SIU System Strategic Plan

2021-2026

Report

Submitted to SIU Board of Trustees
February 10, 2022

Introduction:

This report includes the process involved in the creation of the SIU System Strategic Plan 2021-2026. Work began on March 2020 and culminated in January 2022. Stakeholder groups across all campuses were involved and the strategic plan is presented to the SIU Board of Trustees for approval on February 10, 2022. Below is an outline of the strategic planning process with pertinent attachments.

A. Working Groups

The Southern Illinois University (SIU) System embarked on a systemwide strategic planning effort shortly after President Dan Mahony began his tenure in March 2020. Beginning in late spring 2020, eight working groups developed reports on possible system-wide efforts to inform the strategic planning process in the following areas: Academic Program Development, Student Success, Diversity and Inclusion, Employee Satisfaction, Community Impact, Partnerships, Research, and Shared Services. All working group reports were received by August 2020. Copies of these reports can be found at: https://siusystem.edu/about/strategic-plan/reports.shtml.

B. System-wide Strategic Planning Committee

The system-wide strategic planning committee, represented by constituent and community groups from all SIU campuses was formed with the input of each SIU campus in September 2020. Care was taken to have representation of diverse groups as well as the major stakeholder groups on each campus [faculty (tenure and non-tenure), staff (civil service, professional staff, etc.), students, community members, representation of different areas such as academic affairs, student affairs, administrative affairs, Board of Trustees, etc.] The committee was chaired by System VP Gireesh Gupchup and Co-Facilitated by Dr. Lakesha Butler of SIUE and Dean John Pollitz of SIUC. A list of the members of this committee can be found at: https://siusystem.edu/about/strategic-plan/committee.shtml. To facilitate collaboration and communication of committee members, zoom meetings and Microsoft Teams were used.

C. Creation of Vision, Mission and Goal Themes

<u>Survey of Stakeholders</u>

The system-wide committee worked on creating the vision, mission and goal themes. To inform the committee further, a survey was created using key themes identified in the working group reports. This survey was administered to SIU System stakeholder groups, students, faculty, staff, alumni and key community leaders. Mailing lists were obtained from each of the SIU System campuses.

Help in creation and analyses of the survey results was obtained from faculty and graduate students at Applied Research Consultants (ARC) on the SIU Carbondale campus (https://arc.siu.edu/).

Respondents were asked to rank each of the eight areas that formed the working group reports, and then rank each of the priorities identified by the working groups in their reports. Open ended comments were also solicited. A summary of the results of the survey can be found at https://siusystem.edu/about/pdf/StrategicPlanningSurveySummarywithcharts102320.docx.pdf.

A total of 3,912 stakeholder responses were received providing the committee with voluminous and rich information. The committee met with the ARC staff several times to help interpret the data and discuss the analyses conducted by the ARC.

Information Used in Creating Vision, Mission and Goal Themes

In addition to the above-mentioned survey, current strategic plans on each campus, minutes of Board of Trustees (BOT) sessions on strategic planning and the previous strategic improvement objectives were evaluated by the committee. This collective information was used in the development of the SIU System vision, mission and goals. A detailed Strategic Planning Guide was created by Dr. Gupchup and the Co-Facilitators to help the committee in the process.

Vision

In developing the vision the committee considered how we are going to leave an impact on students and the community (and beyond). Also, the committee asked the following questions:

- What does the SIU System want to be at some future point?
- What is a guiding image of success formed in terms of contribution to society?

After significant deliberation the following vision was developed:

"Empower people. Transform the world."

Mission

The mission, or a clear, concise declaration of how the SIU System will achieve its vision was developed by asking the following questions:

- What do we do?
- How do we do it?
- Whom do we do it for?
- What value are we bringing?

The committee also considered: the definition of the present state or purpose of the SIU System, and a) what we do? b) who we do it for? c) how we do what we do?

The mission statement developed was as follows:

"The Southern Illinois University System enriches students and diverse communities through inclusive excellence, experiential education and innovation. The system creates and shares knowledge that enables stakeholders to achieve their full potential, serves as an economic catalyst for the region and state, and advances global change, opportunities and social justice."

Goal Themes

A strategic goal theme is usually comprised of a theme that allows an organization to help operationalize strategic plans. Organizations that have strategic themes may have an average of four to six different ones. In essence, the committee considered the stakeholder information available to prioritize themes important to the SIU System. Additionally, an operational statement was developed to explain each goal theme.

The following points were considered by the committee is formulating the goal themes:

1) Look at the mission: Do our goals cover the concepts included in the mission of the SIU System?
2) Look at previous goals (SIU Strategic Improvement Plan – President Dunn). Are they relevant? Should they change?
3) List our priorities. These can become our themes.

The following questions need to be considered as well:

4) What achievements or strengths do we want to build on?
5) What weaknesses or risks do we need to address/remedy?
6) What new opportunities should we pursue?
7) Once we have gone through the above process we should have listed all pertinent themes/priorities.
8) We now need to answer the question: Which are your most important themes/priorities?
9) Since we are in a virtual setting we would need to conduct a survey for the committee members to select the most important themes/ priorities. THESE BECOME OUR GOALS
10) The final step is to ask the committee to write a short description to operationalize the goal. In essence an explanation (in a sentence or two) of what concepts the goal includes. This will help guide the next step where we will set objectives.

After significant deliberation, the following goal themes with operational statements were developed by the strategic planning committee:

Goal Theme 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.

Goal Theme 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.

Goal Theme 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.

Goal Theme 4: Research, Creative Activity and Partnerships
We will build collaborative opportunities to expand research, scholarship and creative activities through internal and external partnerships that fulfill our mission.

Goal Theme 5: Faculty and Staff
To foster an equitable environment where our diverse faculty and staff can be successful and satisfied.

Goal Theme 6: Infrastructure
We will build and maintain a sustainable infrastructure through continuous improvement, transparency and accountability.

D. Town Hall Feedback Meetings

Once the strategic planning committee had developed the vision, mission and goal themes, it was deemed necessary to conduct Town Hall meetings with SIU System stakeholders to receive feedback and suggestions. Accordingly, two Town Hall meetings were conducted by zoom (February 15 and 17, 2021). Committee members updated stakeholders on the progress made by the committee, the process followed in developing the vision, mission and goal themes. The feedback received was used to modify the vision, mission and goal themes. The versions included above are those approved by the committee after modifications.

E. Goal Committees

Since the goal themes or priorities were broad in nature, specific objectives and strategies needed to be developed to help operationalize them. Goal committees were formed with individuals representing all campuses with expertise in each of the six goal theme areas. The Goal committees were formed based on suggestions from the chancellor's offices. Care was taken to have representation of each campus (Carbondale, Springfield, Edwardsville, East St. Louis, Alton). The Goal committees were formed with special attention to diversity and at least one member of the strategic planning committee served on each Goal committee to ensure continuity. A listing of Goal committees can be found at: https://siusystem.edu/about/strategic-plan/GoalCommitteeMembers1.pdf.

F. Development of Objectives, Strategies and Metrics

Goal committees worked from April to July 2021 to develop the objectives, strategies and metrics associated with each goal theme. Microsoft Teams was used to facilitate communication within and among Goal committees. Additionally, Goal committee co-chairs had two zoom meetings to discuss any overlap that might occur.

Goal committees were requested to develop 3-5 objectives that were considered most important in the achievement of each goal theme. Specific strategies (action plans) were then developed to help achieve the objectives. Timelines for the completion of each strategy, resources required to complete each strategy, and the office/department/ individual/committee responsible to monitor achievement of the strategy responsible offices were outlined. Metrics were developed to help operationalize the completion of each strategy. Periodic metrics were set if the strategy will take more than a year to complete.

G. Refinement of Objectives, Strategies and Metrics

The Goal committee reports were evaluated by a sub-committee of the strategic planning committee to reduce overlapping concepts and to refine the objectives, strategies and metrics to ensure consistency in the strategic plan document. A listing of the members of this sub-committee that worked on this refinement process from August to November 2021 can be found below.

1. Lakesha Butler (SIUE, co-chair)
2. John Pollitz (SIUC, co-chair)
3. Valerie Griffin (SIUE)
4. Gireesh Gupchup (System)
5. Gary Kinsel (SIUC)
6. Jill Kirkpatrick (SIUC)
7. Nancy Lutz (SIUE)
8. Bethany Peppers (SIUC)
9. Kim Rendfeld (SIUC)
10. Kamran Shavezipur (SIUE)
11. Shelley Tischkau (SOM)
12. Maddie Walters (SIUE)

H. Strategic Planning Committee Approval of the Strategic Plan

The SIU System Strategic Planning Committee reviewed the refined objectives, strategies and metrics and after discussion and suggestions approved the strategic plan to forward to President Mahony for comments on December 6, 2021.

I. President Comments and Final Report

The President provided input in December 2021 and the report was prepared in January 2022 for presentation to the SIU Board of Trustees on February 10, 2022.

J. Board of Trustees Updates

Periodic updates with an opportunity for comment were provided at the Board of Trustees meetings on the following dates:

- August 17, 2020: The Chair of the Strategic Planning Committee and co-facilitators were introduced and the charge to the committee was discussed.
- December 3, 2020: 12.03.20 – The Board was informed that the Strategic Planning Committee surveyed SIUC and SIUE stakeholder groups consisting of faculty, staff, students, alumni, and community members and the data collected were used to form a "working" vision, mission, and goal themes that was shared with the Board. SIUC's Applied Research Consultants were acknowledged for their analyses that helped the Committee conceptualize the data received through the survey. The Committee continues to review data and will conduct "town halls" to get additional input from stakeholders on the vision, mission, and goal themes.
- February 11, 2021: The draft Goal themes and working vision, mission were presented. The open comment period and Town Halls for stakeholders was mentioned. The formation of Goal committees to create objectives, strategies and metrics was also mentioned.
- April 29, 2021: The System Strategic Planning Committee developed the vision, mission and six goal themes. Goal Committees are formed and will develop objectives, strategies, and metrics, as well as identify responsible officers and individuals and estimate resources needed for each of the strategies. The Goal Committees will provide their final reports to the SIU System Strategic Planning Committee by June 15, 2021. They have already started their work.
- July 15, 2021: The goal committees' draft reports outlining objectives, strategies and metrics were received and will be shared with the SIU System Strategic Planning Committee for fine-tuning. The objectives for each of the goal themes were shared with the Board.
- August 16, 2021: The co-facilitators provided a brief update on the progress and developments of the SIU System Strategic Plan.
- December 2, 2021: – An update on the SIU Strategic Plan to the Board of Trustees. The plan now goes to the President.

K. Website

A strategic planning website was created as an information portal to the progress being made by the strategic planning committee. This website will be updated as developments

occur (https://siusystem.edu/about/strategic-plan/index.shtml). The website contains all relevant reports, a process diagram, and progress updates.

L. Strategic Plan for Presentation to BOT

The strategic plan for BOT endorsement can be found in Appendix A.

M. Monitoring of the Strategic Plan

The strategic planning committee will monitor the progress of the strategic plan yearly. As a "living plan" any modifications will be made to the plan by the committee on an as needed basis.

To help in the monitoring of the strategic plan using a data analytics approach to make recommendations to both the strategic planning committee as well as the SIU System administration, the Center for Predictive Analytics(C-PAN) at SIUE will be contracted with. The C-PAN will also help with periodic reports and development of an "interactive website" with "real-time" updates for the strategic plan.

A draft high-level metrics scorecard that will be used to continually monitor strategic plan achievements is presented in Appendix B. The finalized list of metrics will be presented to the Board of Trustees at the April meeting. However, as with other metrics, this scorecard may change to reflect the nature of the "living plan."

Appendix A:

SIU SYSTEM STRATEGIC PLAN 2022-2026

Abbreviations

ADC	Alternative Digital Credentials
CIOs	Chief Information Officers
CAC	Community Advisory Council
EWD	Economic Workforce Development
HR	Human Resources
IRH	Institute for Rural Health
LEED	Leadership in Energy and Environmental Design
LAC	Local Advisory Councils
OCE	Office of Community Engagement
SBDC	Small Business Development Center
SIUC	Southern Illinois University Carbondale
SIUE	Southern Illinois University Edwardsville
VP ADEI	Vice President for Anti-Racism, Diversity, Equity and Inclusion
VC of DEI	Vice Chancellor for Diversity, Equity and Inclusion
VC of EDI	Vice Chancellor for Equity, Diversity and Inclusion
URM	Underrepresented Minority

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 1: Create and Implement flexible coordinated program to increase college degree attainment for Southern Illinois (i.e. SIU System Flex Program).

Strategy	Metrics/Timeline	Who is Responsible	Resources Needed
a. Expand market driven and workforce analysis for desired employment skills. – Integrated/University Studies b. Create and implement an incentive/revenue sharing program to reward participating units. c. Expand system-wide coordination for Pre- and Post-Baccalaureate certificate programs, micro-credentialing, badge programs, and create additional certificate, credential stacking, and continuing education capacities for Post-Graduate and Professionals connected with industry. d. Explore a system for work experience credit as well as work study in program field to help reduce education costs. e. Form intercampus groups to coordinate programs and share ideas across the system. – Advising – Financial Aid – Human Resources – Teaching Loads, etc. f. Develop a system-wide mechanism and infrastructure for tracking, managing, and measuring the impact of new educational opportunities.	Yr 1-5 • Number of degrees and credentials granted each year • Participation in the SIU System Flex Program • Increase degree attainment over five years	• Academic Affairs • Student Affairs • Vice Chancellors for Administration • System Vice President • Career Development Services • Continuing Education and Conference Services • Industry Partnerships	• Existing Resources • Need investments in Tracking, Managing, and Measuring capacities and infrastructure • Will require an investment in personnel to manage and maintain

Objective 2: Create a system to promote entrepreneurial initiatives among students, staff, and faculty.

Strategy	Metrics/Timeline	Who is Responsible	Resources Needed
a. Leverage student design programs/projects. – Venture Capitalists – Intellectual Property b. Create and implement an incentive program and merit capacities for those who participate in research and creative activities and/or community engagement/outreach services that bring recognition and/or revenues to SIU. c. Define guidelines and reporting systems for consulting activities. d. Build template contracts, MOUs, Liability & Risk Management, and general agreements that are readily available and adaptable to new initiatives as they arise. e. Streamline legal processes. f. Build funding capacities to support multiple levels of product delivery from exploration, development, publishing and advertising, to market delivery.	Yr 1-5 • Increase the number of patents/patent applications generated per year • Increase entrepreneurial activity per year as reported to SIU System Office of Technology Management and Industry Relations • Increase consulting activities as defined by system research officers group • Increased and recognized societal impacts as reported by the media and shared through university and community outlets • Increase Industry partnerships to support programs, research development, and scholarships	• Academic Affairs • Student Affairs • Vice Chancellor for Administration • System Vice President • SIU Legal Counsel • Vice Chancellor for Research (SIUC)/Graduate Dean (SIUE) • Industry Partnerships • SIU System Office of Technology Management and Industry Relations: https://siusystem.edu/tech-transfer/ • Office of Innovation & Economic Development SIUC • Campus Small Business Development Centers • Center for Workforce Development https://cwd.siu.edu/ • SIU Successful Community Collaborative, etc. • SIU SOM External Relations	• Existing Resources • Will require an investment in dedicated personnel to manage and maintain

Objective 3: Create a system to expand access to high impact practices for student success and retention.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Form intercampus groups to coordinate programs across the system for student success. – Recruitment – Advising – Job Placement/Career Counseling – Student Wellbeing/Support, etc. b. Promote the development and implementation of high impact practices across the SIU system. – Industry Partnerships, – Internships – Study Abroad – Student Leadership Development Programs, etc. c. Explore and implement a dual credit program with high schools that is accepted across the system.	Yr 1-5 • Monitor the effectiveness of high impact practices as decided by the intercampus groups • Increase the number of high impact practice opportunities • Number of faculty and staff from each campus participating in training opportunities	• Academic Affairs • Student Affairs • Vice Chancellor for Administration • System Vice President • SIU Legal Counsel • Vice Chancellor for Research (SIUC)/Graduate Dean (SIUE)	• Existing Resources

Note: The SIU System supports the activities of the System wide Student Advisory Committee.

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.

Objective 1: Communication – Develop system-wide statement and clearly and regularly communicate on SIU's commitment to anti-racism, diversity, equity, and inclusion (ADEI).

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Create a collaborative system-wide ADEI statement. b. Review policies, handbooks and internal/external communication documents to ensure discrimination-free and harassment-free language is included and explicit. ~~c.~~ Communicate diversity initiatives via SIUS Diversity Webpage. d. Continue with monthly Conversations of Understanding (COU). e. Expand Diversity Advisory Council high-profile speaker series. f. Develop a comprehensive system calendar including all significant cultural and religious dates and send suitable messages recognizing dates to system constituents	Yr 1-2 • Develop system-wide statement by end of Spring 2022 for all SIU campuses • Review by end of Fall 2022 • Continue in Fall and Spring • Add another DAC lecture in Spring starting Spring 2022, continue speaker in Fall • Develop comprehensive system calendar by Fall 2022	• SIU System VP of Antiracism, Diversity, Equity, Inclusion and • SIU System Diversity Advisory Council • SIUE Office of Vice Chancellor for Equity, Diversity and Inclusion • SIUC Office of the Vice Chancellor for Diversity, Equity and Inclusion • SIU SOM Office of Equity, Diversity and Inclusion • SIU System General Counsel	• Existing resources • Webpage

Objective 2: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Create an online training on ADEI required for all 1st year students, new graduate and transfer students. b. Create an online training on ADEI required for all faculty and staff completed annually. c. Develop a ADEI course available to all undergraduate and graduate students of all majors/disciplines. d. Audit each campus' offerings of student co-curricular activities that provide students with skills to enact equity and dismantle oppressive systems; develop additional offerings where needed. e. Audit each campus' offerings of faculty/staff professional development workshops/trainings to enact equity and dismantle oppressive systems; develop additional offerings where needed. f. Develop a system-wide repository of ADEI teaching resources to be accessed by faculty/instructors to incorporate into courses/workshops across system.	Yr 1-2 • Complete by end of fall 2022, begin offering 2022-2023 academic year • Complete by end of Spring 2022, begin offering 2022-2023 academic year Yr 2 -3 • Complete by end of Spring 2023, begin offering academic year 2023-2024 • Complete audit by end of Spring 2023, enact new offerings academic year 2022-2023 and continue developing additional offerings each year • Complete audit by end of Spring 2022, enact new offerings academic year 2022-2023 and continue developing additional offerings each year • Begin work Fall 2022 and continue	• SIU System VP of Anti-Racism Diversity, Equity, and Inclusion • SIU System Diversity Advisory Council • SIUE Office of Vice Chancellor for Equity, Diversity and Inclusion • SIUC Office of the Vice Chancellor for Diversity. Equity and Inclusion • SOM Office of Associate Dean for Equity, Diversity and Inclusion • Academic Affairs: SIUE/SIUC/SOM Provost's Office	• Existing resources • Supports as needed: -Faculty release time to develop/review trainings and courses -Graduate student support and/or additional administrative support to campus offices

Objective 3: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Conduct yearly equity audits of each unit, analyze data and report to system Chief Diversity Officer. b. Conduct exit interviews, collect and analyze anonymous 360 evaluations on all employees and identify systemic bias in evaluation processes. c. Create an accountability process for employees whose evaluations reveal systemic bias and racism. d. Develop structures focused on recruiting diverse talent and ensuring processes embrace system's commitment to ADEI. e. Create a system-aligned diversity ambassador/mentor program which awards student scholarships and provides faculty/staff stipends for service. f. Develop and implement system-wide ADEI research and professional development symposium for undergraduate/graduate students, faculty and staff. g. Develop equitable pathways for historically underrepresented students to engage in research/scholarly initiatives h. Create diversity fellowship/internship/externship opportunities for students, staff and faculty in partnership with university leadership, academic units and community partners. i. Create an ADEI liaison/administrative position in each academic unit	Yr 1-5 • Yearly assessment of overall growth and increase in employee satisfaction/retention • Decrease in percentage/number of occurrences and reported bias incidents • Increase in scholarships and stipends awarded to students, faculty and staff for ADEI service • Increase in percentage of students, faculty and staff participating in professional development opportunities • Increase in historically underrepresented students participating in research/scholarly initiatives	• System VP of ADEI • Vice Chancellors/CDOs • Human Resources • Academic Affairs • Financial Aid • Student Affairs	• Existing resources • Fiscal and administrative support as needed

(College/School) and administrative divisions responsible for DEI programs, policy review and accountability j. Develop and implement comprehensive climate surveys to facilitate data-informed ADEI actions.			

Objective 4: Recruitment and Retention – Increase recruitment and retention of underrepresented students, staff and faculty through a system-wide process.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Create and fund 4-year scholarships based on financial need for students to improve retention and graduation rates. b. Evaluate financial aid policies and award procedures c. Ensure marketing materials represent URM and the cultural climate of campus/system. d. Examine international student admission policies and tuition fee rate and revise where necessary to ensure equity. e. Evaluate and revise search committee training and processes to improve URM recruitment and decrease bias in the hiring process. f. Hire faculty/staff/administrators of color to reflect diverse populations g. Recruit/retain students from diverse backgrounds. h. Create minority employee resource groups within HR on all campuses to improve engagement, retention and promotion. i. Require each college, school, and department to submit a retention and promotion plan to increase and	Yr 1-5 • Complete strategies within 3-5 years	• Enrollment Management • System/university marketing • Academic affairs • VP and Vice Chancellors of ADEI • SIU System Diversity Advisory Council • Human Resources • Financial Aid • Alumni Associations • System Government Relations	• Existing resources

sustain diversity. j. Require each college, school, and department to submit salary data to ensure equity in pay k. Develop structured mentoring and professional development opportunities for URM faculty and staff to cultivate and prepare them for administrative and leadership roles throughout the system. l. Advocate statewide to address the system inequities and bias in the current civil service system. m. Create a standard interview prompt/question for all positions to have applicants speak to their commitment to ADEI.			

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.

Objective 1: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Establish an OCE with appropriate staff.	• Yr1: Appoint Director/ Interim • Yr1-2: Create operating documents – mission, objectives, procedures • Yr 2-3: Hire project coordinator, grant writer, administrative assistant	• Interim director • President's office liaison	• Salaries • office space • office equipment and supplies
b. Create intercampus teams and appoint liaisons on each campus.	• Yr 2: Appoint campus liaisons/coordinators • Yr 2-3: Develop intercampus team roles and responsibilities around Illinois Legislative Black Caucus' Four Pillar Agenda to Rid Illinois of Systemic Racism	• Interim director • President's office liaison	• Salaries • Travel
c. Start a system-wide advisory council, communication and media plan.	• Yr 2: Define role of Community Advisory Council (CAC) • Yr 2-3: Create CAC • Yr 3-5: Create Local Advisory Councils (LAC) – project based • Yr 2-5: Create and implement communication and media plan • Yr 2-5: Monitor number of, and success of community engagement projects and communicate success	• Interim director • Campus Liaisons • President's office liaison	• Supplies • Travel

Objective 2: 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).

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Create the Institute for Rural Health (IRH)	• Yr 1: Appoint Director/Interim • Yr 1-2: Build operating procedures, Advisory Committees and appoint campus liaisons • Yr 2: Apply for IBHE Temporary Center status • Yr 2-3: Hire grant writer, administrative staff • Yr 2-5: Monitor number of, and success of rural health projects and communicate success	• Interim Director • Campus Liaisons • President's office	• Salaries • office space • office equipment and supplies
b. Facilitate collaborative engagement and action to improve the health status of rural Illinois	• Yr 2: Identify industry-specific partners • Yr 2-3: Establish forums for real-time partner and community input and feedback • Yr 2-3: Identify system resources and staff to engage in discussion related to improving health status, reducing health disparities, aligning education and workforce training needs, expanding rural health research, policy and leadership development • Yr 2-3: Identify opportunities for the creation, growth and expansion of regional resources through partnerships • Yr 2-5: Monitor success of collaborative endeavors	• IRH • campus partners	• Travel • meeting and engagement resources
c. Align system resources to address health disparities and health inequities	• Yr 2: Identify industry-specific partners	• IRH • campus partners	• Travel

	• Yr 2-5: Convene partners (community impact advisory board/partner meeting) and identify regular convening schedule and communication system • Yr 2: Identify industry-specific needs from regional partners • Yr 2-5: Assess status and sources of health disparities and inequities • Yr 2-5: Identify, plan, and complete one high-impact project per industry per year • Yr 2-5: Research evidence-based best practices to address health disparities and inequities • Yr 2-5: Create discussion forums for cross-campus teams and industry-specific partners • Yr 2-5: Create alignment strategies across campuses • Yr 2-5: Monitor success of collaborative endeavors		• meeting and engagement resources
d. Rural Health Education and Workforce alignment	• Yr 1-5: Engage regional partners to identify gaps in education programs and services • Yr 1-5: Identify regional workforce needs • Yr 1-5: Assess capacity of SIU System to address program gaps and workforce needs • Yr 1-5: Research best practice strategies for rural healthcare workforce development • Yr 1-5: Monitor success of collaborative endeavors	• IRH • campus partners	• Travel • meeting and engagement resources

Objective 3: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. 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	• Yr 2: Communication between SBDCs, Economic Development campus representatives established • Yr 2-3: Outreach plan for university and community established • Yr 2-5: Monitor number of university/community relationships built	• OCE • Economic Development Campus offices • Office of Technology Management and Industry Relations	• Travel • meeting and engagement resources; grants
b. 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.)	• Yr 2-5: Industry-specific partners identified • Yr 2-5: Regular industry-specific partner convening schedule identified, and communication system created • Yr 3-5: One high-impact project per industry identified, planned, and completed in each year	• OCE • Economic Development Campus offices • Office of Technology Management and Industry Relations • Regional Economic Development Chambers	• Travel • meeting and engagement resources • grants • convening costs

Objective 4: 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.			
Strategy	**Metrics/timeline**	**Who is Responsible**	**Resources Needed**
a. Workforce Development - Coordinate between SIUC EWD, SIUE Office of Online Services and Education Outreach to expand workforce programs, including registered apprenticeship and alternative digital credentials (ADC) programs to meet regional workforce needs and enhance undergraduate and graduate student employment competitiveness	• Yr 1-2: Coordinative relationship between SIUC EWD and SIUE established • Yr 2-5: Number and success of workforce development programs	• SIUC Economic and Workforce Development • SIUE Office of Online Services and Education Outreach • President's office - coordination	• Workforce development program development and implementation • grants
b. Educational Programs and Services - Create an Educational Coordinating Work Group to catalog existing educational programs and services across the system, identify a coordinating office on each campus, survey school districts to identify needs, evaluate current SIU system capacity to meet their needs, develop and prioritize new programs and services and work collaboratively to develop an annual scope of work for the system's educational growth strategy	• Yr 1: Working group created to catalog workforce education programs across system • Yr 1-2: Workforce education programs across system cataloged • Yr 2: Coordinating office on each campus identified • Yr 2-3: Survey conducted and SIU System capacity determined to meet needs • Yr 3-5: Collaborative educational programs developed and success monitored – Number and success of educational programs	• Identified Working Group • Identified offices on campuses • President's office - coordination	• Education program development and implementation • grants

Objective 5: Telling our Story - Extend the impact of System-wide programs and practices impacting the communities we serve, by continuing to promote and share this work.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Establish a system-wide Marketing and Communications Task Force/ Working Group	• Yr 1: System-wide task force/working group created • Yr 2: System media and communications plan created including possible system branding • Yr 3-5: Monitor success of media and communications plan	• President's Office • Executive Directors and/or liaisons from Marketing Offices from SIUC, SIUE and SOM	• Resources for media and communications plan
b. Reestablish a system-wide alumni event held in Springfield (or other location) each year	• Yr 2-3: Conduct themed alumni and friends events • Yr 3-5: Monitor success of events by attendance and surveys	• President's Office • Campus Alumni Offices	• Resources to support event
c. Create a strong SIU system presence during Higher Education Lobby Day	• Yr 2-5: Monitor success of events by attendance and surveys	• President's Office (Government Affairs) • Campus Alumni Offices • System Faculty, Staff and Student Advisory Committees	• Resources to support event
d. Continue to promote and grow the annual Technology Innovation Expo in Chicago	• Yr 2-5: Monitor participation rate and success	• Office of Technology Management and Industry Relations	• Resources to participate in and promote event

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.

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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Provide system-wide research support opportunities. b. Collaborate and share ideas across the system on campus policies related to faculty release time for research initiatives. c. Establish a system-wide mechanism for tracking research and creative activities.	Yr 1-5 • Number of journal articles published per year • Number of citations of published work per year • Number and value of grants/research expenditures, patents, etc.	• System Research Directors • CIOs • Academic Affairs	• Funds for system-wide SEED grants. • ITS development of tracking system

Objective 2: Promote system and external partnerships to result in broader, more impactful research and creative activity.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Acquire and/or develop a front-end web app to search for collaborators across the System. b. Host inter-system networking events for faculty in areas of research innovation. c. Conduct quarterly meetings of Research Office leadership personnel to facilitate partnerships and promote collaborative research	Yr 1-5 • Number of inter-campus activities should increase by 10% • Number of external partnerships should increase by 10% • Number of jointly hosted activities: conferences, workshops, exhibitions, and concerts should increase	• System Research Directors • CIOs • Academic Affairs	• Funds to support web app design or acquire existing software • Funds to host networking events

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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Acquire and/or create a PI financial dashboard to ease grant administration. b. Implement system-wide PI training opportunities in grant development and compliance.	Yr 3-5 • Number of financial queries and number of over expenditures should decrease • Number of faculty and staff from each campus participating in training opportunities should increase • Number of submitted and successful proposals should increase • Number of compliance issues should decrease	• ITS • Research Offices • Primary Investigators	• Funds to support design and programming for application research and development (connect to AIS and banner) • Funds for external speakers and workshop facilitators

Objective 4: Develop public relations mechanisms to increase campus, public, and governmental awareness of campus and system research and creative activities.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Establish an inter-system marketing team to highlight research impacts, network with legislators, and advertise partnership opportunities. b. Establish recognition program(s) to acknowledge intercampus projects. c. Highlight and promote collaborative scholarly outcomes at jointly hosted events with targeted audiences.	Yr 1-5 • Number of joint press releases covering collaborative research efforts and other scholarly activities should increase • 5% overall increase in system-wide social media activity, including followers and post likes	• Marketing • Research Offices • System Government Relations	• System-wide faculty, staff or students with marketing experience recruited to develop marketing strategy for system research.

Objective 5: Strengthen current SIUC-SIUE cooperative Ph.D. programs (History, Computer Science, Environmental Resources and Policies, and Pharmacology and Neurosciences) and expand to include additional programs.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Establish a viable web-based communication portal among SIUC, SIUE, and School of Medicine faculty and Graduate School staff. b. Hold semi-annual cooperative PhD program meetings: one hosted by SIUC and one by SIUE (for periodic program review and assessment). c. Identify potential cooperative Ph.D. programs and facilitate development of new co-op programs.	Yr 2-5 • Increase in student enrollment • Increase in student retention rate • Time-to-degree • Increase in number of degrees awarded • Number of new cooperative Ph.D. programs • Number of participating graduate faculty	• ITS • Graduate schools • Faculty • students	• Funds for graduate assistantships and scholarships • Adequate personnel resources to provide quality cooperative graduate programs • IT support to make Teams easily cross-institutional

Goal 5: Faculty and Staff

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

Objective 1: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Conduct a comprehensive assessment of current diversity statistics to determine gaps and where recruitment areas need to be focused.	• Yr1: The System coordinates outline of a consistent template to be shared in order for each campus to determine current assessment across the System • Yr2: Based on current state, each campus will conduct a preliminary needs assessment and present results to campus administration	Assessment conducted by: • Vice President ADEI • Campus VC's DEI/EDI • Unit leadership: directed by campus Chancellors	• Coordinated policy and procedure manual for assessment process to ensure uniformity that reflects system principles • It is important that manual includes consequences for non-compliance • Guiding Principles from the Diversity Offices • Staff time to focus on this work
b. The System will support each campus to develop and monitor a diversity recruitment plan to actively recruit a more diverse pool of candidates.	• Yr3: The SIU system should develop monitoring tools to ensure consistent and compliant implementation and an ongoing commitment to the recruitment plan	Developed and monitored by: • Campus VC's DEI/EDI • HR • General Counsel • Campus Chancellors • VCs and VP ADEI	• Development of SIU System-wide Process • Staff time/FTE to dedicate to this work.

Objective 2: 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.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Promote development and implementation of a mentorship path for career advancement with a focus on equity.	• Yr 1: Develop voluntary mentoring program for each new faculty or staff in their job classification and/or unit • Yr 2-5: Monitor number of faculty/staff that avail of the mentorship program	• Vice President for ADEI • Campus VCs for DEI/EDI • Directors of schools or Department chairs • Unit heads	• Guideline document for mentors at faculty and at staff levels • Training program for mentors • Compensation in form of course or duty release or stipend for mentors

	• Yr 2-5 Monitor faculty/staff satisfaction with mentoring program	• HR: Directed by campus VCs of Academic Affairs, VCs-Administration	
b. Promote the creation and implementation of a reward system that recognizes commitment and excellence that is grounded in equity and inclusion with a view to remove implicit bias.	• Yr 1: Review existing standards and processes for rewards and recognition to suggest changes and recommendations • Yr 2: Implement changes to reflect the outcome of the review and ensure equity • Yr 3-5: Continuous assessment to avoid reward system envy • Yr 2-5 Record rewards and recognitions received each year	• Vice President for ADEI • Campus VCs for DEI/EDI • Provost's / Chancellor's office • HR Offices (to coordinate across various offices) VCs for Administration	• Financial resources • Publicity/Marketing • Foundational or System-wide structure
c. Establish transparent and accessible communication of all benefits afforded to each class of employee during their tenure in the SIU system and upon retirement.	• Yr 1- 2: List of attributes can be developed and shared across system, especially shared with all hiring units, hiring personnel, and hiring committees • Yr 3: Designated administrative leader, should confirm that 'use of list' is becoming standardized practice in hiring process • Yr 4-5: Annual monitoring once implemented	• Campus HR Offices (and associated Equity Advisors);	• Time allotted for specified HR Personnel to complete development of list.

Objective 3: Develop training plan that supports employee professional development and advancement.

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Assess capacity and commitment to support faculty and staff professional development efforts. Create an incentive pool to promote attendance at workshops, and training.	• Yr 1-2: Create an assessment tool/survey to understand gaps and needs • Yr 3-4: Develop and implement professional development structure and criteria with continuous feedback tool	• Unit Administrators • VCs for Administration • HR: Directed by Chancellors and VCs	• Financial Commitment • Staffing resources for focus on this work

b. Provide supervisor and leadership training for all employees to support their promotional pathways.	• Yr 1: Compile inventory of current training modules Yr 2-3: Create additional training modules to meet needs • Yr 3-5: Number of employees who complete supervisory training • Yr 3-5:Percentage of employees who have completed the supervisory training prior to applying for a position	• SIU System Office • VCs of Administration • VCs of Academic Affairs • Campus HR	• Financial • Training capacity • Staff / faculty time
c. Design and implement professional development training modules across the SIU system that support employee career competence, satisfaction and promotional pathways.	• Yr 1: Compile inventory of current trainings and research training modules • Yr 2-3: Create training modules and disseminate • Yr 4-5: Employee feedback, including supervisors and line personnel, on the training modules effectiveness • Yr 4-5: The percentage of modules that are used across the SIU system (collect campus specific data)	• President – SIU System • System Advisory Committees (Staff, Faculty) • VCs of Administration • VCs of Academic Affairs • Campus HR	• Financial • IT • Staff
d. Provide supervisors equity and inclusion training in regard to equitable workloads, evaluations, and promotional opportunities.	• Yr 1: Develop training plan utilizing internal and external partners and trainers • Yr 2-3: Implement and track training • Yr 4-5: Percentage of supervisors have had the training • Yr 4-5:Employees' evaluation of supervisors	• VCs of Administration • VCs of Academic Affairs • VP ADEI • VCs of DEI/EDI	• Training capacity • Staff Capacity to attend trainings

NOTE: The SIU System supports shared governance at the campuses and the activities of the System wide Faculty and Staff Advisory Committees.

Goal 6: Infrastructure

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

Objective 1: Leverage technology to support, sustain, and advance the SIU system

Strategy	Metrics/timeline	Who is Responsible	Resources Needed
a. Encourage and support technology innovation across the SIU system	• Yr 1: Create a system-wide technology group that meets semi-annually focused on technology initiatives and, efficiencies, collaboration, and sharing • Yr 2-3: Develop a system-wide strategic technology plan • Yr 4-5: Establish a sustainable system-wide technology funding model	• Campus CIOs and staff. • University and System administrations	• Establish funding for system-wide projects. • Existing staff time • Existing technologies
b. Apply system-wide administrative, academic, service, and financial efficiencies to digitally transform the SIU system	• Yr 2-3: Develop a plan to strategically identify and align tools, resources, and services to be shared system wide • Yr 2-3: Negotiate and implement inter-institutional agreements with other Illinois public higher-education institutions focused on collaboration, shared services and purchases, and efficiencies • Yr 2-3: Implement technology to improve operational efficiencies • Yr 4-5: Create a shared service model for appropriate administrative operations such as Human Resources and Procurement	• Campus CIOs and staff. • University and System administrations • Campus Stakeholders • Cooperating Illinois university CIOs and staff	• Establish funding for system positions, support staff, and operating budget • Existing staff time

c. Establish system-wide research governance for technology infrastructure.	• YR 1: Create a research technology governance structure focused on collaboration, shared initiatives, and opportunities in research and grant areas	• Campus research administration • Campus research stakeholders • Campus CIOs • University and System administrations, as needed	• Existing staff time
d. More effectively use system-wide data by establishing a data analytics program and governance.	• Yr 1: Establish governance structure for system-wide data sharing focused on establishing data standards, procedures, policies, sharing, and appropriate use • Yr 1-2: Identify key, system-wide data that can be used to align SIU's strategic advantage across the state and create opportunities within the system • Yr 2-3: Develop an analytics program including appropriate shared technologies and promote its use	• Campus data stakeholders including IR offices, faculty, staff, and administration • Campus CIOs and staff. • University and System administrations	• Establish funding for system-wide projects. • Existing staff time
e. Initiate and execute collaborative partnerships with technology corporations.	• Yr 1-2: Build potential corporate-university alliances • Yr 2-3: Initiate strategic corporate partnerships and programs	• Campus CIOs and staff. • University and System administrations	• Existing staff time
Objective 2: Ensure long-term financial sustainability			
Strategy	**Metrics/timeline**	**Who is Responsible**	**Resources Needed**
a. Allocate resources based on the System's mission and priorities.	• Yr 1: Establish a target balance for unrestricted operating and infrastructure reserves and a timeline for achieving the target balances	• Existing staff • Consulting firm • Establish funding for system-wide initiatives	• System and University Leadership

	• Yr 1-2: Review and update funding model for allocating operating funds • Yr 2-3: Develop a formal process for system prioritization of physical & technological infrastructure needs		
b. Increase existing revenue streams and identify new funding streams	• Yr 1-3: Work with the Illinois Commission on Equitable Public University Funding to develop a more predictable funding model aligned with state and system priorities. • Yr 1: Establish a System Office focused on increasing federal, state, and private support for community engagement including providing social services to local communities and exploring partnerships with private foundations, local businesses, and major corporations • Yr 1-2: Develop a model for evaluating tuition and fee pricing flexibility to ensure rates are appropriately set	• System and University Leadership	• Existing staff time • Consulting firm • Establish funding for new system position • Additional support staff • Operating budget
Objective 3: Advocate and lead efforts for environmental sustainability and stewardship			
Strategy	**Metrics/timeline**	**Who is Responsible**	**Resources Needed**
a. Expand efforts to create a sustainable enterprise	• Yr 1: Achieve LEED certification on all new construction and renovations • Yr 1-5: Reduce the carbon footprint of system vehicles by increased fuel efficiency or more alternative fuel vehicles • Yr 4-5: Minimize food service waste by 10 percent	• VCA administrations and staff • Student Affairs administrations and staff • University and System administrations	• Establish funding for system-wide projects. • Existing staff time

	• Yr 4-5: Reduce reliance on fossil fuels as an energy source		
b. Create a system-wide sustainability working group and means for coordinating sustainability efforts across the system.	• Yr 1: Create a system-wide sustainability working group.	• VCA administrations and staff • Campus sustainability stakeholders • Campus stakeholders • University and System administrations	• Establish funding for additional personnel time needed • Existing staff time
c. Create a system-wide advertising campaign to increase recycling efforts and reducing physical campus waste across all sites.	• Yr 1: Create a marketing campaign • Yr. 4-5: Increase number of recycled materials and reduce non-recyclable waste	• Campus Marketing administrations and staff • University and System administrations	• Existing marketing services
Objective 4: Maintain critical infrastructure, while anticipating future needs and opportunities.			
Strategy	**Metrics/timeline**	**Who is Responsible**	**Resources Needed**
a. Promote system-wide operational sustainability.	• Yr 1-2: Create a system-wide continuity of operations task force • Yr 2-3: Create a system-wide continuity of operations plan • Yr 2-3: Update or create campus continuity of operations plans • Yr 1: Explore ways elements of the system can assist and share during an emergent situation	• VCA administrations and staff • Campus stakeholders • University and System administrations	• Existing staff time
b. Promote physical infrastructure that sufficiently supports the teaching, research, and service missions of the University system.	• Yr 1: Create a system-wide working group dedicated to focusing on the curricular, research, and service physical infrastructure topics and needs • Yr 2-3: Create a system-wide physical infrastructure plan to continually maintain, update, and explore new areas to sustain the mission of the University system	• VCA administrations and staff • Campus stakeholders • Campus CIOs and staff. • University and System administrations	• Existing staff time • Establish funding for system-wide projects.

	• Yr 4-5: Create sustainable budget plan to support these on-going initiatives • Yr 1-2: Conduct an analysis of current space utilization to identify potential opportunities and efficiencies		
c. Promote system-wide physical infrastructure maintenance, stability, and growth.	• Yr 1: Create a database and infrastructure map for existing facility/equipment across the system so future expansions can be decided accordingly • Yr 1: Create a system-wide working group dedicated to focusing on physical infrastructure including the prioritization of new construction, renovations, demolition, and deferred maintenance • Yr 4-5: Create sustainable budget plan to support these on-going initiatives	• VCA administrations and staff • Campus stakeholders • University and System administrations	• Existing staff time • Establish funding for system-wide projects.

Appendix B:

Draft Strategic Plan Metrics Scorecard for Future Dashboard – SIU System 011122*

Goal 1

1. Number of degrees and credentials granted
2. Number of participants in SIU System Flex Program
3. Number of students taking classes in system from institution other than home institution
4. Number of patent applications per year
5. Number of industry partnerships to support academic programs and research and scholarship
6. Number of high impact students participating high impact practices
7. Percent of graduates in jobs or graduate school within 6 months

Goal 2

1. Percentage of students of color
2. Graduation rates for students of color
3. First year retention rates of students of color
4. ADEI certificate completers
5. Student satisfaction overall and among faculty/staff of color

Goal 3

1. Number of community engagement partnerships
2. Number of programs to support local businesses
3. Number of workplace development program participants
4. Number of collaborative educational programs with school systems
5. Public perception of the SIU System
6. Enrollment in joint and new healthcare academic programs

Goal 4

1. Number of journal articles (total and joint)
2. Total grants/research expenditures (total and joint)
3. Number of joint creative activities
4. Number of joint funding proposals submitted
5. Collaborative activities in the media (social and traditional)
6. Number of students in joint research/creative activities
7. Number of students in joint academic programs

Goal 5

1. Number of tenure-track faculty members of color
2. Employee satisfaction overall and among faculty/staff of color
3. Percentage of employees of color
4. Retention of employees of color
5. Employees completing supervisory training
6. Percentage of supervisors with ADEI training

Goal 6

1. Financial savings in IT from collaboration
2. Financial savings from other areas of collaboration
3. Increased revenue from collaboration
4. Total cash position
5. Percentage decrease in food waste
6. Decrease in carbon footprint

***Note**: This document is a draft. The list of scorecard metrics may change as operationalization of each metric is researched. Also, as with other metrics in the SIU System Strategic Plan the scorecard metrics might change based on the advise of the Strategic Planning Committee due to the "living plan" nature of the plan.