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I’m incredibly proud to share the details of our ambitious strategic plan with you. This plan, Imagine SIU Carbondale in 2030, is a bold undertaking to transform this University by reasserting our strengths in key areas and enhancing our position as a leading doctoral research university.

At its heart, this plan builds on our historical strengths and legacy of success. But we know that our future depends on us being willing to adapt to the world around us. I have spent the past year listening and learning from you. Through hundreds of one-on-one encounters and group discussions, I’ve learned what makes SIU Carbondale such a special place and which areas have the greatest potential for us to improve and evolve. These discussions were illuminating, heartfelt, and gave me a sense of direction that helped guide the rest of the planning effort.

Through these conversations, it became apparent to me that there were 5 overarching themes on which the University needs focus. These themes were:

- **Student Success & Engagement**: What does student success mean to us, and how can we improve our metrics for success and engagement among the student body?
- **Diversity, Equity & Inclusion**: How can we become a more inclusive and welcoming institution that values and respects individual differences?
- **Branding & Partnerships**: How can we elevate awareness and regard for the SIU Carbondale brand, and build strong partnerships with other organizations in the region, state, and nation?
- **Research & Innovation**: Where can we be even better in our research capabilities, and on what new innovations will SIU Carbondale lead the way?
- **Sustainability**: In what ways can SIU Carbondale build on its legacy of sustainability and position itself as a leading voice for sustainability in institutions of higher learning?

Each of these “strategic pillars” are interconnected and equally important for us to focus on as a collective body. These will be our key focus areas over the next decade and will help dictate how we prioritize staffing, funding, and execution.
All great strategies should capitalize on existing strengths. Our rural footprint in this beautiful part of the Southern Illinois region, coupled with our history of attracting students from urban/suburban areas across the state and country, puts us in a unique position when compared with other universities. We have a chance to position SIU Carbondale as the premier institution of its kind to take the lead in these key areas.

This macro-trend is impacting society, legislation at the state and federal level, and business strategy for major corporations. We can be a leading voice on this and other related causes and integrate this subject throughout our schools’ curriculum.

Finally, I want to stress that this University has thrived thanks to the amazing people who have given their heart and soul to SIU Carbondale. The dedication of our faculty, staff, administration, students, and alumni is what has made us successful and what will make us successful for another 150 years. Achieving this plan isn’t possible without great people, and lucky for us, we have an intensely dedicated and competent group of Salukis who will help make the dreams of Imagine 2030 into reality.

This entire process has revealed the magic of this University and I’m proud to be your Chancellor. Thank you for everything you do for this University and for being part of Imagine 2030. GO SOUTHERN GO!

Dr. Austin A. Lane
CHANCELLOR
PROFESSOR OF EDUCATIONAL ADMINISTRATION & HIGHER EDUCATION
MISSION STATEMENT

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.
Like other similarly-sized institutions of higher learning, SIU Carbondale is experiencing major shifts in economic forces, societal trends, and the pressure to continue doing more with less. What will be required of the University is a clear direction for navigating these issues and a more intentional focus on purpose.

SIU Carbondale is experiencing a generation of incoming students with a greater need to feel alignment among their personal calling, the caliber of instruction, and the value of the degree that they are pursuing. The student body of the future will also have a higher standard for what diversity, equity and inclusion look like on campus. We will need to find a delicate balance in the way we attract and retain students with updated offerings, facilities, and technology, while managing costs and maintaining our status as a tremendous value for students in our region.

Imagine 2030 is Southern Illinois University Carbondale's answer for defining a direction for the future and showing a clear path for students, staff, alumni and partners within and outside the Carbondale community to follow. But this plan is a just a start. There is significant work yet to be done to cascade this plan down to ensure every faculty and staff member understands how their individual roles impact Imagine 2030. This will require constant supervision and refinement of our strategic plan as conditions on and off campus evolve. Imagine 2030 is our University's definition for change, and we will need to be able to adapt to changing conditions more nimbly than ever before.

Imagine 2030 should start a conversation about how we can take an already strong institution and continue making it better. We look forward to receiving your feedback about this plan and suggestions for how we can make this work in your area. Your efforts are what will make Imagine 2030 come to life, so we need YOU to be committed and communicate with us as we imagine the future, together.
In most planning efforts, organizations seek out what is broken in a system and use that as their starting point for change. But this deficit-based view of planning doesn’t take into account an organization’s strengths. At SIU Carbondale, we believe that what got us here is what will keep us here, and we don’t want to lose sight of the amazing accomplishments that have solidified our legacy.

Our University has achieved many great things in our 151-year history and we must reflect on these as we ponder what comes next for our future. As different groups were engaged in this process, we asked participants to talk about the wins we have achieved this past year. The following is just a sample of the hundreds of responses we received:

<table>
<thead>
<tr>
<th>WIN WALL</th>
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<tbody>
<tr>
<td>In-person fall classes and commencement</td>
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<tr>
<td>Football team beating the #1 team in the country</td>
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<tr>
<td>New academic programs that are in high demand</td>
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<tr>
<td>Stability in campus leadership and a new chancellor</td>
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<td>Strong commitment to sustainability initiatives</td>
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<tr>
<td>Being recognized as an internationally known R-2 University</td>
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<tr>
<td>Our freshman class for fall 2020 is up 35% over fall 2019</td>
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<tr>
<td>Improving retention rates</td>
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<tr>
<td>Reduction of paper waste</td>
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<tr>
<td>Incoming classes are trending higher</td>
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<tr>
<td>Student group reinvigorated a green roof on the Ag Building</td>
</tr>
<tr>
<td>5th Annual Day of Giving raised records in both dollars raised ($2.9M) and donors (3,500)</td>
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<tr>
<td>Research that has made national headlines</td>
</tr>
<tr>
<td>Maintained lowest numbers of COVID cases when compared to other Illinois universities</td>
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<tr>
<td>Baseball and softball setting win streak records nationally this spring (Saluki Softball in NCAA Championships)</td>
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OVERVIEW

TIMELINE

**July 2020:** Dr. Lane begins as Chancellor at SIU Carbondale

**September 2020:** Chancellor’s Listen & Learn Tour begins

**March 2021:** Chancellor’s Listen & Learn Tour concludes

**April 2021:** Transcriptions from Listen & Learn Tour are analyzed to identify key themes

**May 2021:** Imagine 2030 strategic planning begins and five strategic themes established

**June – July 2021:** A representative sample of students, faculty and staff members are assigned to strategic planning workshop groups. Multiple half-day workshops are held over an 8-week timeframe

**September 2020 – March 2021:** Conversations with more than 90 groups within our key constituencies:
- Faculty Senate
- Graduate Council
- Undergraduate Student Government
- Graduate and Professional Student Council
- Civil Service Council
- Administrative Professional Staff Council
- Black Staff and Faculty Council
- Hispanic/Latinx Staff and Faculty Council

**Fall 2021:** Imagine 2030 strategic plan drafting begins

**November 2021:** Imagine 2030 plan rolled out to University
Imagine 15,000 students enrolled by 2025

Imagine a top 200 ranking by US News and World Report

Imagine SIU Carbondale being renowned for having a campus that is diverse, inclusive, and where every student feels safe and at home

Imagine our campus leading the way by being completely carbon neutral within the decade

Imagine if we were no longer a best kept secret in our region...
There are a number of competing priorities on a campus as large and as diverse as ours. In an effort to give our teams focus, we have identified five strategic pillars to give our faculty, staff and strategic partners clarity about the areas we will prioritize in our planning and funding. These pillars are:

- Student Success & Engagement
- Diversity, Equity & Inclusion
- Branding & Partnerships
- Research & Innovation
- Sustainability

We have organized our objectives and initiatives around these five pillars, and we will work to identify our measurable goals and add new initiatives as we tackle this plan in the coming years.
SIU HOUSE IN CLARITY

VISION

VALUES

STUDENT SUCCESS & ENGAGEMENT
DIVERSITY, EQUITY & INCLUSION
BRANDING & PARTNERSHIPS
RESEARCH & INNOVATION
SUSTAINABILITY
STUDENT SUCCESS & ENGAGEMENT

We will have a diverse and culturally responsible student body that is fully engaged in the SIU Carbondale experience, thriving in the face of robust academic challenges, and that has gained practical skills to allow them to enter the workforce as effective ambassadors for our University.

OBJECTIVES
DEFINES WHAT SIU WILL ACHIEVE

• **Objective 1**: Increase student population
• **Objective 2**: Increase retention/persistence rates
• **Objective 3**: Increase graduation rates
• **Objective 4**: Create a strategy for fostering post-graduation success in our students
• **Objective 5**: Cultivate a positive university environment
• **Objective 6**: Enhance engagement in the learning experience in and out of the classroom by investing in resources and learning spaces (faculty, technology, new courses, facilities, improvements, experiential learning opportunities, etc.)
• **Objective 7**: Investment in the needs of our students with efforts that begin before their arrival and continue after graduation
• **Objective 8**: Strategic enrollment, retention, completion, career development and placement with specific focus on our campuses commitment to meeting student needs and goals

KEY INITIATIVES
HOW SIU WILL ACHIEVE ITS OBJECTIVES

1. Expand outreach areas to different regions including Missouri, Kansas, and Texas
2. Utilize current students and alumni during the recruitment cycles
3. The offices of Admissions, Student Affairs, and Diversity, Equity and Inclusion will collaborate on at least one major outreach event each semester
4. Implement a “Recruit Back the Pack” campaign for the fall semesters
5. Implement a “Plan Ahead the Pack” campaign for the spring semesters
STUDENT SUCCESS & ENGAGEMENT

KEY INITIATIVES (CONT.)

6. Develop an intensive partnership with District 95 and other Southern Illinois districts to implement 7th and 8th grade planning campaigns

7. Enrollment management task force will complete a comprehensive, viable, strategic enrollment management plan that is adopted by all key stakeholders

8. Intentional career services: host workshops, mentor programs, placement into jobs/internships

9. Develop student ambassador programs in all colleges and leadership training opportunities

10. Build programming that assists with life skills and assisting students with building soft skills not learned in the classroom

11. Host an all-campus event that includes the community (increase the number of social events in general)

12. Identify opportunities for more alumni engagement and involvement with students

13. Create more paid and unpaid research opportunities

14. Strengthen and expand Living Learning Communities and Freshman Interest Groups

15. Create summer programs that offer additional support

16. Promote networking with national organizing, alums in industry, and professional organizations

17. Work with the community to create more dynamic student life experiences in and around Carbondale

18. Further enhance student advisement, early warning systems, tutoring opportunities, mentoring opportunities (student-to-student and student-to-faculty)

19. Career objectives (recruiters/advisors/faculty): utilize career center partnership, tools/assessment for recruiters/advisors, and increase collaborations

20. Increase gainful employment and internship programs for all graduates, enhance collaboration of Career Development Center with academic programs in collaboration with the Office of the Provost and Vice Chancellor for Academic Affairs
OBJECTIVES
DEFINES WHAT SIU WILL ACHIEVE

- Objective 1: Be intentional in our recruitment, support and advancement of a diverse student body, faculty and staff
- Objective 2: Create safe spaces for all students
- Objective 3: Increase cross-cultural engagement between students, faculty and staff
- Objective 4: Cultivate and nurture a campus community that values, respects and supports diversity, equity and inclusion.
- Objective 5: Increase retention and graduation rates with racial and ethnic parity

KEY INITIATIVES
HOW SIU WILL ACHIEVE ITS OBJECTIVES

1. Reallocate University resources so that diversity, equity and inclusion is clearly prioritized and valued
2. Focus on economic development opportunities that attract diverse businesses in our community
3. Diversify the curriculum so that all students learn about DE&I
4. Reward faculty for cross-disciplinary collaborations
5. Proactively develop social activities for new faculty to aid retention
6. Provide more formal opportunities for mentoring to support new (and mid-career) faculty
7. Conduct yearly workshops for Associate Professors to prepare for promotion to full Professor
8. DE&I initiatives need to be discussed regularly in meeting (walk-the-talk)
DIVERSITY, EQUITY & INCLUSION

KEY INITIATIVES (CONT.)

9. Incorporate DE&I into faculty on-boarding and New Student Orientation
10. Increase staff and resources for programming for students — especially first generation and marginalized students
11. Increase mentorship opportunities and resources for underserved populations
12. Improve communication between academic programs
13. Invest in defining, evolving, and sustaining a robust organizational culture
14. Provide pipeline programs and mentorships
15. Improve our capability for early detection of needs and disabilities
16. Provide scholarship dollars that target underserved populations
17. DE&I training for Residential Life staff (includes directors, hall directors and resident assistants)
18. Develop opportunities for faculty, staff and students to engage in scholarship and research activities that address DE&I social issues
OBJECTIVES
DEFINES WHAT SIU WILL ACHIEVE

• Objective 1: Stronger relationships with alumni and donors as ambassadors for SIU, resulting in more private gifts to support University’s mission

• Objective 2: Better collaboration with Carbondale (and greater region) business leaders to invigorate social vibrancy within the community

• Objective 3: Increased enrollment

• Objective 4: Position SIU as a leader and an important and reliable resource on key subjects

• Objective 5: Elevate the prestige of SIU Carbondale and increase visibility of research and other hands-on opportunities for students

• Objective 6: Clearly define what it means to be SIU Carbondale

• Objective 7: Improved communication and collaboration across the University

KEY INITIATIVES
HOW SIU WILL ACHIEVE ITS OBJECTIVES

1. Define roles for alumni and advise alumni on how they can make a difference

2. Examine how to improve University–alumni communication, including how we use technology to reinforce two-way communication

3. Evaluate expanding “Forever SIU” campaign

4. Seek targeted and unique opportunities to engage alumni and donors

5. Pursue partnerships between campus entities and community entities

6. Include pride in the region as a theme in overall marketing endeavors

7. Leverage the beauty of our region as part of our enduring identity

8. Capitalize on student successes to market the university

BRANDING & PARTNERSHIPS

SIU Carbondale will be a “first-choice” institution, compared favorably to flagship institutions. The University will take a much stronger role in actively improving connections within the community, state, nation, and world through key partnerships.
BRANDING & PARTNERSHIPS

KEY INITIATIVES (CONT.)

9. Foster collaboration among campus departments to achieve streamlined and efficient conveying of our message

10. Define external partners and objectives of partnerships for mutual benefits

11. Identify a position responsible for maintaining and establishing strategic partnerships

12. Evaluate effectiveness of agreements and adjust as needed

13. Pitch more news stories of interest to national media

14. Leverage social media, marketing and advertising, including billboards, commercials, print publications, targeted digital advertising, etc.

15. Develop an “elevator pitch” to describe SIU Carbondale

16. Evaluate current branding and develop clear and consistent brand standards

17. Promote consistent standards to campus community

18. Establish a shared vision of where we want the university to be

19. Identify key people to implement the vision and establish clear roles to improve efficiency
OBJECTIVES
DEFINES WHAT SIU WILL ACHIEVE

• **Objective 1:** Strengthen our research profile and status as an R2 institution, with the ambition of creating the infrastructure and identifying the resources required to seek R1 status

• **Objective 2:** Establish several areas of research excellence that will gain national and international recognition

• **Objective 3:** Target strategic hiring of faculty who can contribute to building and growing areas of research excellence

• **Objective 4:** Invest in centralized infrastructure that is needed to support the overall research enterprise

• **Objective 5:** Establish a strategic, research-focused vision and strategy in research

• **Objective 6:** Nurture a spirit of collaboration of research and innovation across the university and the SIU system

KEY INITIATIVES
HOW SIU WILL ACHIEVE ITS OBJECTIVES

1. Identify the requirements to be recognized as a Carnegie R1 institution and make investments toward achieving that designation

2. Secure permanent leadership for the research enterprise, including assuring there is long-term leadership in place for the Office of the Vice Chancellor for Research and other key research-focused units that can work together

3. Provide incentives to faculty to become more proactive in seeking external funding

4. Identify signature doctoral programs and strategically invest in them to increase capacity and productivity

5. Convene a group to develop a strategic plan for research and innovation
6. Analyze current projects to determine potential impact on university goals

7. Study the utility of developing focus areas for research and innovation

8. Increase the quality, focus and number of showcase events in research/innovation

9. Work toward ensuring appropriate facilities, staff support and funding are committed to the research enterprise

10. Incentivize faculty grant applications, research productivity and intellectual property development, including through promotion and tenure

11. Enhance graduate assistantships and undergraduate research opportunities
OBJECTIVES
DEFINE WHAT SIU WILL ACHIEVE

• Objective 1: Embrace digital transformation investments and activities across campus
• Objective 2: Pursue campus-wide energy efficiencies
• Objective 3: Seek to achieve a renewed campus strategy on sustainability and reducing the campus’ environmental impact

KEY INITIATIVES
HOW SIU WILL ACHIEVE ITS OBJECTIVES

1. Identify and implement an e-signature and workflow product and campus policy
2. Reduce paper consumption across campus by creating business processes embracing paperless transactions
3. Evaluate space utilization across campus and develop a plan to right-size the physical space of the university to reduce energy usage and eliminate costs
4. Create a strategic plan to address the use of coal while pursuing alternative energy opportunities
5. Support the work of the university task force on sustainability, and establish a sustainability education program, including recycling
6. Invest in the technology infrastructure across campus, from classrooms and research labs to offices and student housing
7. Embrace office technology such as Voice over the Internet Protocol (VOIP) and robust cyber security tools to keep campus safe
8. Replace antiquated software systems, from accounting services to grants management

SUSTAINABILITY
To become known as a forward-thinking, environmentally responsible University that embraces sustainability, reduces its carbon footprint, pursues conscientious energy efficiencies, and creates new innovative practices to become a leader in sustainability within the state and higher education community at large.
SUSTAINABILITY

KEY INITIATIVES (CONT.)

9. Pursue a farm produce lifecycle

10. Use the campus’ focus on the environment and sustainability as marketing niche to prospective students

11. Partner with the City of Carbondale and other entities to pursue more green initiatives on and off campus

12. Support the implementation of broadband access in the surrounding regions, especially in rural and underserved areas

13. Pursue an opportunistic cloud-first philosophy to reduce footprint and power consumption