SIU Southern Illinois University
CARBONDALE

A STRATEGIC PLAN FOR SOUTHERN ILLINOIS UNIVERSITY

Discussion Draft

January 2012

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Values:

- *We value our status as nationally ranked public research university.*

- *We emphasize student achievement and success because achievement and success are essential if we are to shape future leaders and transform lives.*

- *We celebrate our unique tradition of access, opportunity, and inclusive excellence.*

- *We pride ourselves on innovation in research and creative activity, and outstanding teaching.*

- *We understand our role as a regional economic leader and catalyst for economic development.*

Mission:

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities, and transform lives.

Goals, Objectives and Strategies:

(1) Student Success

SIU shall be an institution within the reach of students with the desire to achieve. Our commitment to student success will encompass the whole student while focusing on academic achievement, student engagement, the campus environment, and post-graduation performance. SIU will add value to the lives our students through our teaching, research, and service missions.

Goal 1.1: Provide every student with state-of-the-art academic instruction.

Objective 1.1.1: *Cultivate, recognize and reward excellent teaching.*

Strategy 1.1.1.1: Instruct search committees and other interviewers to stress excellent teaching as a goal for all of our new faculty hires.

Strategy 1.1.1.2: Offer and encourage participation in teaching workshops including new and existing faculty and instructors as well as for graduate teaching assistants through the Center for Teaching Excellence that address key components of teaching and student success such as academic achievement and student engagement.

Strategy 1.1.1.3: Provide assistance in the form of teaching mentors and teaching workshops for all faculty and graduate teaching assistants.

Strategy 1.1.1.4: Define specific measures of teaching excellence for every academic unit including such measures as student quantitative and qualitative evaluations, peer evaluations, and Center for Teaching Excellence evaluations.

Strategy 1.1.1.5: Develop a teaching certificate program to provide state-of-the-art training to graduate students who are engaged in teaching or foresee a collegiate-level teaching career. Such a certificate would provide direct evidence of their teaching credentials and thus enhance their future employment possibilities.

Objective 1.1.2: Encourage the development and utilization of new teaching approaches.

Strategy 1.1.2.1: Incorporate components into the Center for Teaching Excellence for new and existing faculty who want to transition to alternative teaching approaches such as distance education.

Objective 1.1.3: Renovate classrooms, enhance instructional technologies, and expand research facilities.[1]

Strategy 1.1.3.1: Capital priorities and expenditures should first benefit student education. In addition to major capital projects, allocate at least $1M annually for classroom renovation and instructional technology.

Strategy 1.1.3.2: Improve energy efficiency with any cost savings being re-invested, for the forseable future, in additional energy efficiencies.

Strategy 1.1.3.3: Expand space available for research, including the possible assignment of the McLafferty Annex as new research space.

Objective 1.1.4: Encourage mentoring at every level: peer-to-peer student mentoring, mentoring of undergraduates by graduate students, and mentoring of all students by faculty and staff.

Strategy 1.1.4.1: Create and maintain a teaching faculty mentoring program in which senior faculty who are excellent teachers are paired with junior faculty.

Strategy 1.1.4.2: Directors of Graduate Studies will develop criteria for assessing applicants' aptitude for mentoring and teaching undergraduate students and these criteria will be used in the selection of graduate applicants (along with other standard criteria).

Strategy 1.1.4.3: The Center for Teaching Excellence and/or the Graduate school will provide training for graduate students on mentoring undergraduate students.

Goal 1.2: Provide every student with the opportunity to engage in research, creative activity, and service learning.

Objective 1.2.1: Expand and optimize our undergraduate research and creative activity opportunities.

Strategy 1.2.1.1: Encourage academic programs to include for-credit research or creative activities as part of their undergraduate degree requirements.[2]

Objective 1.2.2: Expand service learning opportunities to include apprentice models, internships, externships, and volunteer projects.

Strategy 1.2.2.1: Make lists of service opportunities in every college available online, complete with contact information and application instructions.

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[1] See also Objective 2.1.2 and related strategies.
[2] See also Objective 2.2.1 and related strategies.

Strategy 1.2.2.2: Allow service learning projects to count as part of a program's degree requirements for credit when appropriate.

Strategy 1.2.2.3: Develop a Center for Service Learning***[3]

Goal 1.3: Provide every student with support services that promote their successful integration into the academic, social, and cultural community of SIU.

Objective 1.3.1: Focus first and foremost on the academic needs of our students.

Strategy 1.3.1.1: Admit students who possess the ability and motivation to succeed.

Strategy 1.3.1.2: Identify the strengths and weaknesses for incoming students in order to guide students to resources for those who may be weaker in some areas and to resources for those who are more highly prepared.

Strategy 1.3.1.3: Review the academic advising process and align it with the University's admission and retention goals.

Strategy 1.3.1.4: Make distance tutoring through technology available for those students who are unable to utilize on-campus tutoring services due to job or family responsibilities or because of travel costs incurred to attend these sessions.

Strategy 1.3.1.5: Develop a centralized web site with links to free study guides, tutorials, and sample tests for core curriculum subjects such as math and English.

Strategy 1.3.1.6: Encourage each college to develop a Student Leaders program whereby students in excellent academic standing have the opportunity to engage in internships, externships, research, or scholarly activities that provide professional experience and a network of student and faculty colleagues.

Strategy 1.3.1.7: Develop transitional programs for students lacking in basic academic skills.

Strategy 1.3.1.8: Monitor and sustain or improve retention and degree completion rates.

Objective 1.3.2: Increase the number and dollar amounts of non-need based scholarships[4].

Strategy 1.3.2.1: Highlight, as part of any capital or major fundraising campaign, the need for endowed scholarships.

Strategy 1.3.2.2: Provide incentives for collegiate units to focus on scholarship endowment.

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[3] See Strategy 5.1.1.4
[4] See Objective 6.1.1 and related strategies.

Strategy 1.3.2.3: Highlight the success of students receiving such awards.

Strategy 1.3.2.4: Maintain the campus priority for preserving student support budgets.

Strategy 1.3.2.5: Continuously seek new sources of external support for students and faculty to enhance access, affordability and diversity.

Objective 1.3.3: Every academic and support department will articulate knowledge and learning outcomes necessary to be a successful student.

Strategy 1.3.3.1: Department will create a learning matrix or other organizational schemes to reflect academic expectations, process, and measurements of set learning outcomes.

Strategy 1.3.3.2: Matrices/organizational schemes will be posted on Department web site, including data regarding learning outcomes, retention data, and graduation rates.

Objective 1.3.4: Be deliberate about developing student programs that encourage sustained contact and connection with SIU.

Strategy 1.3.4.1: Maintain and strengthen first-year programs.

Strategy 1.3.4.2: Develop a multi-cultural center on campus that will serve as a focal point for sharing cross-cultural experiences while strengthening student ties to their own culture.

Strategy 1.3.4.3: Encourage and facilitate the development of programs that address the societal needs of students.

Strategy 1.3.4.4: Develop a customer service training program for those who work with students. Require attendance and provide a certificate of satisfactory completion for those employees in critical positions.

(2) Research, Scholarship & Creative Activity

At SIU we define research, scholarship and creative activity as those activities that generate new knowledge, ranging from scientific inquiry, to scholarship in the social sciences and the humanities, to the creation or performance of works of literature, art, music, or film. Research provides manifold benefits to both our graduate and undergraduate students, the university, and the region through enhanced educational and intellectual opportunities for students, budgetary enhancements for the university, and regional economic vitality via new resources and business stimulated by research activity. As the only Carnegie Research University (High Research Activity) in the southern half of Illinois, we are in a unique position to provide these benefits to the region, the state and beyond.

Goal 2.1: Enhance research, scholarly and creative activity productivity to the benefit of students, community and other university stakeholders

Objective 2.1.1: Strengthen our status as a Carnegie Research University (High Research Activity) institution

Strategy 2.1.1.1: Recruit & retain outstanding research faculty.

Strategy 2.1.1.2: Monitor and stimulate growth in research measures employed in the Carnegie methodology for research universities: Research and Development expenditures, research staff and doctoral conferrals.

Strategy 2.1.1.3: Identify nationally recognized research measures for each discipline using Academic Analytics™ or comparable third-party data sources. Target programmatic growth in these measures annually to exceed national averages.

Strategy 2.1.1.4: Develop a campus-wide differential effort assignment policy that requires programs to distribute teaching, research and service time assignments to faculty taking into consideration faculty strengths, research agendas, etc.

Strategy 2.1.1.5: Enhance campus-wide grant-writing success, by (a) upgrading and advertise grant-writing workshops and other activities facilitated by OSPA and VC for Research; (b) developing assistance in colleges via creation of Associate Deans for Research and/or related mechanisms to aid faculty and students in identifying, applying for and receiving grants and awards; (c) ensuring that proposal and award procedures are PI-friendly yet maintain compliance with state and federal requirements; and (d) encouraging departments to incentivize grant writing through inclusion in operating papers, tenure and promotion guidelines, merit plans, etc. where applicable.

Strategy 2.1.1.6: Promote and facilitate the creation of interdisciplinary research centers and collaborations that address major issues, increase the competitiveness of our faculty and students, and may attract resources. Specific emphasis should be given to (a) Strengthening existing research focus areas; (b) Creating and implementing a campus wide committee to identify potential new research focus areas.; and (c) developing a framework for a strategic faculty hiring initiative using, when applicable, an interdisciplinary *cluster hire* approach in areas of focus.

Strategy 2.1.1.7: Implement a Sponsored Academic Activity Incentive Award policy that encourages investigators to seek state salary savings, and promotes overall growth.

Objective 2.1.2: Enhance Research Communities and Workspaces[5]

Strategy 2.1.2.1: Promote and facilitate mechanisms to stimulate discussion and interaction across disciplines (e.g., discussion groups, listservs, seminars, etc.).

Strategy 2.1.2.2: Develop and implement plans to enhance research space on both the Carbondale and Springfield campuses. Develop and employ a system for efficiently allocating and/or reallocating research space based on research productivity.

Objective 2.1.3: Celebrate all forms of research, scholarship and creative endeavors.

Strategy 2.1.3.1: Make the meanings and benefits of research and creative activity more widely understood by the university community and the public.

Strategy 2.1.3.2: Make research, scholarly and creative activity a fundamental component of all university marketing. Increase press coverage of research and creative activities. Market the economic impact of research and creative activity.

Strategy 2.1.3.3: Generate new ways to celebrate our research and creative achievements (e.g., Author's Day, Inventor's Day, and/or Creative Activity Day)

Goal 2.2: Be known for providing cutting edge graduate and undergraduate research opportunities

Objective 2.2.1: Promote the unambiguous integration of our teaching and research missions by demonstrating that research facilitates student access to and participation in the creation of knowledge, promotes interaction, and mentorship among faculty and students that enhances learning, and provides valuable hands-on training & paraprofessional experience.

Strategy 2.2.1.1: Support Enrollment Management and SIU Marketing/Branding initiatives to raise our profile, and improve awareness and attitude toward SIU for high school and transfer students who desire a research university education.

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[5] See also Objective 1.1.3 and related strategies.

Strategy 2.2.1.2: Create an office of undergraduate research. Track the success at the university and beyond of those students who have partaken of research opportunities. Encourage more undergraduates and graduates to participate in research forums such as research town hall.

Strategy 2.2.1.3: Maintain competitive graduate research/teaching assistant stipends in order to recruit the most qualified, research-ready graduate students. Assist graduate students in external grant writing in order to further their research agendas.

Strategy 2.2.1.4: Leverage growth in research to support the teaching mission.

Strategy 2.2.1.5: Consider expansion of the portfolio of university awards to include an outstanding faculty mentor award, and/or an award for an outstanding teacher-scholar.

(3) Diversity and Inclusiveness

At SIU, we celebrate a rich history of diversity within our student body and acknowledge this strength as a proud foundation to build upon. We recognize and value the diversity of our faculty, staff and campus leadership. SIU is committed to being mindful of the voices of the diverse campus community.

Goal 3.1: SIU shall be known and celebrated for its commitment to diversity.

Objective 3.1.1: Develop an institutional diversity plan

Strategy 3.1.1.1: Develop an institutional definition of diversity.

Strategy 3.1.1.2: Appoint a campus wide Human Diversity Committee.

Strategy 3.1.1.3: Educate the campus community about Inclusive Excellence as a diversity model.

Strategy 3.1.1.4: Provide cultural competency training to the campus community.

Strategy 3.1.1.5: Identify and commit financial, human and other resources to meet the goals and objectives outlined in the Institutional Diversity Plan. [6]

Strategy 3.1.1.6: University budgeting committee will set aside a definite, identifiable dollar amount dedicated to achieving the diversity mission of the University

Strategy 3.1.1.7: Each University department will be held accountable for meeting its diversity goals

Strategy 3.1.1.8: Obtain, strengthen and protect endowments, scholarships, fellowships and grants for underserved and underrepresented students.

Strategy 3.1.1.9: Highlight SIU's record of inclusion in publications, electronic communication (websites, etc.) and marketing efforts, both in words and in images. A periodic review of such communications should take place to insure that this cornerstone value is highlighted.

Objective 3.1.2: Develop and institute a plan for recruiting and retaining an undergraduate and graduate student body that reflects or exceeds state and national statistics of the college-bound population.

Strategy 3.1.2.1: Increase the percentage of the student population from underrepresented racial and ethnic groups.

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[6] See Goal 6.2 and related objectives and strategies.

Strategy 3.1.2.2: Increase the percentage of female students to reflect the population of college bound women.

Strategy 3.1.2.3: Attract, retain, and provide opportunities for success for qualified international students.

Strategy 3.1.2.4: Develop and implement diversity-sensitive marketing and recruiting strategies. Create marketing materials that highlight and celebrate the diversity (broadly defined) of the campus community.

Objective 3.1.3: Develop and monitor a plan for hiring, retaining and promoting diverse staff, faculty and administrators based on state and national statistics of the qualified population.

Strategy 3.1.3.1: Each college/department will submit a hiring, retention and promotion plan to increase and sustain its diversity. These plans shall be monitored and supported by University leaders, including the Office of Institutional Diversity.

Strategy 3.1.3.2: Hire and retain qualified and energetic staff, faculty, and administrators that reflect the population of the state and national statistics for qualified individuals.

Objective 3.1.4: Manage and monitor the climate on campus to ensure that all students, faculty, staff, and administration feel welcome, satisfied, included, and supported.[7]

Strategy 3.1.4.1: Administer a campus climate survey every 3 years to monitor and manage campus climate [note: this strategy may be combined with campus climate assessments discussed in strategy 4.1.2.3 (Campus Community)].

Strategy 3.1.4.2: In addition to climate surveys, develop effective mechanism whereby everyone, including members of historically disadvantaged groups can express their concerns regarding campus climate, such as online anonymous comment mechanisms; "check-in" sessions between minority community members and diversity officers; diversity training sessions open to the entire university community; informal social events to build campus relationships.

Objective 3.1.5: Promote and highlight diversity pedagogy, research and scholarship.

Strategy 3.1.5.1: Provide regular faculty development on the integration of diversity into regular curriculum.

Strategy 3.1.5.2: Task the Center for Inclusive Excellence to lead in the development of a platform for sharing diversity research and pedagogy.

Objective 3.1.6: Obtain and strengthen endowments and scholarships for underrepresented/ underserved students.[8]

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[7] See Objective 4.1.2 and related strategies.
[8] See Goal 6.2 and related objectives and strategies.

Strategy 3.1.6.1: The University will assign the responsibility for raising a specific target amount for underrepresented/underserved scholarships and grants.

Strategy 3.1.6.2: The University will participate in concerted and collaborative efforts to safeguard grants and scholarships for underrepresented/underserved students at all government levels.

(4) Campus Community

SIU is a community of dedicated scholars, learners, leaders, and members who value open communication, healthy debate, shared governance, and active participation by all members in pursuit of our core mission surrounding student learning and success, scholarship and creative activity, and service to southern Illinois and to the world.

Goal 4.1: Facilitate a model of trust and mutual respect among faculty, administration, staff, students and the public.

Objective 4.1.1: Encourage and nurture effective campus discourse.

Strategy 4.1.1.1: Develop strategies for on-going communication to our internal audience.

Strategy 4.1.1.2: Face-to-face (preferably small group) discussions should occur regularly between administration, faculty and staff on matters of governance and effective leadership toward the University's goals and objectives. This includes chairs, directors, and deans with faculty and staff; and Provosts, Vice Chancellors and the Chancellor with all relevant units.

Strategy 4.1.1.3: Continue Chancellor's written communication to all faculty and staff, and when appropriate to students. Similarly, messages from all campus leadership bodies shall be succinct, unambiguous, and timely.

Strategy 4.1.1.4: Encourage a tone of civility wherein campus leaders sponsor a leadership conference at which the issue civility is discussed.

Strategy 4.1.1.5: Maximize the use of media for essential communication and increase its frequency and consistency. This includes, but is not limited to, centralized websites to post clear, easy-to-find statements of budget, policies, procedures, events and other information.

Strategy 4.1.1.6: Use the strategic planning process as opportunities for open communication.

Objective 4.1.2: Foster an environment of mutual respect and appreciation for each individual's role in our shared academic endeavors.

Strategy 4.1.2.1: Shared governance recognizes the respect for and deference to expertise as defined by the jurisdictions of individual constituency groups and of academic and administrative leadership.

Strategy 4.1.2.2: Decision making bodies should regularly solicit input, including votes from its members through a democratic process before decisions are made.

Strategy 4.1.2.3: Study campus climate regularly and systematically and timely address concerns that are raised.

Goal 4.2: Consistently operate under principles of shared governance which are clearly defined and demarcated.

Objective 4.2.1: Every member of the SIUC community shall have opportunities to be heard and respected.

Strategy 4.2.1.1: Demarcate domains and boundaries (Jurisdictions) of shared governance for all recognized stakeholder entities, and clarify these revised domains and boundaries in the appropriate operating papers and by-laws.

Strategy 4.2.1.2: Clearly define and routinely follow principles, procedures and jurisdictions for shared governance.

Strategy 4.2.1.3: Facilitate transparency by promoting open access to documents such as the budget, policies, general practices, operating papers, etc.

Strategy 4.2.1.4: Present annual workshops on various administrative issues such as understanding a budget spreadsheet, key components of an operating paper, etc.

Goal 4.3: Build and maintain a strong public image that reflects our commitment to student success, knowledge creation, and service to southern Illinois, the broader region, and the world.

Objective 4.3.1: Establish our reputation as a community of respectful, innovative scholars and learners focused on a commitment to higher education that benefits society.

Strategy 4.3.1.1: Emphasize the transformational nature of a research university by featuring stories of our students, alumni, faculty, staff, and other friends.

Strategy 4.3.1.2: Utilize data from a variety of sources to highlight our shifting institutional profile.

Objective 4.3.2: Nurture and project a positive image of the University.

Strategy 4.3.2.1: Regularly identify and address those things that curtail a positive image, communicate the changes, and measure the results.

Strategy 4.3.2.2: Benchmark our marketing activities and budget; communicate the results, and keep the process open and transparent.

Strategy 4.3.2.3: Engage the entire campus community as ambassadors of our identity by including all stakeholders in the process of marketing and public relations.

(5) Community Relations

SIU plays a prominent role in the vitality and stewardship of the economy and culture of our region. Maintaining the positive symbiosis that exists is essential for the community, region and the University. Maintaining the positive relationship also requires an investment of time, energy and resources from each.

Goal 5.1: Sustain and grow SIU's outreach and service mission.

Objective 5.1.1: Develop connections with the broader community to enhance service learning, public service, and cultural and artistic mindfulness.

> Strategy 5.1.1.1: Continue **to foster and develop** opportunities to bring late elementary, middle school, and early high school aged students to campus for cultural events (foreign language, history, music, theatre, art, etc).

> Strategy 5.1.1.2: Investigate opportunities within the southern Illinois region for undergraduate and graduate students to volunteer in their chosen area of study. Faculty members might serve as student advisors and mentors for participating students. SIU students will be able to earn course credit for the experience. Academic and research summer programs for freshman and sophomore high school students will be investigated as well.

> Strategy 5.1.1.3: Through University Communications, faculty advisors of RSOs and RSO leaders, create a mechanism for consistent communication regarding the volunteer efforts, money raised, etc. by SIU students. University Communications will market this information to the general public. Students will receive education regarding their role as being ambassadors for the University when they are interacting with the public.

> Strategy 5.1.1.4: Establish a Center for Service Learning

Objective 5.1.2: Maximize capacity of the University's boundary spanning entities.

> Strategy 5.1.2.1: Recognize and support Intercollegiate Athletics, WSIU Broadcasting, the Fine and Performing Arts and the Office of Economic and Regional Development as major University resources by making valuable contributions to the academic enterprise and valuable connections that serve the region and state, and also generate untold support for the University.

Goal 5.2: Enhance our value to and our collaboration with the broader community in our mutual goals of research translation and economic development.

Objective 5.2.1: Optimize the impact of our research activities on the region and state and become a leader in basic, applied, translational research in key focus areas where the University already has noticeable strengths and which build on our commitment to outreach to our broader community.

Strategy 5.2.1.1: Increase cooperation and coordination between the Office of Sponsored Projects, Technology Transfer Office, and the Office of Economic and Regional Development.

Objective 5.2.2: Engage employers and industry partners in our pursuit of offering relevant high quality degree programs that develop highly prepared graduates..

Strategy 5.2.2.1: Each department will research the top 10 careers undergraduate and graduate students enter upon degree completion. The department chair will form an advisory board of "industry leaders" who hire within the respective careers. Input will be sought regarding the knowledge, skills, and awareness employers are seeking for successful employment.

Tactics to support goals and strategies related to Community Relations

- SIU should emphasize the academic focus of service and outreach activities. Opportunities for teaching/learning and research should be emphasized in each, as well as the corresponding opportunities presented to the community through University resources.

- Continually measure the economic impact of SIU's outreach and service activities, and publicize this fact to our external stakeholders.

- Vigorously search for grant, contract, and philanthropic funding for outreach and service activities.

- Actively publicize the outreach and service activities of the University, with an emphasis on developing interdisciplinary possibilities.

- Athletics:

  - Student athletes should continue to achieve at levels that equal or surpass those of other undergraduates.

  - The athletic program should continue to be a model of compliance with NCAA rules and regulations, remaining free from major compliance findings.

  - To maximize their value to the institutional mission, our athletic programs should be competitive.

- Opportunities for collaboration between WSIU and academic and other units should be explored.

- WSIU should be a major vehicle for reinforcing the new 'identity' elements being developed by Lipman-Hearne.

- Systematically promote success stories resulting from service and outreach activities.

- Tie OERD activities more closely to academic programs (teaching, service learning, and research) in the social sciences, CASA, business and the graduate school.

- Develop a university policy in support of entrepreneurial activities perhaps modeled after a similar policy at the University of North Carolina at Chapel Hill.

- Revisit the unusual reporting relationship between OERD and the President's Office, rather than campus-based reporting. (this is stated twice)

- Engage faculty in academic units in reviewing serving learning activities.

- Develop service learning workshops for faculty.

- Work with the office of Career Services to develop and strengthen departmental specific career advisory boards.

- Through University Communications, develop the mechanism for consistent communication focusing on volunteer efforts. Develop training sessions/class credit for courses regarding students' roles in public relations for the University.

- Develop a student-led committee/advisory board to discuss what opportunities this population would find educational, while promoting SIU. Events could include such things as: attendance at the International Food Fair, visiting a lecture hall with interactive classes, tours of Housing to include actual residence hall room and dining areas, viewing of WSIU (radio and tv) for actual programming/taping of programs, etc.

- Target continued growth in technology commercialization with an emphasis on creation of new businesses located in the region; increase number of invention disclosures, patents, licenses and startups.

- Develop mechanisms to encourage in-shoring of businesses located elsewhere to relocate to the Southern Illinois Research Park or the region, especially using alumni connections.

- Encourage research centers and programs to engage externally in ways that benefit the region.

- Develop mechanisms to ensure that outreach efforts are recognized and valued both internally and externally. Establish an annual interdisciplinary research day or publication that focuses on our contributions to the region/state and/or an annual regional research award.

Find commercial applications for technological advances.

(6) Finance, Infrastructure and Resource Allocation

A decade long pattern of declining state financial resources and persistent declines in enrollment have left the University in a state of chronic fiscal uncertainty. Returning the University to a solid financial footing <u>and</u> insuring that the allocation of resources is a transparent process driven by University mission and priorities is imperative. We must become more deliberate in our efforts to increase revenue and in our efforts to operate more efficiently. These are essential activities which must be addressed if the University is to pursue goals outlined elsewhere in this plan.

Goal 6.1: Achieve and maintain a solid financial footing for the University.

Objective 6.1.1: Increase revenue from all sources.

Strategy 6.1.1.1: Increase both undergraduate and graduate enrollment along with revenue. Enrollment increases will bring an increase in internal funding.

Strategy 6.1.1.2: Establish a Board of Trustees Policy that relies principally on objective criteria for setting tuition rates. Widely publicized, the policy should serve as a guideline to administrators when providing a rationale for tuition increases. Included among criteria would be peer and statewide tuition rates, the Higher Education Price Index and state revenue growth as reflected in General Revenue support.

Strategy 6.1.1.3: A set percentage of additional tuition revenue should be allocated for scholarships, deferred maintenance (particularly for classrooms), technology needs, and academic activities to enhance the learning and living environments for students.

Strategy 6.1.1.4: The University, through its Foundation, should launch a major, new capital campaign. Working with the Chancellor, the Foundation should develop a process of clearly establishing and articulating capital campaign priorities and goals. Additional staff (properly trained) should be identified and hired. And the costs of and revenue to support the campaign should be identified and committed.

Strategy 6.1.1.5: Obstacles to a successful capital campaign should be identified and remedied. Four areas should be addressed: The up-front tax of six percent on gifts is problematic. A policy of no fee for small gifts should be considered. The perception of overly-bureaucratic procedures required for a donation to be accepted needs to be changed, as does the perception that the priority of the Foundation is control over money raised, rather than actually raising money.

Strategy 6.1.1.6: Increase funding from research and training grants and contracts is a central part of accomplishing Goal 5.1. Providing incentives to faculty and staff for obtaining 2nd and 3rd grants should be a priority, and awards and recognition for highly productive scholars should become routine.

Objective 6.1.2: Foster an entrepreneurial spirit within the University.

Strategy 6.1.2.1: Create incentives for the creation of additional resources by individual units on campus. Among activities that should be incentivized are: Increasing licensing revenue from new inventions, new ideas, and other activities; Encouraging auxiliary units to pursue revenue generating options; Initiating a centrally managed fund to provide startup resources for new, innovative, self-supporting activities that may generate new revenue for the University; and refocusing the Division of Continuing Education toward increased revenue generation by aggressive development of conference/certificate program initiatives.

Strategy 6.1.2.2: Pursue growth opportunities in distance education and continuing education to reach non-traditional students, to create degree completion programs, and re-examine the way our non-credit offerings are managed. Support faculty who are reticent about the use of distance learning methodologies and technology. Move all off-campus (military education) to a distance education model.

Strategy 6.1.2.3: Create an "enterprise center" within each college/unit to focus efforts regarding increasing revenue, reducing costs, and exploring new ways to do new things.

Strategy 6.1.2.4: The Alumni Association should launch a major campaign to connect or reconnect alumni with the University. Such a campaign would include a major membership drive that seeks to build the number of connected alumni. Essential in the effort is working with collegiate units and the Foundation in a sustained information sharing effort. One easy and inexpensive tactic for maintaining contact is to allow our alumni (and emeritus faculty and staff) to keep their 'siu.edu' e-mail addresses.

Objective 6.1.3: Seek financial efficiencies wherever possible.

Strategy 6.1.3.1: Engage in wide-scale program review that provides incentives for both academic and non-academic units to become more efficient and, largely for the first time, takes into account the cost of space.

Strategy 6.1.3.2: Engage in academic program review which identifies programs with low enrollment, limited centrality to mission, or concerns about quality. Consider elimination of such programs.

Strategy 6.1.3.3: The purpose, mission, and outcomes of the current "self-supporting" programs, including Centers, should be examined to determine if their role in the mission

of the University remains viable. Assist self-supporting activities that routinely accumulate a cash deficit in developing a financial wellness plan.

Strategy 6.1.3.4: Service departments should be reviewed to determine the continuing need of providing in-house services, and any self-supporting activities that receive state budget allocations should be reviewed to determine the appropriateness of the state support.

Strategy 6.1.3.5: Although technically not service departments, the state budget allocations to Intercollegiate Athletics, and Institutional Advancement should be reviewed for appropriateness. The Alumni Association and the Foundation should share resources both financial and human whenever possible to take advantage of economies of scale and to control administrative costs.

Strategy 6.1.3.6: Identify recommendations from previous Efficiency Task Forces that are feasible and might result in significant cost savings.

Goal 6.2: Insure that the allocation of resources is a transparent process driven by University mission and priorities.

Objective 6.2.1: Define the current resource allocation process and improve upon it.

Strategy 6.2.1.1: Define the Role of various groups in the resource allocation process including the roles of: The Planning and Budget Advisory Committee, Constituency Groups, Deans and Directors, Vice Chancellors, and the Chancellor.

Strategy 6.2.1.2: Develop, or modify the current process so that it is: Inclusive, providing opportunities for broad participation across the campus; Transparent, open and accessible to those who are interested, and clear as it relates to decision making responsibility; and Agile, having the ability to respond quickly and effectively in the current uncertain fiscal climate.

Strategy 6.2.1.3: Develop a budget formula for allocating new moneys and distributing new cuts to academic units using solid measures of productivity and centrality to mission. Use state-mandated metrics so that their reliability and accuracy is not open to quibbling because of campus politics, and insure that their application is clear, transparent and defensible. Explain these metrics within the University community. Use the normative cost study as one guide to unit cost efficiency.

Strategy 6.2.1.4: The required budget reserve (2%) should be collected and managed centrally, and departments and other units should, therefore, be exempt from its annual calculation.

Objective 6.2.3: Make greater use of the talents and skills of our faculty, staff and students.

Strategy 6.2.3.1: When the university needs marketing, architecture, and financial expertise, we should, when feasible, use our students and faculty instead of hiring outside sources. Develop a system for identifying university needs that can be met locally and those that need outside consulting.

Strategy 6.2.3.2: Change some student work positions into student internship positions, resulting in students having opportunities for real work experience and the university saving money from these paid positions.

Strategy 6.2.3.3: Develop a comprehensive plan for student employment and SIU credit generating internships.