



Southern
Illinois University
Carbondale

**Vice Chancellor for Research
and Graduate Dean**

STRATEGIC PLAN, FY10 – FY15

Building Excellence in Research and Graduate Education at SIUC

including the:

Graduate School (GS)

Office of Research Development and Administration (ORDA)

Center for Delta Studies (CDS)

Center for Ecology

Center for Integrated Research in Cognitive & Neural Sciences (CIRCNS)

Coal Research Center (CRC)

Cooperative Wildlife Research Laboratory (CWRL)

Fisheries and Illinois Aquaculture Center (FIAC)

Materials Technology Center (MTC)

February 26, 2010

Introduction

This 2010 Strategic Plan provides a five-year update to the 2004 Strategic Plan, which evolved from the Master Plan for the Graduate School of Southern Illinois University (SIUC) drafted in 2000. The primary elements of this Strategic Plan, as well as the previous version, derive from the aspirations of *Southern at 150: Building Excellence Through Commitment* and outlines, within the framework of *Southern at 150*, the OVCR/GD strategy for pursuit and achievement of excellence, based on *the highest national or international standards*, in graduate education and research/scholarship, and targeting goals to be pursued for the University's sesquicentennial in 2019.

Background

The Office of the Vice Chancellor for Research and Graduate Dean (OVCR/GD) was created in late 2001. The mission of the OVCR/GD is to lead the organization and administration of graduate education and research/creative activities, including technology transfer, of the University. The primary responsibilities of the OVCR/GD are to: support and integrate the research (including that done by undergraduate students), graduate education, and service missions of the University; promote academic excellence; facilitate the sharing of knowledge and expertise in order to enhance economic development—including that derived from University-based research—in the southern Illinois region and beyond; and promote responsibility in the conduct and administration of these activities in order to benefit our primary stakeholders: our students (both graduate and undergraduate), the University (including the faculty), and the citizens of Illinois.

In 2002-2003, a long-range plan/vision for the University, *Southern at 150: Building Excellence Through Commitment*, was adopted. The *Southern at 150* campus planning document established the overall goal: *to articulate a series of commitments and actions that will place us among the top 75 public research universities by the year 2019, our 150th anniversary, while we continue to provide the foundation for academic, economic and social progress in Southern Illinois.*

To assist with planning toward the “top 75” goal of *Southern at 150*, in FY03 the OVCR/GD contracted the Washington Advisory Group (WAG) to provide evaluation and guidance regarding the research enterprise at SIUC, particularly as related to the sciences and engineering. Among the recommendations of WAG were: 1) strategic planning, 2) hiring “hundreds of [additional] research productive faculty,” 3) focusing “efforts on a limited number of interdisciplinary research areas or thrusts and attempt to achieve demonstrable excellence in those rather than try to spread its limited resources broadly across the institution,” 4) addressing research space and infrastructure needs, and 5) conducting a successful development campaign, not only to compensate for reductions in state support, “but also to build faculty quality and research infrastructure.”

To complement the WAG report, a study of the arts, humanities, and social sciences was completed in the summer of 2004. Among the recommendations of this group were to: 1) have units engage in strategic planning, 2) provide dedicated research support at the college level, 3)

hire internationally-renowned, research-active faculty at the full professor level, and 4) improve communication with the colleges regarding the goals of *Southern at 150*.

During AY2004, the Graduate Council discussed the WAG report and subsequently passed a resolution urging the administration to develop a long-range plan for hiring additional faculty and graduate students. A plan proposing commitment of \$1M/year in new funds for ten years to a faculty hiring initiative was developed and approved by the Chancellor. This plan was intended to provide sufficient funds to create 150 new faculty lines, which would be augmented by an additional 50 lines generated from comprehensive campaign activities. It was hoped that implementation of this plan would have a transforming impact on the University and its efforts to achieve the goals of *Southern at 150*. Initiation of this implementation began in the fall of 2004; however, after three years this plan was placed on hold by then interim-Chancellor Dunn due to state budget cuts.

Research

At SIUC and most other universities, research is defined in the broadest sense as those activities that create new knowledge, ranging from scientific inquiry, to scholarship in the social sciences and the humanities, to creation of works of literature or art. Research, scholarly/creative activity, and research training (all hereafter referred to as "research/scholarship" for simplicity) are generally considered to be the most important determinants of the reputation of a research university. That reputation affects the success of virtually all aspects of the institution, including the ability to recruit and retain high-quality students and faculty, and the ability to attract resources. These factors in turn influence the overall quality of the education that an institution can provide. Research excellence also provides manifold benefits to both graduate and undergraduate students, the university, and the region, as described in greater detail elsewhere (1, 2), through enhanced educational opportunities for students, budgetary enhancements for the university, and regional economic impact via new resources and business creation stimulated by research activity. As the only Carnegie Research University (high research activity) in the southern half of Illinois, SIUC is in a unique position to provide these impacts to the southern Illinois region.

Research at SIUC

Faculty initiate and manage almost all of the research/scholarship conducted at SIUC. Perhaps the most important component of research productivity, and therefore the reputation, of the University is to have excellent faculty in sufficient numbers. The WAG evaluation of the SIUC research enterprise noted, "Undoubtedly, the single most important thing that SIUC will have to do to achieve its vision is to recruit outstanding researchers and build necessary critical mass," and that "recruiting outstanding faculty is the principal mechanism for assuring research quality, and the University must arrange its priorities so that it succeeds in this competition."

Graduate Education at SIUC

At the same time, in many disciplines graduate students conduct the majority of research, along with post-doctoral associates and research staff. Graduate students, therefore, contribute substantially to campus-wide research/scholarship productivity, as well as to the instruction and service missions of the University. Enhancement of research/scholarship on campus requires growth in our graduate programs, as proposed in *Southern at 150*, targeting 6,000 students by 2019. Further, graduate students are an important product of the University and provide societal

benefits that extend far beyond their graduation date. The total level of financial support available for graduate assistantships significantly influences the size of our graduate student body, as ~55 percent of SIUC graduate students have such support (the percentage is generally higher at higher-ranked research universities) from one of three sources: teaching assistantships (TA), research assistantships (RA), or fellowships. Clearly, growth in our graduate student body will require growth in these sources of support.

Our portfolio of program offerings, which affects our graduate enrollment, must continually evolve to maintain a cutting edge, to address societal needs, to insure wise investment of state resources, and to provide opportunities for growth. Our recent \$3.2M NSF grant for Integrative Graduate Education and Research Training (IGERT) program in Watershed Science and Policy places SIUC in the elite company of institutions with such programs. We can use this success as a model for future IGERT proposals. The first-of-its-kind nationally Professional Science Master’s (PSM) in Advanced Energy and Fuels Management is another example of progressive graduate education that we now offer.

R&D Expenditures & Research Rankings

The overall goal of the OVCR/GD to promote campus-wide excellence in research/scholarship, graduate programs, and economic development for the region is clearly intertwined with the *Southern at 150* goal of achieving top 75 public research university status, along with that for providing the foundation for academic, economic, and social progress in southern Illinois. The most reliable measure of a university’s research ranking is based on its annual research and development expenditures, particularly on its federal R&D expenditures (3).

As shown in Figure 1, SIUC’s total R&D expenditures languished in the 1990s, causing this ranking to degrade from a high of 84 in 1985, to 109 in 1998. Federal R&D expenditures mirrored this trend, although the ranking approached 150, indicating a lower level of success with federal R&D than is typical of research universities.

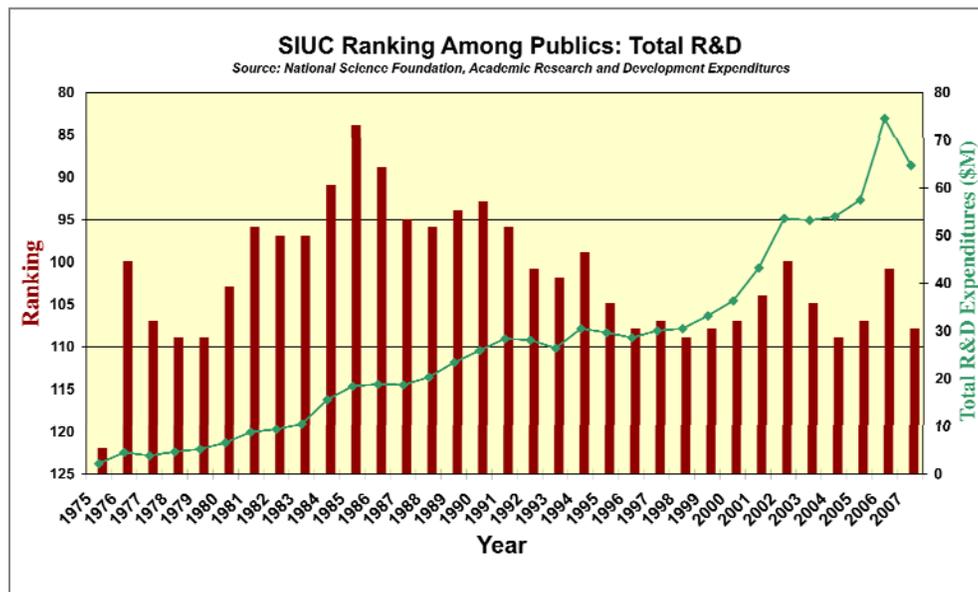


Figure 1. Total R&D (Excluding Financial Aid) and Ranking, FY1975-2007

By FY08, SIUC had increased to \$67.1M in total R&D expenditures, a 4% increase over FY07 (\$64.7M), and 108 (total R&D) and 142 (federal R&D) in rankings of public universities. Figure 2 shows historical trends for total R&D expenditures at SIUC (in \$M) as reported by the NSF (4), with comparison to the national level for all universities (in \$B). Since 1999, the slope of the line for SIUCs data is significantly higher than that for the national data, indicating a higher growth rate at SIUC than the national rate.

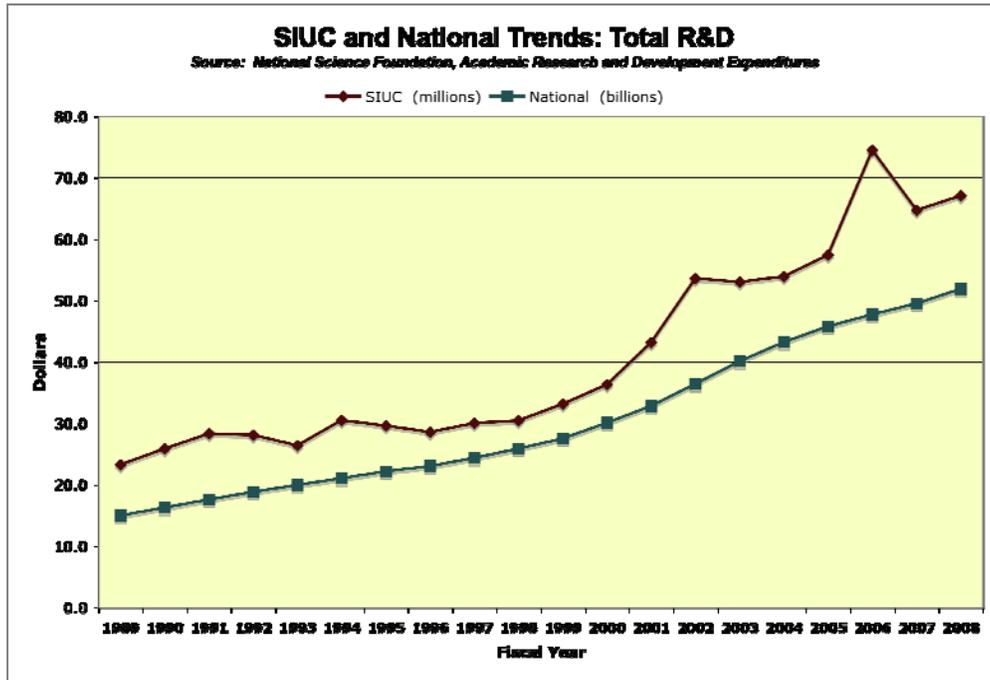


Figure 2. SIUC and National Total R&D (Excluding Financial Aid), FY1989-2008

In addition to R&D expenditures, other measures of research competitiveness include endowment assets (\$85M in FY07; ranked #150), annual giving (\$13M; ranked #150), national academy membership, faculty awards (4 in 2007; ranked #86), doctorates awarded (145 in 2007; ranked #78), postdoctoral appointees (27 in 2006; ranked #127), SAT scores and national merit and achievement scholars (3). Where applicable, the OVCR area must promote enhanced success in these areas, as well.

Research Emphases

On the basis of the WAG feedback, current areas of research emphasis have included biotechnology, energy and environment, materials, and neuroscience. Since the 2004 Strategic Plan, three new research centers that report to the OVCR/GD were created (Center for Delta Studies, Center for Ecology, and Center for Integrated Research in Cognitive and Neural Sciences) and an existing one (Materials Technology Center) had its reporting line moved to the OVCR/GD. In 2003, a Middle Mississippi Research Wetland Field Station (MMRWFS) was established in Alexander County, Illinois. The Center for Integrated Research in Cognitive and Neural Sciences was formally approved in February 2005, and its first full-time director was hired in January 2009. The Center for Ecology was formally approved (Fall 2005), and a position description has been developed in anticipation of an upcoming search for a director.

Other focus areas emerged, such as those related to the Mississippi Delta initiative. The Center for Delta Studies was approved (February 2008) with a part-time director.

In terms of the four focus areas outlined above, research centers are important in promoting interdisciplinary research and exist for several of these areas. The SimmonsCooper Cancer Institute (Springfield) and the Illinois Soybean Center (Agricultural Sciences) impact the biotechnology area. The Center for Ecology, Coal Research Center (CRC), Cooperative Wildlife Research Laboratory (CWRL), Middle Mississippi Research Wetland Field Station (MMRWFS), and Fisheries and Illinois Aquaculture Center (FIAC) all report to the OVCR/GD and fit within the energy and environment rubric. The Materials Technology Center (MTC) and the Center for Advanced Friction Studies (CAFS, Engineering) focus on the materials area. The Center for Integrated Research in Cognitive and Neural Sciences (CIRCNS) focuses on neuroscience.

As other interdisciplinary focus areas emerge, research centers can provide an important mechanism to achieve national prominence in those areas. As an example, the NSF has provided funds to establish an Industry/University Cooperative Research Center (I/UCRC) for Embedded Systems, in collaboration with Arizona State University, that is centered at SIUC within the Department of Electrical and Computer Engineering, but also involves faculty in other engineering and science departments.

Research Facilities

Research facilities are being addressed in several manners. Altgeld Hall (music) renovations were completed in mid-2005, and Morris Library celebrated a \$60M+ renovation in April 2009. Nearly \$40M in grant proposals for facilities renovations (Life Science II, Life Science III, and Neckers) via the American Recovery and Reinvestment Act of 2009 were submitted to NSF and NIH in summer 2009. Approval of \$40M in state funding for the Transportation Education Center was approved; it is anticipated that this center will include facilities for transportation-related research.

The Communications Building, the Agriculture Building, and the Neckers Science Building continue to be among priorities on the capital RAMP list; the inclusion of additions to the Agriculture and Neckers Buildings will help address space needs that will arise upon implementation of the ten-year strategic faculty hires initiative. We must continue to pursue support from other sources to address these space and related needs required to support a nationally competitive research faculty. In addition, a second tenant building is being planned for the Southern Illinois Research Park.

Economic Development and Technology Transfer

The reporting line for the Office of Economic and Regional Development was transferred to the OVCR/GD in Fall 2003; however, in 2006 that reporting line was moved to the Office of the President. Nonetheless, technology transfer and commercialization are important regional benefits derived from a research university, and the OVCR is still actively involved those areas. Inventions and other intellectual property created by SIUC faculty, staff, and students are handled in two technology transfer offices: one on the Carbondale campus that reports to the OVCR/GD through ORDA, and a second office at School of Medicine-Springfield (SOMS). In

2006 SIUC ranked in the top ten in “innovation pipeline” rankings, that is, the number of patents issued per \$1 million of research expenditures (5).

The OVCR chairs the Commercialization of University Technology Committee (CUTC), a subgroup of Jackson Growth Alliance (JGA), an independent, not-for-profit corporation created to encourage community and economic development for all of Jackson County and the greater southern Illinois region. Upon recommendation of a TIP Strategies report, this committee’s mission is to assist in commercialization of technology developed through university research. In 2009, the inaugural Technology and Innovation Expo was held to raise awareness in business and industry of SIUC as a center of technology and innovation, and attracted well over 100 registrants.

Other Considerations

Nationally, it is well known that interdisciplinary research is generally the most competitive. Efforts to build interdisciplinary collaborations on campus (e.g., by strengthening current research centers or building new ones), and off campus (e.g., through partnerships such as the Middle Mississippi Wetland Research Field Station, or the Center for Delta Studies) are one means for the OVCR to assist in this area, along with developing a greater statewide and national presence for SIUC in research-related organizations. Greater incorporation of research into undergraduate activities is critical to that educational process (see, e.g., the Boyer report), as well as for continued growth of graduate programs and workforce needs. With the addition of the Saluki Research Rookies program (for incoming freshmen) in Fall 2008 to the other undergraduate research programs, i.e., McNair Scholars (funding renewed in 2007), ILSAMP, MARCH, and undergraduate assistantships, SIUC has established as broad a portfolio of undergraduate research opportunities as any university in the country, but we can further build on this base.

Adherence to our principles of diversity within our student populations and enhancement of the diversity of our faculty body will not only provide the educational and research benefits that accrue in a diverse environment, but will also insure that SIUC continues its rich tradition of providing higher education opportunities for underrepresented groups. SIUC has a long history of promoting/nurturing diversity in our graduate student population, from the status of the Graduate School as one of a handful of universities to be recognized with the Council of Graduate Schools’ Peterson’s Award for Innovation in Minority Graduate Programming, to more recent establishment of a McNair Postbaccalaureate Achievement Program through support from the U.S. Department of Education, and SIUC’s selection by NSF to be the site for the Louis Stokes Alliance for Minority Participation “Bridge to the Doctorate” Program in Illinois. The time appears ripe for the development of greater focus in this area so that we may leverage even greater resources for the benefit of our minority and underrepresented students.

The many units within the OVCR/GD provide services that must be delivered in the most effective and user-friendly manner possible, while adhering to the highest standards and regulatory/compliance codes. These services should posture our students, faculty, and the citizens of southern Illinois for success. As citizens, as faculty members, and as parents of graduate students, we expect nothing less.

The recession occurring in the US and worldwide also provide a challenging perspective for higher education, including research universities such as SIUC. Undoubtedly, the current and future budgeting landscape will require SIUC to be more creative, collaborative, and opportunistic in order to continue this last decade's progress.

OVCR/GD Priorities

On the basis of this background and *Southern at 150* goals, commitments, and targets, priorities for the OVCR/GD area are to develop and implement plans and actions that will:

- promote campus-wide excellence in research/scholarship based on national/international standards,
- lead to growth in total and federal R&D expenditures in line with *Southern at 150* targets. These efforts will necessarily include emphasis on interdisciplinary focus areas and partnerships, the development of more effective and/or new research centers in those areas, and on federal sources of external support,
- increase the number of nationally/internationally research-competitive faculty campus-wide,
- retain nationally/internationally research-competitive faculty campus-wide,
- increase the number and quality of graduate students across campus, including increasing the numbers and stipend levels of available graduate assistantships and fellowships,
- encourage continuous evolution of our graduate portfolio in order to insure offering of progressive graduate education that will attract top students and address important state and national needs,
- insure that research facilities meet the needs of cutting-edge and growing research enterprise,
- enhance regional economic development, particularly that resulting from research/scholarship activities conducted on the campus.

Various principles support these priorities, many of which were outlined elsewhere. At SIUC, efforts to enhance the research culture campus-wide have been ongoing, and must continue.

Great progress was made during the last five years in accomplishing tasks outlined in our 2004 strategic plan. These accomplishments are outlined in Appendix 1. However, it is also clear that in order to achieve the goals of *Southern at 150*, much remains to be done.

This strategic plan represents the second of three five-year plans focused on the overall goals and priorities of *Southern at 150*, and outlines the specific strategies developed within the OVCR/GD area. Except where indicated, the targets and strategies are general ones for the entire OVCR/GD unit, including ORDA.

1. J. A. Koropchak, P. M. Rice, J. Mead and D. Wilson, 2003, "Reinventing the Mid-level Research University," *J. Higher Education Strategists*, 1[1].
2. J. A. Koropchak, presentation to the SIU Board of Trustees, October 2004; see <http://www.siu.edu/~ovcr/news.html>.

3. J. V. Lombardi, D. D. Craig, E. D. Capaldi, D. S. Gater, and S. L. Mendonca, 2001, *The Top American Research Universities*. Gainesville, FL: The Center at the University of Florida.
4. National Science Foundation/Division of Science Resource Statistics, Survey of Research and Development Expenditures at Universities and Colleges, FY 2007.
5. Association of University Technology Manager, "Mind to Market..." September 2006.

APPENDIX 1

Southern at 150: Building Excellence Through Commitment 2004-2009 OVCR/GD Accomplishments

Commitment 1: Seek and Celebrate Faculty Excellence

GOAL 1: RECRUIT AND RETAIN HIGH QUALITY FACULTY

Objective 2: Offer strong hiring packages.

- OVCR: Continue to contribute to start-up costs.

GOAL 2: SUPPORT AND FOSTER FACULTY EXCELLENCE

Objective 4: Faculty should increase and enhance collaborative and cooperative initiatives across disciplines.

- Encourage the development of interdisciplinary research centers on campus.
- Initiate an internal Interdisciplinary Grant program.
- Initiate informal social gatherings of faculty from multiple colleges to discuss research.
- Hold meetings of all Directors of centers to exchange information on activities, equipment, etc. and promote interdisciplinary collaborations.
- CWRL: Support campus efforts to refine and resubmit the cross-disciplinary IGERT proposal.

GOAL 3: CONSTRUCT EXCELLENT REWARD SYSTEMS

Objective 3: Develop merit systems

- Develop an awards program – the Vice Chancellor’s Prize, perhaps \$1000 -- that increases the visibility and recognition of research success. [ETC Awards program]
- Have an annual research recognition ceremonies and banquet to honor productive faculty, along with those who were awarded patents. [ETC Awards program]

GOAL 4: ESTABLISH A CENTER FOR TEACHING EXCELLENCE

- Center for Graduate Teaching Excellence (CGTE) established via RAMP.

Commitment 2: Lead in Research, Scholarly and Creative Activities

GOAL 1: BECOME A TOP 75 PUBLIC RESEARCH UNIVERSITY

ORDA: Improve internal and University procedures and web-based information exchange services for PIs.

- 🗑 Equipment –no one knows what is here or the kinds of analyses that colleagues might be able to help with. Make a list of available multi-user equipment list on the web or in a brochure.
- 🗑 Improve research-related compliances in all areas, including training programs.
- 🗑 Update all research-related policies regularly according to best practices.

ORDA: Develop new kinds of internal funding opportunities.

- 🗑 Interdisciplinary grants program (see above)

Objective 2: Identify, pursue, and obtain new sources of external grant and contract funding.

- 🗑 Apply for more federal equipment and infrastructure grants.
- 🗑 Hold intensive workshops on proposal writing.

GOAL 2: ENHANCE THE CULTURE OF RESEARCH AND SCHOLARSHIP

- 🗑 Hold annual “Town Meetings” about research and graduate education activities and accomplishments.
- 🗑 Develop an internal, university-wide, faculty advisory group for research. [Research Advisory Group established]
- 🗑 Provide a more intellectually stimulating orientation program for new faculty that focuses on academic life and research/scholarly/creative activity.

Objective 1: Enhance and develop existing and new centers of research, scholarship, and creative activity excellence, consistent with our academic aspirations.

- 🗑 Enhance existing centers and support facilities: meet infrastructural needs for new space, equipment, etc.
- 🗑 Closely monitor cycle for major center grants, like Keck, NSF, etc.

GOAL 3: BECOME THE BEST STUDENT-RESPONSIVE PUBLIC RESEARCH UNIVERSITY IN ILLINOIS

Objective 3: Develop new and enhance existing programs to incorporate research into undergraduate academics; increase by 100 percent the undergraduate research opportunities for minority and female students.

- 🗑 Hire a staff person to run the undergraduate research program (REACH).
- 🗑 Integrate research into the Core Curriculum.
- 🗑 Participate actively in CUR and NCUR, with student papers and posters at meetings, etc.
- 🗑 Enhance the McNair program

GOAL 4: INCREASE GIVING TO SUPPORT RESEARCH, SCHOLARSHIP, AND CREATIVE ENDEAVORS

Commitment 3: Offer Progressive Graduate Education

GOAL 1: ACHIEVE EXCELLENCE IN GRADUATE AND PROFESSIONAL PROGRAMS

Objective 1: Provide additional resources to enhance and/or develop an array of graduate programs at the master's level.

- ☐ Support bachelor's programs that need to transition to master's level programming to maintain licensure requirements for their students [PA and Medical Dosimetry completed]

Objective 3: Increase by 100 percent the number of qualified applicants for graduate study

- ☐ Work with doctoral programs to increase enrollments by 20 percent to maintain a Ph.D. to master's ratio of 1 to 4
- ☐ Support ORDA's initiatives to enhance the number of undergraduate students engaged in research
- ☐ Continue to work with Peterson's and/or equivalent organizations to increase the pool of highly qualified applicants
- ☐ Create a fund to assist departments to bring in outstanding graduate student candidates for campus visits
- ☐ Continually monitor and improve our web presence

Objective 4: Continually assess the academic strength and reputation of the graduate and professional program inventory as a whole

- ☐ Strengthen existing Ph.D. programs across campus
- ☐ Work closely with doctoral programs selected to participate in the National Research Council doctoral review study
- ☐ Work with colleges to create additional Ph.D. programs in Agriculture, Engineering, and the Sciences in high demand areas with a focus on interdisciplinary initiatives

Objective 5: Communicate the value of graduate and professional education, and the successes of our students

- ☐ Identify and communicate the accomplishments of outstanding students and graduate faculty to a wider community

GOAL 2: ACQUIRE FUNDING TO RECRUIT AND RETAIN GRADUATE STUDENTS

GS: Continue to improve the support services provided by the Graduate School to departments and colleges

- ☐ Have a fully functional web-based electronic application in place during FY05
- ☐ Continue to expand web-based registration for graduate students and consider how to reorganize the registration office
- ☐ Improve advising for nondeclared students
- ☐ Find resources to assist departments to keep graduate program information current on their web sites
- ☐ Continue to assist programs with recruiting activities, attend appropriate regional fairs, and work on international recruiting

GS: Recruit high quality international students to participate in our graduate programs

☞ Work with programs to identify outstanding international students to bring to campus

☞ Work with International Programs and Services to assist with the orientation and transition to campus life for international graduate students

Objective 1: Secure funding so that a minimum 75 percent of our full-time graduate and professional students are on graduate assistantships or fellowships

☞ Increase TA and RA stipend rates to the level of our peers over the next ten years

☞ **Objective 2:** Double the number and dollar amount of graduate student stipends

Objective 4: Allocate a portion of all increases in graduate tuition to graduate student scholarships

☞ Enhance travel support for graduate students making presentations at professional meetings

APPENDIX 2

Southern at 150: Building Excellence Through Commitment OVCR/GD Commitments, Goals, & Objectives 2010 - 2015

Commitment 1: Seek and Celebrate Faculty Excellence

GOAL 1: RECRUIT AND RETAIN HIGH QUALITY FACULTY

CWRL Goal: Maintain current staff size and concurrently promote and facilitate staff professional growth and development to enhance research capabilities. Note: In the upcoming planning horizon, the Laboratory has as many as 3 pending retirements of faculty members, including both researchers in the wildlife toxicology area.

CWRL Objective: Make at least one new hire with a competitive start-up package in the area of wildlife toxicology.

CWRL Objective: Make at least one new hire with a competitive start-up package in an integrative and emerging area of wildlife ecology and management (e.g., climate change biology, restoration ecology, environmental stress).

CWRL Objective: Convert the existing Scientist position to a faculty position when possible.

Objective 1: Maintain a minimum of 70% of all faculty members with full-time status and in continuing faculty appointments.

Objective 2: Offer strong hiring packages.

Objective 3: Passionately recruit candidates for faculty positions from diverse backgrounds.

Objective 4: Retain faculty members.

Objective 5: Maintain student/faculty ratios, appropriate to each discipline, equivalent to or better than our peer institutions.

GOAL 2: SUPPORT AND FOSTER FACULTY EXCELLENCE

Objective 1: Create 50 endowed chairs and 100 endowed professorships, “targets of opportunity” hiring, and “visiting chairs.”

CRC: Establish an endowed chair in coal mining or energy. Develop plans to establish a second endowed chair.

Objective 2: Create a new category of faculty, contract faculty.

Objective 3: Identify new sources of support for a well-funded system of faculty professional development opportunities.

CRC: Establish faculty cross-appointments with National Laboratories or other relevant research organizations.

Objective 4: Faculty should increase and enhance collaborative and cooperative initiatives across disciplines.

CIRCNS: Host biennial Neuroscience Retreat.

ECOLOGY: Host a seminar series on the ecology and management of the Mississippi River that will include high profile speakers from diverse professional backgrounds.

MMRWFS: Develop further as a regional resource for multidisciplinary research, education, and demonstration on floodplain restoration, management, and ecology.

MTC: Build linkages and collaboration agenda between faculty groups and industry nationally and internationally in materials technology for energy and safety/security systems.

OVCR/GD: Create a Research Center Affiliates program that encourages greater interdisciplinary activity and facilitates larger scale external proposal submissions.

Objective 5: Award outstanding teachers and scholars.

Objective 6: Ninety percent of our faculty should teach at both the graduate and undergraduate levels.

FIAC: All Fisheries and Illinois Aquaculture Center faculty will continue to teach courses at both the undergraduate and graduate level, incorporating research experiences into our curricula. Courses include Fisheries Management, Aquaculture, and Conservation Biology.

FIAC: Explore distance learning and service courses to bring our faculty's expertise to other institutions with smaller fisheries programs throughout Illinois and the region (e.g., EIU, WIU, UIUC, Murray State).

MTC: Start implementing international student exchange and joint degree programs by finalizing the articulation process of curricula and degree program requirement with SIUC's international partners.

GOAL 3: CONSTRUCT EXCELLENT REWARD SYSTEMS

Objective 1: Establish faculty salaries comparable to those of our peer and aspirational peer institutions.

Objective 2: Maintain high standards for tenure.

Objective 3: Develop merit systems.

GOAL 4: ESTABLISH A CENTER FOR TEACHING EXCELLENCE

Objective 1: Cultivate an environment of learning where high-quality teaching forms the standard.

GS/CGTE: Continue to expand efforts of Center for Graduate Teaching Excellence (CGTE).

Objective 2: Pursue federal, state, and private support.

GS/CGTE: Develop an NSF proposal to enhance teaching in STEM areas in conjunction with faculty in the Colleges of Engineering, Science, and Education.

OVCR: Build infrastructure and teamwork to effectively compete for a major research center (e.g., NSF ERC, NIH, etc.) in a core focal area or other topic of opportunity.

Objective 3: Become a national model in the preparation and training of faculty and graduate assistants.

GS/CGTE: Explore ideas to enhance TA training via CGTE.

Objective 4: Foster a strong peer relationship between faculty and graduate assistants to encourage collaboration.

CGTE: Continue to work with faculty and graduate assistants to promote collaboration.

FIAC: Modify fisheries curriculum at SIUC, across colleges, to foster interdisciplinary interactions; create a statewide "fisheries research and training consortium" among fisheries-active universities to enhance distance-learning opportunities.

Objective 5: Establish a core curriculum that is nationally known for instructional innovation.

Objective 6: Promote internationalization of the undergraduate and graduate curricula.

GS: Continue to work with programs and International Programs and Services to encourage awareness among our students of how globalization impacts their education.

Commitment 2: Lead in Research, Scholarly and Creative Activities

GOAL 1: BECOME A TOP 75 PUBLIC RESEARCH UNIVERSITY

FIAC: Be widely recognized as a top-10 fisheries program in nation

- Recruit outstanding faculty, postdocs, and graduate students
- Increase number of PhD students in the program
- Be one of the most highly visible universities within relevant professional societies (AFS, SETAC, WAS, ASIH, ESA)
- Place graduates and postdocs in prestigious positions

Objective 1: Increase total R&D expenditures by 11% per year. Increase the federal R&D expenditures by 13% per year, including the School of Medicine.

CIRCNS: Establish stable funding base to support CIRCNS seed grant program at \$120K/yr annual expenditure.

CIRCNS: Contribute to 20% increase in new research grants by CIRCNS faculty.

CIRCNS: Coordinate submission of new program project grant involving CIRCNS faculty.

CIRCNS: Improve animal care for research support.

CRC: Position SIUC as a leading regional and a recognized national energy research institution.

- Establish a campus-wide energy research communication/coordination mechanism.
- Expand existing regional partnerships and consortia.
- Expand campus presence in Washington, DC
- Enhance campus participation in national energy-oriented advocacy organizations.

CRC: Expand the funding base for coal and mining research.

- Establish cooperative research agreements with state and federal agencies.
- Expand collaboration with industry.

CWRL: Increase 3-year running average of external grants and contracts to \$1.2 million/year over next 5 years.

FIAC: Meet or exceed R&D expenditures goal using CY09 as baseline.

FIAC: Maintain a regular presence at both the state and federal level to explore research funding opportunities.

FIAC: Remain active in resource planning groups such as the North Central Regional Aquaculture Center.

MTC: Establish a cooperative research agreement and contract with the Department of Defense in the areas of safety and security monitoring systems.

MTC: Establish a global consortium on bridge health monitoring systems.

OVCR/GD: Contract with Washington Advisory Group for review of campus efforts toward achieving Southern at 150 goals.

Objective 2: Identify, pursue, and obtain new sources of external grant and contract funding that will contribute to an increase in research awards by 10% annually.

CWRL: Develop grant proposals for major research instruments to reinvigorate the wildlife toxicology program by upgrading and restoring laboratory facilities; develop projects that can support 1-2 postdoctoral researchers/yr.

ECOLOGY: Continue to promote development of multidisciplinary proposals targeting NSF, USEPA, USDA, and similar programs.

FIAC: Continue to pursue funding from various external funding sources such as NSF, NOAA, Department of Defense, state agencies, and the USFWS to continue generating more than \$1M of external support annually.

FIAC: Continue to cultivate partnerships with the Illinois Department of Natural Resources to provide the most informed research information to management and conservation in Illinois.

FIAC: Add at least one new source of funding each year.

FIAC: Continue to develop both brochures and web access highlighting research capabilities and data outreach.

FIAC: Explore revenue-positive marketing opportunities for fisheries and aquaculture products through the Center (e.g., Saluki bass).

MTC: Increase the number of Industrial Advisory Board (IAB) Members to 16 with fundraising as one of their responsibilities.

Objective 3: Develop incentive-based reward systems to encourage faculty to secure external grant funding.

GOAL 2: ENHANCE THE CULTURE OF RESEARCH AND SCHOLARSHIP
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Objective 1: Enhance and develop existing and new centers of research, scholarship, and creative activity excellence, consistent with our academic aspirations.

CIRCNS: Establish effective full-time administrative support for web-site maintenance, organization and oversight of seminar series and bulletin board, budget supervision.

CIRCNS: Establish CIRCNS seminar series; host six yearly seminars.

CIRCNS: Reactivate Southern Illinois chapter of Society for Neuroscience; increase membership by 50%.

CWRL: Maintain an average of 3.5 publications/researcher/year in refereed outlets.

ECOLOGY: Interact with ERP and NSF-IGERT programs to promote a culture of interdisciplinary research, education, and communication among the basic and applied natural science programs.

FIAC: Continue to embrace new technologies in fisheries, aquaculture, and aquatic sciences contributing to future advancements, and build on nearly 6 decades of history on campus generating research, student training, and scholarly development.

FIAC: Continue to assist in developing Middle Mississippi Research Field Station.

FIAC: Expand the research space for fisheries and aquaculture wet lab research.

MTC: Establish a focus group to develop a proposal for NSF-IGERT grant in materials technology.

MTC: Provide industrial contacts and network to the NSF-I/UCRC on Embedded Systems. Continue seek new industrial membership for the center.

Objective 2: Develop interdisciplinary, interuniversity, and University-industry partnerships.

CRC: Establish a multi-institutional coal and/or energy and environmental research organization. This organization may be based on the outgrowth of the team-building already accomplished through the FutureGen project.

CRC: Upgrade the Coal Development Park to standards that will meet the needs of the campus' coal and energy research and service aspirations.

- Continue the planning process for the expansion of the High-Bay building.
- Secure funding for the construction of the High-Bay expansion through state, federal and industry contributions.

CWRL Goal: Establish partnerships with agencies and other universities to promote collaborative research and extend research capabilities through shared resources.

CWRL Objective: Develop research proposals with multiple university partners to address emerging issues in wildlife ecology and management.

CWRL Objective: Develop interdisciplinary grant proposals with faculty in the Center for Ecology.

ECOLOGY: Continue to enhance internal and external seminar series that appeal to broad audiences across campus.

ECOLOGY: Further develop resources such as MMRWFS as focal points for multidisciplinary research.

FIAC: Seek to be a source of expertise for state and regional universities in fisheries, aquaculture, and aquatic sciences. Outreach through both fisheries management and aquaculture extension will continue to be developed.

FIAC: Maintain one or more university-industry partnerships, such as the Illinois Soybean Association.

FIAC: Be an active member of the “Middle Mississippi Partnership.”

FIAC: Obtain new research dollars through the CESU.

GS: Establish a number of industrial partnerships through the Professional Master’s Program in Advanced Fuels and Energy Management.

MTC: Establish research teams with long-range objectives and aspirations to succeed in leveraging funding from federal government and industry. Include the members of research teams in the MTC faculty advisory group.

Objective 3: Commit to marketing the intellectual property of our faculty.

FIAC: Obtain one or more patents and one or more licenses for each.

MTC: Seek opportunities to spin-off a company for deployment of monitoring systems for health/security/safety systems in SI Research Park or Dunn Richmond Small Business Incubator.

OVCR: Continue/enhance the efforts of the Commercialization of University Technology Committee (CUTC) - a part of Jackson Growth Alliance (JGA) - and continue/enhance the Technology Innovation Expo (TIE).

Objective 4: Seek new domestic and international training grants.

CRC: Develop and implement a comprehensive plan for mine productivity activities in collaboration with industry and regulatory agencies. Engage MMRE and the community colleges where appropriate.

FIAC: Seek training grants to enhance our training abilities in the state and region. The Fisheries and Illinois Aquaculture Center plays an important role in undergraduate and graduate training. It also has participated in training of professionals such as through its annual cool water aquaculture workshop.

MTC: Develop an NSF Integrative Graduate Education and Research Traineeship (IGERT) proposal in materials technology.

GOAL 3: BECOME THE BEST STUDENT-RESPONSIVE PUBLIC RESEARCH UNIVERSITY IN ILLINOIS

Objective 1: Increase the number of internship opportunities.

ECOLOGY: Maintain and enhance programs such as the Center for Ecology undergraduate internship program in collaboration with external agencies (IDNR, Illinois Clean Energy Community Foundation).

FIAC: Seek training opportunities for professional development similar to the Center's coolwater training program.

FIAC: Seek internship opportunities such as the Hutton Program through the American Fisheries Society; encourage students to seek support such as NSF GRFP.

GS: Seek domestic and international internship opportunities for PSM students.

Objective 2: Increase research-focused scholarships; increase funding for student workers.

Objective 3: Develop new and enhance existing programs to incorporate research into undergraduate academics.

CIRCNS: Establish an REU-funded program for undergraduate research training in Neuroscience.

CRC: Offer center-supported undergraduate research assistantships in collaboration with ICCI, DCEO, NSF, USDOE and other sources for support.

CWRL: Collaborate with undergraduate research programs (e.g., Research Rookies program, McNair Scholars, etc.) to increase opportunities for undergraduates to work collaboratively with CWRL graduate student and faculty on externally-funded research.

FIAC: Expand opportunities for undergraduates by 50 percent.

FIAC: Expand opportunities for minority and female undergraduates by 100 percent.

GS: Continue to apply for GAANN (Graduate Assistance in Areas of National Need) grants.

MTC: Initiate fundraising toward rewarding the Research Rookies program recipients a study abroad opportunity.

ORDA: Centralize the undergraduate research opportunities in one office.

Objective 4: Create a thesis and dissertation grant program.

GS/ORDA: Current fiscal conditions have forced us to put this plan on hold.

GOAL 4: INCREASE GIVING TO SUPPORT RESEARCH, SCHOLARSHIP, AND CREATIVE ENDEAVORS

Objective 1: Target fundraising for specific research-related enhancements.

CWRL: Provide annual report to alumni and interested constituencies as part of fund-raising effort. Work with SIU Foundation to raise endowed funds from wildlife constituency groups for faculty research enhancement and graduate student fellowships.

FIAC: Collaborate with SIU Foundation to explore ways to increase fund raising for the university through our fisheries and aquaculture outreach.

FIAC: Seek an aquarium and demonstration recirculating aquatic system to be located centrally on campus for fundraising and marketing.

OVCR: Establish Chen Endowment to support new graduate students.

Commitment 3: Offer Progressive Graduate Education

GOAL 1: ACHIEVE EXCELLENCE IN GRADUATE AND PROFESSIONAL PROGRAMS

Objective 1: Provide additional resources to enhance and/or develop an array of graduate programs at the master's level.

GS: Continue to work with CASA to develop at least 2 new master's programs.

GS: Encourage appropriate master's programs to develop an online version of their degree program.

GS: Explore with Psychology the possibility of creating a joint BA/MS program.

Objective 2: Maintain an appropriate balance of Ph.D. programs.

CIRCNS: Establish groundwork for interdisciplinary Ph.D. program in Neuroscience.

CWRL: Maintain a running average of 24 graduate students at a ratio of no less than 1:3 (Ph.D.:M.S. respectively) on CWRL-sponsored projects. Having this balance addresses dual missions of quality academic research and training graduate students for professional careers. Maintain an annual average of 8 graduate students completing their degrees.

ECOLOGY: Pursue the development of progressive, multidisciplinary undergraduate and graduate degree programs offered through centers such as the Center for Ecology.

ECOLOGY: Develop a Ph.D. program in Ecology.

FIAC: Maintain a 1:4 ratio of Ph.D. to M.S. students.

GS: Work to establish a PhD program in Geosciences.

Objective 3: Increase by 10% the number of qualified applicants for graduate study.

ECOLOGY: Assist in attracting highly qualified applicants for graduate studies at SIUC through development of successful proposals for IGERT, GK-12, and similar programs.

FIAC: Increase number of graduate students in the program to ~30, with a goal of 4-6 per faculty.

GS: Work to increase the number of highly qualified applicants by 2%/year over the next 5 years.

GS: Install Hobsons ApplyYourself software to the application/admission process and have it in place for Spring 2011 applications.

Objective 4: Continually assess the academic strength and reputation of the graduate and professional program inventory as a whole.

ECOLOGY: Pursue the development of progressive, multidisciplinary undergraduate and graduate degree programs offered through centers such as the Center for Ecology.

GS: Work with the Provost's Office to enhance annual program reviews.

Objective 5: Communicate the value of graduate and professional education, and the successes of our students.

CWRL: Improve production value of annual report.

FIAC: Increase the visibility and access of web portals: web site and listserv for faculty, staff, and students.

FIAC: Create an annual graduate student service and research award.

FIAC: Provide annual funding for graduate students to attend national meetings.

FIAC: Encourage student-driven forum for research and review.

GS/ORDA: Continue to publish *Grad Highlights*, *Perspectives*, *Research Profile*, and *Undergraduate Research at SIUC*.

GOAL 2: ACQUIRE FUNDING TO RECRUIT AND RETAIN GRADUATE STUDENTS
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Objective 1: Secure funding so that a minimum 75% of our full-time graduate and professional students are on graduate assistantships or fellowships.

CWRL: Support 90% of graduate students on graduate research assistantships or fellowships.

GS: Revive funding efforts as fiscal conditions improve

MTC: Pursue an NSF Integrative Graduate Education and Research Traineeship (IGERT) proposal in materials technology.

Objective 2: Double the number and dollar amount of graduate student stipends.

CWRL: Increase graduate student stipends (currently \$1,494/month or \$17,928/yr) to competitive levels with peer wildlife programs at land-grant institutions (currently \$20-24,000/yr).

Objective 3: Match peer institutions in major external scholarships awarded to our students.

CWRL: Provide scholarship awards for outstanding M.S. and Ph.D. students in program.

Objective 4: Allocate a portion of all increases in graduate tuition to graduate student scholarships.

Commitment 4: Promote Excellence in Undergraduate Academics

GOAL 1: SHAPE HIGH QUALITY UNDERGRADUATE PROGRAMS
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Objective 1: Enhance nationally recognized programs whose graduates are in demand in the job market.

CIRCNS: Establish undergraduate major and minor in Neuroscience.

Objective 2: Improve our undergraduate reputation score in Barron's, Peterson's, and U.S. News and World Report.

OVCR: Explore establishment of a research scholarship to attract and support academically high-quality students.

Objective 3: Review the curriculum, including the core curriculum.

Objective 4: Strengthen the Honors Program and Communication Across the Curriculum program.

Objective 5: Create a Student Academic Resource and Retention Center.

Objective 6: Continually assess the academic strength and reputation of the undergraduate program inventory as a whole.

ECOLOGY: Continue to pursue the development of progressive, multidisciplinary undergraduate and graduate degree programs, such as a Ph.D. in Ecology.

GOAL 2: STRENGTHEN THE UNDERGRADUATE SCHOLARSHIP PROGRAM

Objective 1: Develop a National Merit Scholarship program.

Objective 2: Include undergraduate academic scholarship funding as a major component of any Southern Illinois University Carbondale Capital Campaign.

Objective 3: Assure that the undergraduate academic scholarship program is providing scholarship opportunities to minority, international, and female students.

Objective 4: Allocate a portion of all increases in undergraduate tuition for student financial aid scholarships.

Objective 5: Increase unrestricted scholarship funding

Objective 6: Match peer institutions in major external scholarships awarded to our students.

GOAL 3: SETTING HIGHER ADMISSIONS STANDARDS

Objective 1: Strengthen admissions requirements.

MTC: Begin implementation and operation of SIUC Center in China and Taiwan. Expand the mission of SIUC Center to include faculty exchange and joint degree programs when the enrollment of international undergraduate students is increased.

Objective 2: Strengthen admissions requirements for students transferring from other postsecondary institutions.

Objective 3: Significantly increase the freshman retention rate to 85% and the six-year graduation rate to 60%.

Objective 4: Continue to lead aspirational peers in percentage of international students enrolled.

GS: Will continue to identify and work with international partners to increase the number of international exchange and degree-seeking students on campus.

OVCR: Enhance existing SIUC Centers at Asian universities and expand strategically to other regions/institutions.

Commitment 5: Engage the Whole Student

GOAL 1: TO MEET OR EXCEED THE EXPECTATIONS OF OUR STUDENTS

Objective 1: Improve the Recreation Center and Student Center, including expansion of existing facilities.

Objective 2: Expand the services offered to meet student health care needs.

Objective 3: Create and support traditions that foster a lifelong attachment to the University and build relationships among the University and its students and graduates.

Objective 4: Enhance and support student involvement in activities that provide opportunities to build leadership and interpersonal skills.

Objective 5: Develop and maintain a multicultural, campus-wide, broad based focus that will enhance each student's understanding of the value of diversity.

Objective 6: Facilitate the integration of international students and their families into student life.

MTC: Seek feasibility to expand the existing leadership program for NCKU (National Cheng Kung University) to include students from multiple universities and multiple countries.

GOAL 2: DEVELOP ALTERNATIVE HOUSING OPTIONS

Objective 1: Monitor and assess student satisfaction in housing and respond to needs in an expeditious manner.

Objective 2: Enhance housing programs that acknowledge the diversity of student needs.

GOAL 3: PROMOTE INTERCOLLEGIATE ATHLETICS

Objective 1: Structure athletics as an essential component of campus life.

Objective 2: Encourage student involvement in sports and intercollegiate athletic events.

Objective 3: Evaluate the appropriateness of facilities and support services for all sports.

Commitment 6: Promote Assertive and Deliberative Leadership

GOAL 1: STABILITY IN LEADERSHIP AND GOVERNANCE

Objective 1: Consult and collaborate with college deans and chairs.

Objective 2: Effectively communicate administrative issues and procedures to faculty and staff.

ORDA: Secure grants management software.

Objective 3: Provide for succession at every level.

Objective 4: Encourage and support select faculty and junior administrators to take part in administrative internship programs.

GOAL 2: DEVELOP STREAMLINED, AGILE, ADMINISTRATIVE STRUCTURES

Objective 1: Empower the entire campus community to make decisions.

Objective 2: Empower top-level administrators to direct and implement strategic initiatives and changes.

Objective 3: Require administrators to set and communicate priorities.

Objective 4: Reduce bureaucracy.

Commitment 7: Enhance Our Library and Knowledge Resources

GOAL 1: CREATE AN INTELLECTUAL HUB

Objective 1: Provide a balanced program of collections and services.

Objective 2: Carefully select physical collections and services.

Objective 3: Elevate Morris Library to rank in the top 50 of the Association of Research Libraries' publicly supported academic research libraries in the United States.

Objective 4: Evaluate and update research, scholarly, and creative support services.

GOAL 2: OFFER INNOVATIVE TECHNOLOGY

Objective 1: Evaluate the recommendation for combining Library Affairs and Information Technology into a single division.

Objective 2: Increase by 10% per annum our investment in the technology base budget.

Objective 3: Take the lead in developing Web-based education and the integration of information resources into Web-enhanced courses.

FIAC: Explore providing an on-line certification course in aquaculture or fisheries.

Objective 4: Actively pursue, participate in, and embrace the use of Internet2 as a prominent research tool.

OVCR: Enhance campus broadband access and seek opportunities to develop SIUC as a focus for high-performance computing.

GOAL 3: PROVIDE FLEXIBLE LIBRARY COLLECTIONS AND SERVICES

Objective 1: Build and house strong collections matched to the curriculum and research needs of our academic community.

Objective 2: Develop new foci in special collections.

Objective 3: Take a leadership role in enhancing consortia ties.

Commitment 8: Serving Others

GOAL 1: REACHING OUT

Objective 1: Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students.

FIAC: Explore developing a web-based certification program in aquaculture and/or fisheries for professional development.

Objective 2: Offer education and training activities for a variety of pre-adult age groups.

Objective 3: Coordinate and expand our major cultural outreach programs.

Objective 4: Facilitate campus use by nontraditional enrollees.

Objective 5: Provide medical, dental, and social services to at-risk populations through service-learning and outreach activities.

GOAL 2: ECONOMIC DEVELOPMENT IN THE REGION DRIVEN BY OUR RESEARCH AND SCHOLARSHIP

Objective 1: Add 250,000 square feet of new buildings, generate 1,200 knowledge-based jobs, have a \$40M payroll, and an \$80M economic impact in the Southern Illinois Research Park.

Objective 2: Establish a center for global interaction and development.

Objective 3: Develop and market cultural, scholarly, and research activities; sustain partnerships with business and industry.

CRC: Establish the Coal Development Park as an anchor for technology business development in Williamson County.

- Integrate High-Bay Building expansion and other research facilities planning with Williamson County economic development planning.
- Modify SIU/federal property use agreements as appropriate for best use of the Carterville campus.

OVCR: Enhance collaboration with Boeing and other major industries.

Objective 4: Lead in development of regional human and financial capital needed for economic and business development.

GOAL 3: LEADERSHIP IN REGIONAL DEVELOPMENT

Objective 1: Lead in research, development, and promotion of the retirement industry for the region.

Objective 2: Support the enhancement of medical services.

Objective 3: Utilize key university programs and resources to assist in the development of the coal, energy, and manufacturing sectors in the region.

CRC: Establish the Coal Development Park as an anchor for technology business development in Williamson County.

- Integrate High-Bay Building expansion and other research facilities planning with Williamson County economic development planning.
- Modify SIU/federal property use agreements as appropriate for best use of the Carterville campus.

CRC: Develop and implement a comprehensive plan for mine productivity activities in collaboration with industry and regulatory agencies. Engage MMRE and the community colleges where appropriate.

MMRWFS: Serve as a research, education, and demonstration area on large river floodplain ecology, management, and restoration in the state. (Owned by the state of Illinois and managed by SIUC)

OVCR: Continue/enhance the efforts of the Commercialization of University Technology Committee (CUTC) - a part of Jackson Growth Alliance (JGA) - and continue/enhance the Technology Innovation Expo (TIE).

Objective 4: Research, develop and promote unique opportunities for tourism and travel development in Southern Illinois.

MMRWFS: Promote the field station as a resource and example for regional ecotourism and related recreational activities.

GOAL 4: SHAPE COOPERATIVE VENTURES

Objective 1: Expand and increase co-op and intern placement programs.

Objective 2: Continue to build partnerships with community colleges.

Objective 3: Solidify the relationships among the entities that comprise the Southern Illinois Collegiate Common Market (SICCM) and the Southwestern Illinois Higher Education Consortium (SIHEC)

Objective 4: Develop consortia with the private sector.

Objective 5: Partner with community developers.

GOAL 5: INFUSE UNIVERSITY PRIDE THROUGHOUT THE EXTERNAL ENVIRONMENT

Objective 1: Establish a central communications and marketing office.

Objective 2: Communicate the image and perception of Southern Illinois University Carbondale as a *student-responsive* residential research institution.

Objective 3: Communicate the value of, and the University's role in, graduate and professional education and research.

OVCR/GS: Continue to publish *Graduate Highlights* and develop new mechanisms to promote graduate education.

Objective 4: Information about the campus should be accurate, timely, and easily accessible.

Objective 5: Foster Saluki Pride by expanding existing and creating new networks with alumni regionally, nationally, and internationally.

Commitment 9: Enrich Our Campus

GOAL 1: FOSTER INTERNAL PRIDE IN THE UNIVERSITY

Objective 1: Develop strategies specifically directed to internal audiences in order to build knowledge of and pride in the institution.

Objective 2: Hold regular communication forums.

Objective 3: Increase the number of employee appreciation events.

Objective 4: Appoint student and faculty/staff "ambassadors."

MTC: Continue to leverage the funding opportunities through federal funding agencies and SIUC's international partner institutions for students and faculty/staff to travel abroad as ambassadors and conducting marketing for SIUC's programs.

MTC: Develop a list of faculty members, their expertise, and eligibility toward teaching abroad.

GOAL 2: DEVELOP AND MAINTAIN CAMPUS BUILDINGS

Objective 1: Develop a capital program specifically to fund the Land Use Plan and proposed projects that could affect the existing plan.

Objective 2: Continue to lobby for state funds for new building construction.

OVCR: Seek support for new research space (e.g., Advanced Energy and Interdisciplinary Research Laboratory and Carbondale Combined Laboratory Facility).

Objective 3: Develop a long-term plan for each building on campus to identify facility needs and appropriate funding sources.

OVCR: Promote renovation of research space and facilities.

Objective 4: Investigate academic zoning of buildings.

Objective 5: Reduce deferred maintenance costs from 15% to 7% within ten (10) years.

Objective 6: Develop a comprehensive, multiphased plan to improve and maintain the campus grounds.

Objective 7: Promote campus safety.

Objective 8: Develop a Campus Master Plan.

GOAL 3: QUALITY CLASSROOMS, LABORATORIES, AND STUDIOS

Objective 1: Ensure that all educational classrooms, laboratories, and studios are functional, adaptable to technological advances, and meet a minimum standard.

Objective 2: Evaluate and fund new technology based on its ability to add value to the student learning experience.

Objective 3: Allocate all campus space efficiently and appropriately.

Commitment 10: Cultivate Resources

GOAL 1: BUILDING FRIENDS

Objective 1: Establish stronger, more effective external networks that can bolster our efforts in Springfield, Illinois, and Washington, D.C.

MTC: Increase partnership with industry through issues related to the national priority. Increase teaming with industry toward marketing the initiatives addressing the national and state priority.

Objective 2: Build coalitions, partnerships, and coordinated efforts with Southern Illinois University Edwardsville, other universities, and community colleges.

GS: Continue to work with SIUE to enhance and/or develop collaborative graduate programs.

MMRWFS: Promote collaborative research on large river and floodplain ecology through the further development of the Middle Mississippi River Wetlands Field Station; expand current collaborations with University of Memphis, SEMO, and Murray State University.

Objective 3: Conduct more aggressive and effective outreach to Southern Illinois University Carbondale alumni.

Objective 4: Recruit and enlist allies with corporations.

OVCR: Strengthen R&D partnerships with major regional industries (e.g., Boeing).

Objective 5: Effectively lobby in Washington, D.C., and Springfield, Illinois.

Objective 6: Establish an internship office in Springfield, Illinois, that coordinates student placement across the state.

GOAL 2: CAPITALIZE ON MARKET OPPORTUNITIES FOR RECRUITMENT PURPOSES

Objective 1: Maintain an above-average enrollment of female and underrepresented students.

Objective 2: Extend the reach of recruiting efforts.

Objective 3: Market Southern Illinois University Carbondale heavily in the Chicago area.

Objective 4: Establish Southern Illinois University Carbondale as the No. 1 choice of children of employees and alumni.

Objective 5: Devote a significant portion of our recruiting efforts toward certain “niche” markets.

CRC: Establish a program to introduce energy/environmental topics in area high schools. This will be in collaboration with CEHR, COS, COE and outside organizations. Explore teacher certificate options.

GOAL 3: PROACTIVELY MAXIMIZE STATE SUPPORT

Objective 1: Assert the role of Southern Illinois University Carbondale as the system’s flagship campus.

Objective 2: Present Southern Illinois University Carbondale as vital to the economic health of the state.

OVCR: Document economic development successes.

Objective 3: Increase state appropriations per student to come closer to matching our peer and aspirational peer institutions.

Objective 4: Maintain financial “home rule” control over our income fund to maximize revenue to the campus.

Objective 5: Acquire our fair share of state funds.

GOAL 4: TUITION AND FEES TO REFLECT TRUE VALUE RECEIVED

Objective 1: Establish a sufficient tuition and fees structure to ensure high-quality services and attract high-quality students.

Objective 2: Increase technology fees and athletic fees to provide the services to meet the demands of our students.

Objective 3: Administer financially sound prepaid tuition programs.

Objective 4: Review the feasibility of differential tuition structures.

GOAL 5: COMPLETE THREE CAPITAL CAMPAIGNS

Objective 1: Implement a series of capital campaigns.

Objective 2: Increase the Southern Illinois University Carbondale endowment tenfold.

Objective 3: Increase annual donations to SIUC by 10% per year, to at least \$50 million annually.

GOAL 6: STRENGTHEN THE FISCAL HEALTH OF THE ORGANIZATION

Objective 1: Develop a method of resource distribution that provides for sharing of budget reductions and allocations based upon the priorities of the institution.

Objective 2: Cultivate a mindset of continuous improvement, while using existing resources wisely.

Objective 3: Creatively utilize revenue bonds.