

Goal One: Recruit, retain and reward faculty of distinction

Illinois State will compete nationally in the recruitment of faculty of the highest caliber and will develop a comprehensive plan for retaining the best and brightest faculty.

Key strategies:

1. Ensure broad conversations between Deans, Chairs and Directors when faculty positions are being assigned and searched.
 - a. Reconceptualize recruitment efforts and develop hiring processes that allow for targeted faculty and administrative searches.
 - b. Provide clear, concise, and accurate information during search training and expand search training to meet the needs of Academic Affairs.
 - c. Determine areas of need that are interdisciplinary and facilitate joint appointments and interdepartmental assignments.
 - d. Work closely with Human Resources and ODAA to recruit and target diverse applicants for searched faculty and administrative positions.
 - e. Fund compensation packages to recruit faculty of the highest caliber in select searches.

Provost, Deans, Chairpersons/Directors

2. Enhance salaries with a goal of being in the top 25% of comparator institutions. Ensure Provost and Deans are involved in salary analysis studies.

Provost, Kay Moss, Deans

3. Ensure targeted and coordinated mentoring of faculty in their first four years.

Chuck McGuire, Deans

4. Develop a program of faculty development opportunities in the following areas:
 - a. Research and grant acquisition
 - b. Civic engagement and community outreach
 - c. Leadership and administrative development
 - d. Course release for focused research efforts
 - e. Competitive leaves for pre-tenure faculty
 - f. State-of-the-art teaching

Chuck McGuire

5. Plan and implement an annual series of Chairperson/Director development opportunities

Chuck McGuire

Goal Two: Identify and create programs of distinction

Colleges will identify programs of distinction and direct resources to strengthen and enhance them.

Key strategies:

1. Direct resources to academic programs of distinction defined through the following quality indicators:
 - a. programs with the potential for a national reputation;
 - b. programs that meet career and workforce needs/opportunities;
 - c. programs of quality identified through the program review process;
 - d. programs that demonstrate high demand by high quality students;
 - e. programs that have successfully recruited and retained high quality faculty;
 - f. programs that fill a unique niche in Illinois;
 - g. programs that have demonstrated exceptional research capabilities.

Provost, Deans, Kay Moss, Jan Shane

2. Develop University-wide long-range goals for research and creative activities and direct funding into initiatives that meet these goals.
 - a. Identify and support interdisciplinary research and development groups.
 - b. Invest in research programs that promote partnerships in niche areas.
 - c. Collaborate in faculty hiring decisions to ensure the broad scholarly vision of the University is advanced.
 - d. Provide start-up funding to faculty who initiate interdisciplinary research that meets the parameters for federal partnership grants.

Rod Custer

3. Improve University processes and policies that may discourage or hamper the ability of faculty to conduct research, produce scholarly and creative works, and obtain external funding.
 - a. Grant funding – fringe benefits and other salary issues, overhead costs and the assignment of indirect funds
 - b. Availability of space to house large projects funded through grants.
 - c. ASPT issues for faculty on atypical assignments
 - d. Hiring processes for new faculty and others funded through grants.

Rod Custer

4. Redefine university and community service within the mission of the University, the goals and values of Educating Illinois, and priorities in Academic Affairs such as the First Year Experience or the American Democracy Project.

Provost, Jan Shane

Goal Three: Develop Opportunities for Creative Funding of Budget and Facilities

1. Increase academic affairs involvement in crucial budget and facilities processes.
2. Conduct a cost-analysis of strategies for achieving Goals One and Two:
 - a. Determine cost of faculty salary enhancement plan.
 - b. Develop competitive recruitment packages for priority hires.
 - c. Direct resources to programs of distinction.
 - d. Identify sources of new resources or opportunities for reallocating university resources to these initiatives.
3. Consonant with Goal Five and employing productivity measures where appropriate, direct resources to increase instructional capacity where appropriate.
4. Establish task forces to review key fiscal policies and processes at benchmark institutions.
5. Develop processes that coordinate facilities and academic/programmatic goals within the university.

Provost, Kay Moss, Chuck McGuire

Goal Four: Identify and enhance “Centers that Matter”

Illinois State will identify and support a limited number of centers that carry a national reputation or have the potential to achieve national recognition.

Key Strategies:

1. Identify centers that carry a national reputation or have strong potential to do so.
Provost, Deans, Rod Custer, Jan Shane
2. Direct resources to “Centers that Matter” and develop a strategic funding plan for each.
Provost, Deans, Rod Custer
3. Create a focus/mission for the University’s outreach and engagement efforts.
Rod Custer

Goal Five: Optimize use of instructional capacity to serve students

Illinois State will match resources to enrollment and curricular capacity with the intention of decreasing the time-to-graduation for both native and transfer students.

Key strategies:

1. Major Program Analysis Team and Program Enrollment Management Team will continue to work with Departments, Schools and Colleges to establish appropriate target enrollment figures and monitor enrollment trends.
 - a. Increase instructional capacity in majors with high workforce career opportunities.
 - b. Conduct a review of appropriateness of supplemental admission requirements in all degree programs.
 - c. Continue to recruit a diverse applicant pool and monitor retention strategies for minority students.

Jonathan Rosenthal, Deans, Chairpersons/Directors

2. General Students:
 - a. Match students to majors earlier in their academic careers and no later than the second semester of their junior year.
 - b. Mentor students into careers consistent with instructional capacity and workforce needs/opportunities.

Jonathan Rosenthal

3. Instructional capacity:
 - a. Review and determine the appropriateness of admitting transfer students as general students.
 - b. Develop campus-wide process for internal transfer and coordinate through EMAS.
 - c. Provide consistent and adequate funding and management of general education courses.
 - d. Increase the collaboration between Career Services and Academic Advisement

Jonathan Rosenthal, Provost, Kay Moss

Goal Six: Develop a model campus for academic technology

Support Illinois State's aspiration to be the first choice public institution in Illinois by developing best practices in the testing, implementation, and utilization of technology to enhance high quality teaching and learning, research and creative activity, and professional service.

Key strategies:

1. Determine ways to optimize the use of academic technologies in classrooms, seminars, studios, laboratories and distance-learning facilities.
2. Create a research and development grant program that fosters continuous innovation in the use and application of new and emerging academic technologies.
3. Create a technology training plan for faculty and staff professional development.
4. Enhance the visibility of, and training and support for, academic technology applications for research.
5. Develop a clearinghouse of information on equipment and facilities available campus-wide.
6. Limit the duplication of technology resources and services.

Mark Walbert