Excellence By Design: 2024-2029*, was drafted with four strategic directions:

- I. Advance Our Institutional Reputation
- II. Foster a Culture of Responsible Stewardship
- III. Cultivate a Climate of Success and Belonging
- 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.

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Strategic Direction I: Advance Our Institutional Reputation

Illinois State University seeks to advance our reputation as a leading national public Research II institution 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 Activities

Objective 1: Provide comprehensive support for increased scholarship and creative activities

Objective 2: Increase and reward faculty- and student-generated scholarship

Objective 3: Pursue important and wide-reaching outlets to showcase research and creative activity 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 ones that meet the pedagogic, career aspirations, and workforce needs of students and employers

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

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

GOAL C: Enhance the University's Brand Awareness

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

Strategic Direction II: Foster a Culture of Responsible Stewardship

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

Objective 1: Develop a dynamic masterplan 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 planning

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

Strategic Direction III: Cultivate a Climate of Success and Belonging

Illinois State University actively cultivates and promotes a climate of success and belonging for all members of our campus community. By promoting a culture of well-being; championing student success; nurturing equity, diversity, inclusion, access, and belonging; and bolstering faculty and staff, our Redbirds have an environment to flourish and thrive.

GOAL A. Promote a Culture of Well-Being

Objective 1: Broaden support to meet Redbird mental health needs

Objective 2: Highlight, promote, and expand student services

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

GOAL B. Champion Student Success

Objective 1: Prioritize initiatives designed to promote time to degree completion

Objective 2: Increase retention by expanding student support resources for both personal and academic success

Objective 3: Elevate career development and readiness

GOAL C. Nurture Equity, Diversity, Inclusion, Access, and Belonging

Objective 1: Evaluate and expand incentives that cultivate equity, diversity, inclusion, 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 graduate, international, and transfer students

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 a market-based competitive compensation and employee benefit strategy

Objective 3: Expand on a maximally adaptive and flexible workforce

Strategic Direction IV: Expand Mutually Beneficial Partnerships

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. 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 the Culture of Philanthropy throughout the University Community

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. Targeted 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

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