

# IMAGiNE 2030

## STRATEGIC PLAN

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**SIU** Southern Illinois University  
CARBONDALE



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# TO THE SIU CARBONDALE FAMILY

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.



# Southern Illinois University Carbondale sits at a crucial inflection point in its history.

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.

# WIN WALL

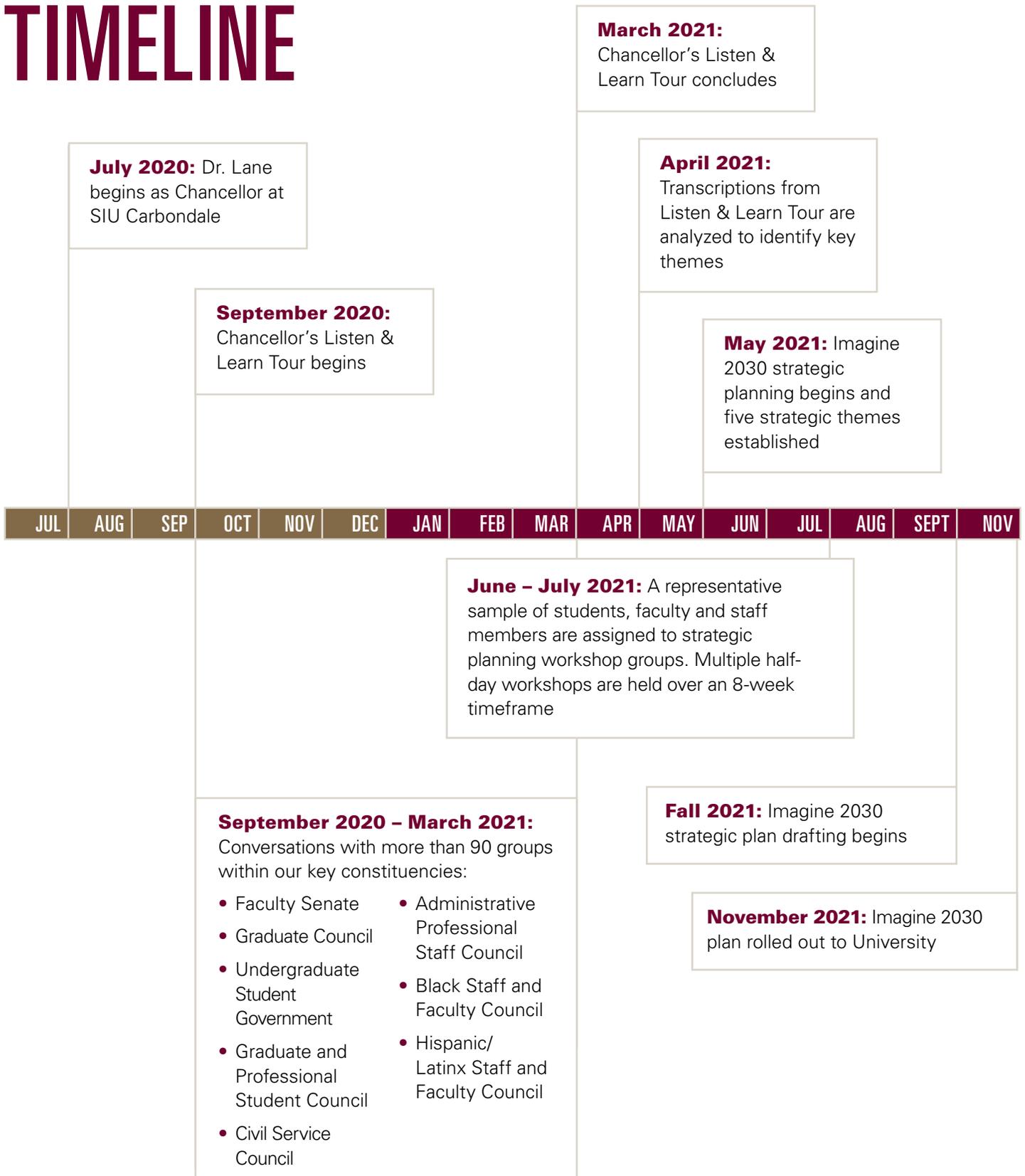
In most planning efforts, organizations seek out what is broken in a system and use that as their starting point for change. But this deficit-based view of planning doesn't take into account an organization's strengths. At SIU Carbondale, we believe that what got us here is what will keep us here, and 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:

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



# TIMELINE



# IMAGiNE2030

## VIVID DESCRIPTION OF THE FUTURE STATE

- 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...



# STRATEGIC PILLARS

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



STUDENT SUCCESS  
& ENGAGEMENT

DIVERSITY, EQUITY  
& INCLUSION

BRANDING &  
PARTNERSHIPS

RESEARCH & INNOVATION

SUSTAINABILITY

## VALUES



# 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



# DIVERSITY, EQUITY & INCLUSION

Southern Illinois University Carbondale will be the model for inclusive excellence; we will engage and welcome all stakeholders on and off campus.

## OBJECTIVES

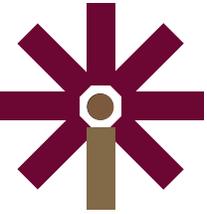
### DEFINES WHAT SIU WILL ACHIEVE

- **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



# 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.

## 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

### 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



# RESEARCH & INNOVATION

SIU will support and foster the discovery of knowledge and creative professional achievement to benefit the world and the people of our region.

## 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



## RESEARCH & INNOVATION

### KEY INITIATIVES (CONT.)

- 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



# 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.

## OBJECTIVES

### DEFINES 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

### 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



SIU  
Southern  
Illinois  
University  
CARBONDALE