

## Presidential Goals (Short Version)

1. Review strategic plans
2. Make System more interdependent and integrated
3. Plan to achieve strategic goals
4. Evaluate organizational structure of President's Office
5. Create an atmosphere of teamwork
6. Develop close working relationship with Board
7. Increase presence in Springfield and D.C.
8. Leadership role in advocating for higher education
9. Assume increased role in fundraising
10. Improve student retention at SIUC & SIUE
11. Improve student enrollment at SIUC
12. Expand diversity
13. Develop Master Land Use plan for each campus
14. Expand services to region
15. Develop a greater sense of community
16. Expand SIU professional schools to Springfield

*June, 2006*

## Presidential Goals

- Goal 1:** Review the three (3) strategic plans now in place - Vision 2020, Southern at 150, and the SIUE Long Range Plan - and determine whether they articulate the appropriate vision for SIU.
- Objective 1: By June 30, 2006, each Chancellor will review his plan and present feedback for possible changes to President.
- Objective 2: By June 30, 2006, senior staff will review each plan and present feedback to President on possible changes.
- Objective 3: By June 30, 2006, the President will convene a planning meeting with Chancellors and senior staff for purposes of finalizing review.
- Objective 4: By June 30, 2006, the President will prepare a set of recommendations for the Board of Trustees which result from this review.

- Goal 2:**                    **Develop a plan for making the system more interdependent and articulating an integrated system to the public.**
- Objective 1:                By July 31, 2006, the President's Office will have hired a public relations staff person to more effectively communicate the benefits of a university system.
- Objective 2:                By October 31, 2006, a re-evaluation of the Norwood Task Force on Collaborative Opportunities will be completed and steps taken to implement appropriate recommendations.
- Objective 3:                By December 31, 2006, plans will be finalized for more cooperative relationships between and among the various health and health-related professional schools.
- Objective 4:                By December 31, 2006, plans will be developed and implemented for shared research ventures in the areas of broadband development (Connect SI), coal and ethanol, and venture capital.
- Objective 5:                By April 30, 2007, visibility of the President's Office will be increased significantly by regular meetings on each campus and in key communities emphasizing our shared vision and collaboration and the value of a university system.
- Objective 6:                By May 1, 2006, the establishment of a State Regional Professional Development Center on both campuses will be accomplished as a joint venture for the enhancement of teacher training related to No Child Left Behind.

**Goal 3:**                    **Develop a strategy that will permit our two universities and the system to achieve their strategic goals, while honoring SIU's historic commitment to serving middle and lower income families.**

**Objective 1:**            By November 15, 2006, plans will be completed for the convening of campus groups on each campus to explore, at a minimum, the following questions:

- a. In light of decreased federal and state funding, increased federal and state monies going to private universities, a much more competitive environment for research dollars, a culture for giving to SIU which is lacking, and the necessity of increasing tuition at nearly three times the rate of family income, is it prudent or even possible to accomplish all of the identified strategic goals for each campus?
- b. Can we achieve the desired research ranking at SIUC without sacrificing our commitments to an equally high quality undergraduate education? How is this delicate balance between these two strategic objectives being monitored? Is the campus prepared to make appropriate adjustments?
- c. Should most of our capital campaign funds be devoted to buildings or programs or both? Which approach is better suited to helping us achieve our strategic goals?
- d. If middle and low income students are coming to SIU more unprepared than in the past, what direction should be taken to address this problem? Do we raise standards, limit enrollment, and, therefore, limit resources? Do we maintain a more "open door" policy which preserves a

commitment to low income students and enhances resources?

- e. If we continue to maintain a more forgiving admissions policy, how do we compete for the best academically prepared students? Do less prepared students get lost in a research oriented atmosphere? Do we provide a sufficient support services infrastructure to meet the needs of these students? Are options available to better utilize the community colleges as partners in achieving our objectives?
- f. On the assumption that we are underfunded and over-programmed, are there academic and /or non-academic programs that can be reduced or eliminated? Should enrollment goals be set on a program by program basis? Are there programs that should be expanded in order to facilitate student interest?
- g. In light of our retention problems, do we know enough about our students' strengths and weaknesses, including learning styles , to make a measurable improvement in their success? Are undergraduates being taught by too many graduate assistants instead of seasoned professors whose main job is to conduct research?
- h. How are we effectively evaluate overall student academic achievement? Do we know how our students compare academically with our peer group institutions? Do we know how they compare with our aspirational peers? Do we have the ability and institutional agility to make appropriate adjustments?

Objective 2: By January 31, 2007, recommendations to the President will be received from each group.

Objective 3: By April 1, 2007, a final strategy will be developed for achieving each campuses' strategic goals while

maintaining our commitment to middle and low income students.

Objective 4: By June 1, 2007, final strategy will be implemented.

- Goal 4:** Evaluate the organizational structure, roles and responsibilities of the President's staff and determine if reorganization is necessary.
- Objective 1: By September 1, 2006, a clear unambiguous vision statement will be developed and implemented to guide the future of SIU.
- Objective 2: By October 31, 2006, feedback will be received from the Chancellors and senior staff on the effectiveness of the organizational structure of the President's Office in responding to the needs of each campus.
- Objective 3: By December 31, 2006, a plan (if needed) will be developed and implemented to increase the organizational effectiveness of the President's Office.

- Goal 5: Create an atmosphere of teamwork and positive interaction with Chancellors and staff.**
- Objective 1: By August 15, 2006, maximum input will be received via surveys and meetings from senior staff and Chancellors on the best approach to achieve this goal.
- Objective 2: By September 1, 2006, we will have achieved an improved communications process to enhance teamwork will be implemented.
- Objective 3: By December 31, 2006, the President will have completed at least one half-day retreat with Chancellors, Vice Chancellors, and Deans from each campus as a means of building communication and trust.
- Objective 4: By January 31, 2007, the President will have attended at least one campus leadership meeting at both Carbondale and Edwardsville.
- Objective 5: By April 30, 2007, the President will have hosted both a fall and spring social gathering for Chancellors, Vice Chancellors, Deans, and senior staff.



- Goal 6:                    Develop a close working relationship with the Board and Board Chair.**
- Objective 1:            By June 30, 2006, a monthly meeting schedule with the Chairman will be established.
- Objective 2:            By August 1, 2006, the development and implementation of a bi-weekly informational sharing process with the entire board will be implemented.
- Objective 3:            By September 1, 2006, the development and implementation of an advice and consultation process for interaction with individual board members will be achieved.
- Objective 4:            By December 31, 2006, a fall meeting of the BOT and the President and his senior staff will be facilitated. By June 30, 2007, a spring meeting will be held.
- Objective 5:            By May 31, 2007, a spring board retreat with the President and Board of Trustees will be held for purposes of evaluating progress and approving new plans.
- Objective 6:            By June 30, 2007, the President will have attended at least ten (10) social events, including dinners, with members of the Board of Trustees.

- Goal 7: Increase SIU's presence and profile in Springfield and Washington, D.C. by developing closer legislative/congressional relationships.**
- Objective 1: By January 1, 2006, determination of legislative priorities for calendar year 2006 will be established.
- Objective 2: By January 15, 2006, a plan of action will be developed for addressing priorities in Springfield and Washington, D.C. Plans will include executive, legislative, and agency visits.
- Objective 3: By March 1, 2006, priority bills will be identified in state legislature and testimony scheduled in appropriate committees.
- Objective 4: By March 15, 2006, priority bills and grants will be identified in the congress and congressional visits scheduled.
- Objective 5: By December 31, 2006, at least three (3) weeks of congressional meetings will be completed.
- Objective 6: By April 15, 2007, at least three (3) separate meetings with Metro-East general assembly members will be completed to create political support for the SIU System.
- Objective 7: By January 1, 2007, legislative priorities for calendar year '07 will be established.
- Objective 8: By January 15, 2007, a plan of action will be developed.
- Objective 9: By March 1, 2007, priority bills will be identified at state level.
- Objective 10: By March 15, 2007, priority bills will be identified at federal level.

- Goal 8:** Work with higher education leadership and IBHE to advocate for higher education support in the state of Illinois.
- Objective 1: By January 15, 2006, help develop a strategy to maximize university presidents' participation in the budget-making process.
- Objective 2: By February 28, 2006, participate with other university presidents in negotiations with Budget Director on operational and other higher education increases.
- Objective 3: By April 30, 2006, help represent this agreement with the Budget Director before various House and Senate committees.
- Objective 4: By July 31, 2006, a joint plan of cooperative action between SIU and U of I will be implemented with respect to research and economic development collaboration.
- Objective 5: By October 1, 2006, assist IBHE in developing a plan for preparedness should an Avian flu outbreak occur.
- Objective 6: By December 31, 2006, develop a working partnership with other public university presidents and chancellors to better articulate higher education's needs to the legislature and governor.
- Objective 7: By January 31, 2007, collaborate with other university presidents and chancellors in implementing an advocacy plan.
- Objective 8: By May 31, 2007, evaluate advocacy plan.
- Objective 9: By June 30, 2007, the President will have delivered at least twelve (12) public addresses on the need for increased support of public higher education.

**Goal 9:** Assume an increased role in fundraising efforts for SIU.

**Objective 1:** By July 15, 2006, the President, working with the Chancellors and Vice Chancellors for Institutional Development, will establish procedures guiding the annual preparation of fund-raising goals and priorities for the university.

**Objective 2:** Annually, the President will cooperate with the university foundations in carrying out the annual fundraising activities by:

- a. encouraging maximum participation of President's staff by May 31, 2006;
- b. establishing fundraising goals for each Chancellor and members of the senior staff by June 30, 2006;
- c. making an individual list of prospective donors and follow up with appropriate contacts by July 15, 2006;
- d. making requisite visits and phone calls to prospective donors at the request of Vice Chancellors (on-going); and
- e. attending Foundation events and encouraging alumni participation (on-going).

**Objective 3:** By April 30, 2006 and 2007, the President will have assisted the Foundation in soliciting maximum participation in the Presidential Golf Scholarship tournament.

**Objective 4:** By May 31, 2007, the formation of a greater St. Louis area Business Council Partnership with SIUE will be established for purposes of assisting in SIUE's capital campaign.

- Goal 10:**            **Improve student retention at SIUC and SIUE.**
- Objective 1:            By September 30, 2006, hold meetings with Chancellors and senior staff to identify problems associated with low retention rates.
- Objective 2:            By December 31, 2006, the Chancellors will convene a problem-solving group on each campus to identify potential solutions for resolving low retention rates and make recommendations to the President.
- Objective 3:            By March 31, 2007, develop a plan for improvement.
- Objective 4:            By June 1, 2007, implement a plan for improvement.

**Goal 11: Improve student enrollment at SIUC**

- Objective 1: By May 1, 2006, the Chancellor will transfer enrollment management procedures from Vice Chancellor for Student Affairs to Provost.
- Objective 2: By August 1, 2006, hold meetings with Chancellor and senior staff to identify problems associated with flat or declining enrollment at SIUC.
- Objective 3: By November 30, 2006, the Chancellor will convene a problem-solving group to identify potential solutions for resolving low enrollment rates.
- Objective 4: By February 28, 2007, the Chancellor, in consultation with the President, will implement a revised enrollment plan.

- Goal 12:** Expand diversity throughout the SIU system.
- Objective 1: By May 1, 2006, resolve Department of Justice case against SIU.
- Objective 2: By June 1, 2006, formulate committees on each campus to evaluate all academic and non-academic programs for requisite minority participation.
- Objective 3: By October 1, 2006, an Endowment Fund for underserved students will be established on each campus and a campaign led by the President will be underway to gain dedicated private funding for this scholarship fund.
- Objective 4: By October 31, 2006, a strategic plan will be recruitment efforts in Chicago and downstate communities where large numbers of underserved developed and implemented for increasing populations live.
- Objective 5: By December 31, 2006, a strategic plan will be developed and implemented for expanding diversity system-wide.
- Objective 6: By December 31, 2006, a specific plan will be developed and implemented for improving SIU's image in Chicago, Cook County, and St. Louis metropolitan areas.
- Objective 7: By June 30, 2007, a plan for increasing emphasis on both campuses for international education and exchange programs will be completed.

- Goal 13:                    Develop a Master Land Use Plan for future development of both campuses.**
- Objective 1:                By March 15, 2006, will complete evaluation of 2001 Land Use Plan for SIUC and recommend changes and integration of Saluki Way.
- Objective 2:                By July 31, 2006, will recommend to the Board of Trustees a final proposed Master Plan for SIUC. Master Plan will include safety and aesthetic enhancements, signage and campus entrance improvements, removal of dilapidated offices and buildings, the development of new student housing, academic, athletic, and student services buildings.
- Objective 3:                By December 31, 2006, all plans for funding Master Plan for SIUC will be developed and initial phase implemented.
- Objective 4:                By December 31, 2006, SIUE will have completed a Master Plan for Campus Development to include a new Events Center, Lovejoy Library Replacement, and new athletic and academic facilities.
- Objective 5:                By April 30, 2007, all plans for funding Master Plan for SIUE will be developed and initial phase implemented.
- Objective 6:                By June 30, 2007, substantial progress will have been made on architecture and design for initial projects on each campus.
- Objective 7:                By June 30, 2007, the President will have expended maximum effort for capital projects on each campus including the new TEC Center (SIUC) and the Science Building (SIUE).



- Goal 14:** Expand SIUC and SIUE services into the southern Illinois region.
- Objective 1: By October 15, 2006 campus groups will have convened on each campus to evaluate current services to their respective regions and recommend a more effective outreach plan.
- Objective 2: By October 31, 2006, assistance will be in place from the SBDC and Entrepreneurship Center of SIU to the Technical Services Center in Centralia, Illinois.
- Objective 3: By October 31, 2006, the Vice President for Financial and Administrative Affairs will lead a planning effort to greatly expand broadband technology to the SIU service area.
- Objective 4: By December 31, 2006, a Venture Capital Fund for southern Illinois will be planned and implemented under the guidance of the Vice President for Financial and Administrative Affairs.
- Objective 5: By December 31, 2006, a committee of representatives from each of the health and health-related professional schools will evaluate and recommend a plan for increasing services to medically underserved areas, including the feasibility of establishing a university-wide School of Rural Public Health.
- Objective 6: By June 30, 2007, the initial phase of Connect SI (broadband initiative) will be implemented.
- Objective 7: By June 30, 2007, a minimum of two hundred (200) teachers will have received training in No Child Left Behind through the combined campuses' Professional Development Center.
- Objective 8: By June 30, 2007, working with the leadership of the Education Council of 100 and other appropriate professional organizations, the Vice President for Academic Affairs and the Executive Director of

Government Relations will organize an advocacy group for advancing a more seamless P-20 educational process aiding the transition from elementary to high school, from high school to college, and from community college to university.

Objective 9: By June 30, 2007, a plan for establishing a Rural Medical Transportation Network will be developed under the guidance of the Vice President for Academic Affairs working with the Center for Rural Health and Social Service Department.

Objective 10: By June 30, 2007, SIU and U of I will have collaborated on a number of projects serving central and southern Illinois:

- a. Dixon Springs Agricultural Reserve
- b. Centralia Technical Services Center
- c. Renewable Fuels Research
- d. Venture Capital Funding for Economic Development
- e. Law School Expansion in Springfield
- f. Multi-university facility in Lake County.

- Goal 15:**            **Develop a greater sense of community on each campus.**
- Objective 1:        By October 31, 2006, the President will have completed meetings on each campus with senior administration (deans and above) on expected styles of democratic leadership.
- Objective 2:        By January 31, 2007, the President will hold a series of meetings on each campus in a "town hall meeting" format to encourage an open, inclusive, and collaborative atmosphere.

**Goal 16:** Expand SIU professional schools into Springfield area.

**Objective 1:** By October 31, 2006, support from Springfield area legislators, the Springfield mayor, and Speaker Madigan will be obtained for beginning law school courses.

**Objective 2:** By January 31, 2007, law courses will begin in Springfield.

**Objective 3:** By January 31, 2007, plans will be developed for expanding nurse training and clinical experiences at the baccalaureate and masters levels in Sangamon and surrounding counties.

**Objective 4:** By January 31, 2007, SIUE will consider proposing the Doctorate of Nursing Practice and, if appropriate, have in place by 2010.