

SIU System Strategic Plan
Implementation Team Reports
FY 22 Updates and Baseline Data

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Executive Summary

Implementation Team Process and Progress

As the attached Strategic Plan Goal Reports detail, the SIU System Strategic Plan Implementation Teams are actively engaged in the oversight and reporting of their respective objectives. In the first reporting period, the teams' activities reflect varying stages of implementation. Some teams – Team 5: Office of Community Engagement, Team 6: Institute for Rural Health, Team 10: Cooperative PhD, and Team 11: System DEI Council – have been collaborating toward their respective objectives prior to the formal launch of the implementation team structure and thus have more progress toward their goals. Other teams are newly formed and thus at an earlier stage of planning, assessment, and capacity development across the campuses.

One key theme that has emerged across all teams is the need to pull in additional campus stakeholders to advance the System Strategic Plan strategies. While the implementation teams themselves are charged with overall oversight and monitoring progress toward their objectives, the activities required to meet those objectives may require additional collaborators across the campus. For example, Team 1: SIU Online, is engaging faculty and departments from all campuses to identify courses and programs suitable for a common set of online offerings, as well as forming smaller sub-committees to work on developing a common infrastructure for enrollment, advising, financial aid, textbooks, etc. During the second report period, each team has been asked to identify their top 2-3 priority activities, as well as the additional campus collaborators needed to move those activities forward.

Similarly, a second theme that emerged is the need to identify additional funding and resources to implement key activities. The Office of the President and the Center for Predictive Analytics are working with each team to identify additional funding and resources needed, as well as potential means of support such as external funding opportunities. For example, faculty and staff from SIUC and SIUE submitted a joint planning proposal to the U.S. Dept. of State to provide seed funding for the development of a collaborative study abroad program geared toward first-generation and historically underrepresented students. The planning proposal was submitted in December 2023 with support from the Center for Predictive Analytics.

Finally, all teams are working to better share and promote their successes to internal and external audiences through their narrative reporting updates and a comprehensive marketing and communications plan. While many teams may not yet be to a level of implementation where data and metrics clearly reflect their progress, all teams have success stories and achievements which can be shared to highlight the results of their efforts. With support from Team 8: Marketing and Communications, as well as the Center for Predictive Analytics, the Strategic Plan Dashboard and Reports will be complimented by news releases, social media updates, and narrative summaries to better reflect the breadth and depth of their work beyond quantitative metrics.

Together, these success stories, reports and dashboards are intended to tell the story of what each campus is doing individually and doing together to advance the SIU System. Through their combined efforts and detailed reporting of progress, the implementation teams are building a strong foundation to build on each campuses unique strengths and expand the collective impact of the SIU System.

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Spring 2023 Activities

In Spring 2023, the Center for Predictive Analytics is working with each implementation team to identify its top priorities for Year 1 of the Strategic Plan, with detailed timelines for priority activities. The teams are continuing to refine their proposed metrics to accurately reflect progress toward their respective strategies and objectives through both quantitative and qualitative measures. The teams are also working to establish effective collaboration strategies, including bringing together additional campus stakeholders to help advance progress, such as asset mapping processes and the development of common policies and procedures. With this groundwork laid, the teams will continue to build upon their strategies in Years 2-5 of the Strategic Plan to demonstrate progress toward the overall goals.

- **Year 1:** team-building, advancing initial strategies, bringing on campus stakeholders into subcommittees
- **Year 2:** Transitioning to measurable data based on progress from Year 1
- **Year 3-5:** Increasing areas of emphasis to later strategies and continuing to foster growth

Strategic Plan Updates to the SIU Board of Trustees

Each Implementation Team will be submitting four reports per year to the Center for Predictive Analytics. Two reports will include both narrative and data submissions for inclusion in formal reports to the BOT. The remaining two reports will consist of narrative updates to share progress, success stories, as well as potential opportunities and barriers. The President's Office will formally update the BOT with a written report and presentation at two meetings per year, while highlighting the work of one Implementation Team during each BOT meeting.

Initial Dashboard Areas of Emphasis

As discussed in the Executive Summary, the fifteen Implementation Teams assigned to the Strategic Plan are at varying phases of collaboration and implementation. With this in mind, the Strategic Plan dashboard will be rolled out in four phases:

- Phase 1: Initial dashboard with one to two metrics per team (may be quantitative or qualitative)
- Phase 2: Expanded dashboard with Phase 1 Teams targeted for expanded quantitative metrics
- Phase 3: Expanded dashboard with Phase 2 Teams targeted for expanded quantitative metrics
- Phase 4: Expanded dashboard with all teams submitting expanded metrics

Table 1 details the planned roll-out for each team by year.

Table 1 – Phases of Dashboard Implementation by Team and Projected Timeline

Implementation Teams		Dashboard Roll-Out	Timeline
1	SIU Flex	2	2024
2	Entrepreneurship	3	2025
3	High-Impact Practices	2	2024
4	System DEI Council	2	2024
5	Office of Community Engagement	1	2023
6	Institute for Rural Health	1	2023
7	Workforce Training	3	2025
8	Marketing and Communication	2	2024
9	Research Officers	2	2024
10	Cooperative PhD	1	2023
11	Campus DEI Support	1	2023
12	Professional Development	3	2025
13	Chief Information Officers	2	2024
14	Finance and Operations	3	2025
15	Sustainability	2	2024

Preliminary Dashboard Metrics

During Phase 1 of the Strategic Plan Dashboard development, each team has submitted preliminary metrics that demonstrate progress toward the team's assigned strategies/objectives. The preliminary metrics are included below, and will be featured in the first dashboard planned to go live in Spring 2023.

Implementation Team	Qualitative Metrics	Quantitative Metrics
1: SIU Online	Establish campus-wide infrastructure for SIU Online	Number of online courses available in SIU Online
2: Entrepreneurship	-	Number of programs offered to support businesses
3: High-Impact Practices	Joint HIPs planned	Number of HIPs by campus; Joint HIPs across System
4: System DEI Council	-	Number of students enrolled in ADEI Leadership Certificate Program; Number of attendees to Diversity Advisory Council high-profile speaker series.
5: Office of Community Engagement	Approved mission, vision, and organizational structure	Number of grants submitted and awarded, value of awarded grants; number of community engagement partnerships
6: Institute for Rural Health	IBHE approval status	Number of grants submitted and awarded; value of awarded grants; number of community partnerships; number of SIU System partnerships
7: Workforce Training	-	Number of workforce development programs; number of workforce development participants
8: Marketing and Communication	Creation and implementation of an SIU System Marketing and Communications Plan	Social media impressions, follows, and engagements; earned media ad value; number of and attendance at SIU System events
9: Research Officers	-	Number of proposal submissions (total and joint); Value of submissions (total and joint); Value of new, awarded funding (total and joint)
10: Cooperative PhD	-	Total student enrollment; number of graduates
11: Campus DEI Support	Completion of comprehensive assessment of diversity statistics to identify gaps and focus recruitment efforts	
12: Professional Development	Completion of professional development needs survey	Employee retention rates by demographics

	of faculty and staff	
13: Chief Information Officers	-	Number of shared SIU system software contracts; number of shared SIU systems
14: Finance and Operations	-	HLC ratio; Unrestricted cash; student and tuition fees net of school allowance; deferred maintenance value
15: Sustainability	-	AASHE Stars Score; Campus Facilities Energy Use Intensity (EUI); Number of sustainability-related registered student organizations

Detailed Team Reports by Strategic Plan Goal

Goal 1: Academic Innovation and Student Success

Our innovative and accessible academic programs will provide interdisciplinary and experiential components that empower our students to address regional, national, and global challenges. While maintaining the strengths of each campus, we will engage in system-wide collaboration to create new opportunities for students and support lifelong learning.

Objective	Proposed, Long-Term Metrics	Team
Objective 1: <i>Create and Implement flexible coordinated program to increase college degree attainment for Southern Illinois (i.e. SIU System Flex Program). Note: Of priority is the flexibility offered to students</i>	Completion of infrastructure adjustments for cross-campus course and program accessibility # Degrees granted # Post-Baccalaureate cert. granted # Students taking classes from another campus # of students in SIU Online	1
Objective 2: <i>Create a system to promote entrepreneurial initiatives among students, staff, and faculty</i>	# of community engagement partnerships # of programs to support local businesses # of faculty engaged with these projects # of students engaged with these projects. # of businesses helped # of communities and community organizations Increase in equalized assessed value	2
Objective 3: <i>Create a system to expand access to high impact practices for student success and retention.</i>	# High Impact Practices offered # Resources and services offered that support HIPs Retention rate by demographic 6-year graduate rate by demographic	3

Objective 1 (Team 1)

- **Strategy 1:** Conduct a gap analysis to identify existing and desired methods for students to receive credit for coursework and experiences. Example areas to be examined include, but are not limited to, online learning, micro-credentialing, prior-learning credit, and reciprocity offered through other courses, credentialing methods, and program activities.
- **Strategy 2:** Expand market driven analysis and workforce analysis for desired employment skills.

Objective 2 (Team 2)

- **Strategy 1:** Increase the SIU System's economic impact by helping businesses in southern Illinois start, grow, and succeed by establishing a mechanism for collaboration/communication between SIU System business development offices (e.g. SBDC, PTAC, incubators, etc.).
- **Strategy 2:** Create opportunities for intentional business/industry collaboration and communication through development of SIU System-led, industry-focused convenings to inform needs and identify annual impact projects (Example focus areas: Agriculture, Tourism, Advanced Manufacturing, Clean Energy/Sustainability, Security, Health Care, etc.)

Objective 3 (Team 3)

- **Strategy 1:** Define, map and assess HIP offerings on each campus.
- **Strategy 2:** Promote the development and implementation of high impact practices across the SIU system.

Opportunities

The creation of an infrastructure that will sustainably support course sharing and programs across the campuses is a major first step in achieving Goal 1 of the SIU System Strategic Plan. Without a flexible cross-campus infrastructure it will be very difficult to achieve Goal 1. The existing infrastructure is built at campus levels with little and spotty integration across the system. We have an opportunity to build an infrastructure that will better serve students with flexibility and ease of use for students who want to pursue a degree or credential without gaps in attendance or full loads that are often precipitated by irregular/alternating course schedules at a single campus. The infrastructure should include seamless systems (e.g., LMS, calendar, payment, registration, etc.). All stakeholders will need to understand the student/market driven goal and work to make a system-level infrastructure that is mutually beneficial to all campuses in the system. (Team 1 – Objective 1)

Challenges

Openness to change. This goal requires change at campus and system levels that will likely meet with some resistance to change. A reluctance to implement change may be exacerbated by inherent lead times in some established institutional policies and procedures, such as contracts and academic calendars. (Team 1 – Objective 1)

Success Stories

The System Vice President for Academic Innovation applied for and received a grant from the National Association of System Heads Networked Improvement Communities (NASH NIC) to support the building of a system-level infrastructure to enable course-sharing across campuses. The grant supports the planning of the infrastructure and initial implementation steps. The grant is under the auspices of the Carnegie Foundation and requires participation of key personnel in several planning workshops, starting in October 2022. The workshops and meetings should result in a feasible system-level infrastructure plan. (Team 1 – Objective 1)

Goal 2: Anti-Racism, Diversity, Equity, and Inclusion

We will be a national model of anti-racism and anti-oppression that promotes diversity, inclusion and equitable access and opportunity for all individuals.

<i>Objective</i>	<i>Metrics</i>	<i>Team</i>
Objective 1: <i>Communication – Develop system-wide statement and clearly and regularly communicate on SIU’s commitment to anti-racism, diversity, equity, and inclusion (ADEI).</i>	Expansion of Diversity Advisory Council high-profile speaker series.	4
Objective 2: <i>Education and Training – Educate and equip SIU students, faculty, staff and constituents with knowledge about anti-oppression, the many forms of diversity present in our communities and skills to advance inclusion and promote equity through Southern Illinois and beyond.</i>	# Students enrolled in ADEI Leadership Certificate Program Creation of an online training on ADEI required for all first-year students, new graduate, and transfer students. Creation of an online training on ADEI required for all faculty and staff completed annually.	4
Objective 3: <i>EDI Infrastructure and Organization – Create infrastructure to support the growth and success of all students, faculty and staff, emphasizing the representation of historically marginalized individuals via equitable pathways.</i>	Development and implementation of climate surveys Results of climate surveys	4
Objective 4: <i>Recruitment and Retention – Increase recruitment and retention of underrepresented students, staff and faculty through a system-wide process.</i>	TBD	

Objectives 1-4 (Team 4)

- **Strategy 1:** Create a collaborative system wide ADEI statement.
- **Strategy 2:** Review policies, handbooks, and internal/external communication documents to ensure discrimination free and harassment-free language is included and explicit.
- **Strategy 3:** Create an online training on ADEI required for all first-year students, new graduate, and transfer students
- **Strategy 4:** Develop an ADEI course available to all undergraduate and graduate students of all majors/disciplines.

Opportunities

The greatest opportunity is the team is likeminded and already has existing structures in place (i.e., monthly meetings with ADEI Leaders and Diversity Council meetings to enact change). All Implementation team members have the position title and expertise to implement and influence ADEI on their respective campuses.

Challenges

The greatest challenge is buy-in across the campus. The ADEI leaders are thoroughly equipped to do the excellent work entrusted to their care, as outlined in the strategic plan. It is important to get buy-in when working with many faculty, staff and students who view gains in ADEI as their loss. The racial and political tensions combined with a scarcity mindset makes it challenging to advance and accelerate institutional change in the ADEI arena.

Policy and behavioral changes are the biggest barriers. People create problems and create solutions. It is important to ensure equitable policies. It is more important to have individuals who are committed to equitable actions that are aligned with equitable policies.

Success Stories

SIU was the only system in the nation to receive the 2022 Higher Education Excellence in Diversity Award. [SIU System Receives Insight Into Diversity 2022 Higher Education Excellence in Diversity \(Heed\) Award - Media Releases - SIU President - Daniel F. Mahony | SIU System](#)

Links to completed ADEI Projects:

- Goal 2: Objective 2: ADEI Leadership Certificate: [Diversity Initiatives - ADEI Leadership Certificate | SIU System](#)
- Goal 2: Objective 1: Communication : ADEI Vision Statement: [SIUS ADEI Statement \(yuja.com\)](#)
- Goal 2: Objective 2: Communication: ADEI Inclusive Language Guide: [SIU System Inclusive Language Guide - Overview \(siue.edu\)](#)
- Goal 2: Objective 3: Develop and implement comprehensive climate surveys to facilitate data-informed ADEI actions: [SIU System Campus Climate Survey: Executive Summary Report | Review 360 \(articulate.com\)](#)

Goal 3: Community Impact

We will collaboratively create sustainable solutions, utilizing the collective strengths of the system to improve the quality of life for all that we serve.

<i>Objective</i>	<i>Metrics</i>	<i>Team</i>
<i>Objective 1:</i> To synergistically revitalize communities in Central and Southern Illinois, the SIU System should establish an Office of Community Engagement (OCE) that centers on revitalizing our communities.	IBHE approval of Office # submitted grants # awarded grants Value of awarded grants # of community engagement partnerships # of faculty engaged with these projects # of students engaged # of communities and community organizations engaged # of community events	5
<i>Objective 2:</i> Improve collaboration among university-based programs and regional health and social service partners to improve access to quality/optimal health care, education and patient and provider engagement through the Institute of Rural Health (IRH).	IBHE approval of Institute # of external funding submissions # external funding awards Value of awarded grants	6
<i>Objective 3:</i> Increase the SIU System's economic impact by connecting businesses with university and community resources, strengthening relationships and fostering success for the purpose of business and economic development and retention	# of community engagement partnerships # of programs to support local businesses # of faculty engaged with these projects # of students engaged with these projects. # of businesses helped # of communities and community organizations Increase in equalized assessed value	2, 5
<i>Objective 4:</i> Collaborate on the development and expansion of education and workforce training services and programs to ensure quality K-12 education systems and that residents have access to the training necessary to obtain in-demand careers with family-sustaining wages.	# of workforce development programs # of workforce development participants # collaborative educational programs with school systems Employment rate of workforce development completers Average wage of workforce development completers	7
<i>Objective 5:</i> Telling our Story - Extend the impact of System-wide programs and practices impacting the communities we serve, by	Social media growth (specific metrics to be defined) Value of earned media % increase in event attendance Stakeholder perception	8

*continuing to promote and share
this work.*

Objective 1 (Team 5):

- **Strategy 1:** Campus Advisory Council defined and members appointed
- **Strategy 2:** Mission, objectives, and procedures established
- **Strategy 3:** Hiring of a shared project coordinator, grant writer and administrative assistant (with Institute for Rural Health)

Objective 2 (Team 6):

- **Strategy 1:** Engage an internal-facing SIU IRH Leadership Council to function as an advisory council for the IRH
- **Strategy 2:** Convene both internal and external IRH advisory councils
- **Strategy 3:** Secure IRH operational funding and hire staff

Objective 3 (Teams 2 and 5)

- **Strategy 1:** Create opportunities to connect students with entrepreneurs and entrepreneurial experiences through better utilization of existing programs and resources
- **Strategy 2:** Expand promotion and visibility of current student projects via the creation of a repository of recorded presentations and project pitches
- **Strategy 3:** Create an incentive program and merit capacities for faculty and staff who participate in research and creative activities and community engagement/outreach services that bring recognition or revenue to SIU

Objective 4 (Team 7):

- **Strategy 1:** Create a working group to catalog existing workforce training programs and services and identify new and shared programs for expansion across the SIU System
- **Strategy 2:** Coordinate between campuses to expand workforce programs, including registered apprenticeship programs and Alternative Digital Credential (ADC) programs to meet regional workforce needs and enhance participant/student employment competitiveness

Objective 5 (Team 8)

- **Strategy 1:** Identify participants for System Marketing and Communications team, establish meeting schedules for core team and campus stakeholders.
- **Strategy 2:** Draft System Marketing and Communication team mission and charge
- **Strategy 3:** Identify strengths, resources, and priorities of workgroup
- **Strategy 4:** Audit and assess tools and resources to foster areas of collaboration

Opportunities

- Increase collective impact of the System in the region; generate new revenue to support community and system collaborations; attract/recruit new students. (Team 5, Objective 1)
- Increased SIU System impact; Contribute to the development of a well-prepared professional health/social service workforce for rural Illinois; Coordinate and conduct continuing education

activities for the regional health and social service workforce; increased collaboration among SIU campuses (Team 6, Objective 2)

- Increased collaboration, as this is the first time there has been a major effort to make time and coordinate resources. (Team 8, Objective 5)

Challenges

- Lack of a budget to implement the plan. (Team 5, Objective 1)
- Dedicated funding to support the development of IRH infrastructure. (Team 6, Objective 2)
- Overcoming apprehension of the SIU campuses to participate in collaborative initiatives. (Team 6, Objective 2)
- Lack of time and budget. (Team 8, Objective 5)

Resources and Support

- Infrastructure – grants and HR support, for example. (Team 5, Objective 1)
- Develop parallel processes and deadlines (ex: grants). The adoption of Quali by SIUC and a grant management system (next year) by all campuses may alleviate some of these challenges. (Team 5, Objective 1)
- Amount of ICR drawn on, distributed (Team 5, Objective 1)
- Policies around tenure and promotion that encourage community engagement. (Team 5, Objective 1)
- Develop parallel processes and deadlines (ex: grants & HR). The adoption of SIU System-wide grant management system to be used by all campuses. (Team 6, Objective 2)
- ICR rates/distribution (Team 6, Objective 2)
- System budget for personnel and consulting services (Team 8, Objective 5)

Goal 4: Research, Creative Activities and Partnerships

We will build collaborative opportunities to expand research, scholarship and creative activities through internal and external partnerships that fulfill our mission.

<i>Objective</i>	<i>Metrics</i>	<i>Team</i>
<i>Objective 1: Increase the quantity and quality of SIU's research and creative activities to significantly contribute to knowledge in ways that have both a regional and global impact.</i>	# of proposal submissions Value of submissions # external funding awards Value external funding awards Total expenditures # of IP disclosures	9
<i>Objective 2: Promote system and external partnerships to result in broader, more impactful research and creative activity</i>	# of training and professional development opportunities offered # of faculty and staff from each campus participating in training and professional development opportunities	9
<i>Objective 3: Leverage resources across the system to ease collaboration, reduce administrative burden, and improve compliance, resulting in a higher quantity and quality of grant and contract submissions.</i>	# of training and professional development opportunities offered # of faculty and staff from each campus participating in training and professional development opportunities	9
<i>Objective 4: Develop public relations mechanisms to increase campus, public, and governmental awareness of campus and system research and creative activities.</i>	# of press-releases covering collaborative research efforts and other scholarly activities # of collaborative social media activities Reach of collaborative social media activities	9
<i>Objective 5: Strengthen current SIUC-SIUE cooperative PhD programs and expand to include additional programs.</i>	Total student enrollment # of degrees awarded	10

Objectives 1-4 (Team 9):

- **Strategy 1:** Expand system-wide research support opportunities.
- **Strategy 2:** Publicize existing mechanisms to identify collaborators, such as Research Enabled
- **Strategy 3:** Explore possibility of creating a reporting interface to ease management of grant funds based on current Enterprise Resource Planning (ERP) software
- **Strategy 4:** Identify and highlight collaborative intellectual property
- **Strategy 5:** Collaborate with SIU System Marketing and Communications team to highlight research impacts

Objective 5 (Team 10):

- **Strategy 1:** Establish a viable, web-based communication and information portal for SIUC, SIUE, and School of Medicine faculty and Graduate School Staff
- **Strategy 2:** Hold semi-annual cooperative PhD program meetings
- **Strategy 3:** Identify potential cooperative PhD programs and facilitate development of new cooperative programs

Opportunities

We believe the greatest opportunity will include greater sponsored project submissions. This activity will increase collaboration opportunities that may result in additional publications and patent applications by our faculty and graduate students. Communicating those successes to external and internal stake holders can be significantly increased. (Team 9)

Challenges

Collaborations amongst faculty and students across the system will be a significant challenge and to learn about each other. Funding is a great carrot to get investigators talking but the funds available for this effort are limited. We're also not certain how well we'll be able to track new publications. (Team 9)

Resources and Support

Personnel time, training and ITS support are going to be needed to help with some of the software needs of the research system offices. (Team 9)

Success Stories

There are a few recent issued patent applications that had faculty from multiple institutions. Eg. Thoracic camera system, Fat separation syringe system (Team 9).

Goal 5: Faculty and Staff Professional Development

To foster an equitable environment where our diverse faculty and staff can be successful and satisfied

<i>Objective</i>	<i>Metrics</i>	<i>Team</i>
Objective 1: <i>Develop a System-wide focused effort, with a commitment of appropriate support to enhance recruitment of diverse faculty and staff which will enrich our community.</i>	Faculty diversity Staff Diversity	11
Objective 2: <i>SIU System will support the development and implementation of a targeted advancement plan for faculty and staff, with a commitment of appropriate resources that focuses on equity and inclusion.</i>	# and types of mentoring/leadership development programs offered on each campus; numbers of participants; demographic breakdown of participants # and type of AEDI rewards and incentives offered on each campus	11
Objective 3: <i>Develop training plan that supports employee professional development and advancement</i>	Retention of employees based on demographic breakdowns # of employees completing supervisory training % of supervisors with AEDI training Employee satisfaction (taken from all employees with demographic variables used to break things down later) # of professional development workshops/training modules # of participants in professional development workshops/training modules % faculty/staff reporting burnout Turnover rate among faculty/staff and administrative positions Cost/usage of In-person training vs. Cost/usage of online training	12

Objectives 1-2 (Team 11)

- **Strategy 1:** Conduct a comprehensive assessment of current diversity statistics to determine gaps and where recruitment efforts should be focused.
- **Strategy 2:** Promote development and implementation of a mentorship path for career advancement with a focus on equity.

Objective 3 (Team 12)

- **Strategy 1:** Assess capacity and commitment to support faculty and staff professional development efforts through the development of an assessment tool (e.g. surveys).

- **Strategy 2:** Identify and negotiate appropriate incentives to promote attendance at professional development trainings.

Opportunities

Standardization and inventory of recruitment processes across the system; sharing of resources and best practices across campuses related to mentoring, leadership development and other support for faculty and staff. (Team 11, Objectives 1-2)

The greatest opportunity for our implementation team is to provide equitable opportunities for professional development across the system for our employees so all are given the same opportunity for advancement and satisfaction in their careers. (Team 12, Objective 3)

Challenges

Funding and personnel to implement and sustain efforts (data collection; programmatic interventions; ongoing assessment; policy and procedural changes); accountability and buy-in. (Team 11, Objectives 1-2)

The greatest challenge for our implementation team will be identifying and specifying what professional development trainings will be applicable to each classification and individual career path in the system because of the diversity across the system. (Team 12, Objective 3)

Resources and Support

For the most part, clear direction and guidance from the system to campus leadership (primarily the chancellors and vice chancellors) about these plans/strategies; and from there, the ability to incorporate these efforts into existing efforts on the campus level. There are certainly more specific resources and support needed but perhaps too premature to know for sure. (Team 11, Objectives 1-2)

Equitable professional development policies, budget allocations for the training opportunities, a system professional development advocate to facilitate these advancement opportunities and assessment tools to monitor and measure success of training programs would support our team in implementing these objectives and strategies. (Team 12, Objective 3)

Goal 6: Infrastructure

We will build and maintain a sustainable infrastructure through continuous improvement, transparency and accountability.

<i>Objective</i>	<i>Metrics</i>	<i>Team</i>
<i>Objective 1:</i> <i>Leverage technology to support, sustain, and advance the SIU system.</i>	New system wide technology collaborations Value derived from IT from tech collaboration measured in time, dollar, or other resource savings. Value derived from administrative and tech collaboration measured in time, dollar, or other resource savings. Creation of technology and advisory groups, work, and reports from groups. Survey results Creation of technology plan Items initiated from technology plan Identification, procurement, and implementation of new ERP. New system wide technology collaborations. Improved information systems facilitating academic and administrative efficiencies measured by time saved, widgets process or other outcomes counted. Creation of system-wide information security advisory group. System wide information security policies and procedures. Creation of system wide information security response team.	13
<i>Objective 2:</i> <i>Ensure long-term financial sustainability</i>	HLC Ratio Unrestricted Cash (12/31, 6/30) Student Tuition and Fees net of Schol Allow. Balance of Unrestricted Operating and Infrastructure Reserves	14
<i>Objective 3:</i> <i>Advocate and lead efforts for environmental sustainability and stewardship.</i>	AASHE STARS Score Campus Facilities Energy Use Intensity (EUI) Sustainability related registered student organizations (RSO) LEED® certified buildings	15
<i>Objective 4:</i> <i>Maintain critical infrastructure, while anticipating future needs and opportunities</i>	Deferred Maintenance System programmatic ratios (may require consultant)	14

Objective 1 (Team 13):

- **Strategy 1:** Identify, encourage and support technology innovation across the SIU System
- **Strategy 2:** Build infrastructure and policies to ensure information security and enable system-wide administrative, academic, service, and financial efficiencies to digitally transform the SIU system

- **Strategy 3:** Create system-wide technology groups to meet semi-annually to advance technology initiatives, efficiencies, collaboration and sharing

Objectives 2 and 4 (Team 14):

- **Strategy 1:** Establish a target balance for unrestricted operating and infrastructure reserves and a timeline for achieving the target balances.
- **Strategy 2:** Create and demonstrate broad impacts across Southern Illinois through system-wide collaboration; leverage demonstration of coordinated efforts and increased impact to seek continued and additional funding through a variety of sources (e.g. federal, state, and private sources).
- **Strategy 3:** Create a system-wide continuity of operations task force and continuity of operations plan, including assistance and sharing during emergent situations.

Objective 3 (Team 15)

- **Strategy 1:** Expand efforts to create a sustainable enterprise by tracking and reducing greenhouse gas (GHG) emissions.
- **Strategy 2:** Build capacity for progress in sustainability by enhancing campus collaboration and dedicating resources for assessment, coordination, and planning.

Opportunities

The greatest opportunity for our team is the chance to bring major efficiencies and value to the system and its campuses. Shared IT collaborations, services, and contracts sometimes result in concrete cost savings, but not always. Sometimes the savings are less tangible such as created efficiencies saving administrative or academic staff time and effort, students more likely to enroll and increased retention, and overall increased efficiency and security. This is why we focus more on overall value in our metrics and not exclusively savings. (Team 13, Objective 1)

Opportunity to collaborate on bringing issues regarding funding and implementation challenges to the forefront. (Team 14, Objective 2 and 4)

Responding to the climate crisis will require a complete transformation of the energy systems that power our university and the world. SIU has an opportunity to lead by example in decarbonizing our operations and training future leaders to continue the work of advancing sustainability for the benefit of society. (Team 15, Objective 3)

Challenges

Identifying, purchasing, and implementing new ERP system is the greatest challenge because not only of fiscal challenges but that it also spans so many services across all campuses and will involve a very large number of stakeholders who quite possibly will have to change their business procedures because of this new system. Buying and buy-in will be the key with this major objective. (Team 13, Objective 1)

Identify competing demands of resources necessary to achieve strategic initiatives across the system; uncertainty of future funding pending IBHE commission. (Team 14, Objective 2 and 4)

The greatest challenge we face in addressing the climate crisis is the need to act with sufficient speed and scale to have a meaningful impact. Universities are large and complex institutions that tend to move slowly. SIU must overcome institutional inertia with urgency and coordinated action to embody sustainability across all our operations. (Team 15, Objective 3)

Resources and Support

Administrative support in terms of fiscal resources and campus support as we work through many of these implementations. (Team 13, Objective 1)

Funding is the biggest resource that is needed, but several changes in policy could better utilize the resources the system has. These can include:

- Funding (as mentioned)
- Right sizing campuses (space utilization study)
- Changes to procurement laws that give greater flexibility to get better pricing, getting rid of multi-prime bidding (Illinois is the only state that still does this)
- Direct state funds for basic deferred maintenance projects (or projects under \$1,000,000 directly to the University, rather than use the centralized services of CDB, which add unnecessary overhead and delay to these type of projects)
- Lobby against unfunded mandates from the state (Team 14, Objective 2 and 4)

Implementing these strategies and establishing SIU as a leader in sustainability will require consistent and continuing institutional support at the system and campus levels. This support would include:

- Adoption of the policies enumerated in our strategies and tactics
- Adoption of a budgetary policy for infrastructure projects that requires life-cycle valuation of operating costs including valuation of the societal costs of carbon emissions
- Budgetary support within campus Administration and Finance to hire qualified professional sustainability staff and operate campus Offices of Sustainability
- Budgetary support for staff time and outside consulting to complete the assessment and planning required to meet our sustainability goals
- Collaboration with the SIU System Office of Community Engagement to include sustainability goals in our work with Southern Illinois communities (Team 15, Objective 3)

Success Stories

SIUC's Facilities and Energy Management is leading a broad and diverse coalition of organizations in Jackson County awarded 18 months of free technical assistance from the U.S. Department of Energy under the Communities Local Energy Action Program (LEAP) pilot. The coalition seeks to develop a roadmap for clean energy economic development for the county in the areas of energy efficiency, renewable energy, and electric transportation. Contact Justin Harrell, harrell@siu.edu, 618.453.2041.

SIUC's School of Electrical, Computer, and Biomedical Engineering in conjunction with Facilities and Energy Management in 2021 completed a 100 kW solar plus storage smart microgrid system that powers

the school and supports a private cellular data network for first responders in the event of a campus emergency. This project is integrated into the school curriculum and was supported by the U.S. Department of Energy and the Illinois Environmental Protection Agency.

Implementation Team Membership

(Courtney working on formatting table for inclusion in the final report)