Dear Reader,

Hundreds of people participated in a yearlong process to develop clarity and direction for Southern. This creative and comprehensive vision represents a convergence of perspectives about what our University should look like when it reaches its 150th anniversary in 2019. Our efforts to capture a wide range of thoughtful opinions will miss many important and valuable insights and ideas generated during the process.

The powerful work of the theme groups and committees that led to *Southern at 150: Building Excellence through Commitment* is available through complete reports located on the web at [http://www.siuc.edu](http://www.siuc.edu), choose Southern at 150.

A bold statement borne from the collective wisdom and vision of faculty, staff, students, alumni, and friends of the University is the fruit of our labor. You will see, that while we are good, we can continue to improve, setting our sights on excellence in every dimension. We will provide our students with first-rate educational opportunities. Our faculty and staff will have excellent facilities, tools and support. We recognize and value the opportunities afforded to us all by this unique region. Our neighbors will think of us as their University, and as a university that shoulders its responsibilities for economic vitality in Southern Illinois.

As a testimony to the great commitment that so many have for our University, this work will guide our progress forward - it is a living blueprint for our future. Our brand of higher education will remain accessible, be of the highest quality, and will be the foundation for a society that is better prepared to meet the challenges of future generations.

The legacy of Southern Illinois University Carbondale is ensured through a thoughtful and bold look ahead. Those who crafted this vision present a clear sense of their passion for excellence at Southern. We hope you share it.

Sincerely,

Walter V. Wendler
Chancellor
<table>
<thead>
<tr>
<th>SECTION</th>
<th>PAGE #</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>7</td>
<td>INTRODUCTION</td>
</tr>
<tr>
<td></td>
<td></td>
<td>THE GOAL</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>OUR GUIDING PRINCIPLES</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>OUR PLAN, OUR PEERS, AND OUR ASPIRATIONS</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>OUR ENVIRONMENT</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>OUR VIEW OF EXCELLENCE</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>OUR NEED</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>OUR CORE VALUES</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>OUR MISSION</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>OUR VISION</td>
</tr>
<tr>
<td>II.</td>
<td>21</td>
<td>OUR COMMITMENTS</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>SEEK AND CELEBRATE FACULTY EXCELLENCE</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td>LEAD IN RESEARCH, SCHOLARLY, AND CREATIVE ACTIVITIES</td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>OFFER PROGRESSIVE GRADUATE EDUCATION</td>
</tr>
<tr>
<td></td>
<td>39</td>
<td>PROMOTE EXCELLENCE IN UNDERGRADUATE ACADEMICS</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>ENGAGE THE WHOLE STUDENT</td>
</tr>
<tr>
<td></td>
<td>51</td>
<td>PROVIDE ASSERTIVE AND DELIBERATIVE LEADERSHIP</td>
</tr>
<tr>
<td></td>
<td>55</td>
<td>ENHANCE OUR LIBRARY AND KNOWLEDGE RESOURCES</td>
</tr>
<tr>
<td></td>
<td>61</td>
<td>SERVE OTHERS</td>
</tr>
<tr>
<td></td>
<td>69</td>
<td>ENRICH OUR CAMPUS</td>
</tr>
<tr>
<td></td>
<td>73</td>
<td>CULTIVATE RESOURCES</td>
</tr>
<tr>
<td>III.</td>
<td>81</td>
<td>THE NEXT STEP – EXCELLENCE AT WORK</td>
</tr>
<tr>
<td>IV.</td>
<td>82</td>
<td>APPENDIX</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

OUR PLAN, OUR PEERS, AND OUR ASPIRATIONS

On November 13, 2001, Southern Illinois University Carbondale Chancellor Walter V. Wendler announced that he would convene a group, with internal and external participants, to develop a campuswide plan. The plan would clearly articulate the kind of university we hope to be in 2019, when we celebrate our 150th anniversary.

More than 200 people were involved in the work embodied in the plan before you. The majority of participants were faculty, students, staff, and administrators from campus. Off-campus participation was enlisted from alumni and friends of the University, from throughout the region, state, and the nation. Their contributions mark an important step in generating ideas and building relationships with the vast community that we serve. The groups worked for more than six months at refining concepts and ideas that led to this report. Universities from across the nation were studied. A set of peer institutions and aspirational peer institutions was developed. Peer institutions include Auburn University, Iowa State University, Kansas State University, Ohio University, Oklahoma State University, Texas Tech University, Washington State University, and West Virginia University. Aspirational peer institutions include Louisiana State University, University of Colorado at Boulder, University of Kentucky, and University of Missouri Columbia. These institutions were studied carefully and an analysis was conducted of where we are, where we would like to be in 2019, and what actions are needed to close the gaps in performance. These collective activities led to the plan, Southern at 150: Building Excellence Through Commitment.

The goal of Southern at 150: Building Excellence Through Commitment is to articulate a series of commitments and actions that will place us among the top 75 public research universities in the United States by the year 2019, our 150th anniversary, while we continue to provide the foundation for academic, economic, and social progress in Southern Illinois.
Our Guiding Principles

Southern Illinois University Carbondale will: provide excellence in educational opportunities; forge an environment of collective and individual responsibility and accountability; foster an intellectually challenging, yet supportive environment for students, faculty, and staff; rigorously assess programs and allocate resources in ways that are responsive to our strengths and weaknesses; provide leadership for higher education in the state; promote the concept that the institution’s concern extends to the whole individual and that our decisions are driven by a desire to do what is in our students’ best interests. By embracing these beliefs and by pursuing their corollary actions, Southern Illinois University Carbondale will graduate students who:

• are creative, productive, and responsible
• are lifelong learners
• understand the foundations of inquiry and knowledge
• express themselves clearly and creatively
• understand the value of and need for effective teamwork
• are prepared to face the multitude of opportunities available in their pursuits and professions of life, and
• meet the workforce and societal needs of Illinois and the nation.

Our Environment

Our mission, core values, history, geographic location, and desire to promote and deliver excellence in educational opportunity are forces in the environment that sustain and influence Southern Illinois University Carbondale. We serve a wide range of people who are growing in number, diversity and sophistication. We must serve them well.

Our ability to fulfill our mission is directly related to the vigor of the communities and economies of which we are a part. Therefore, we must assert leadership in addressing issues related to health, wellbeing, and economic development. The University wholeheartedly reaffirms its commitment to continuing and building upon our success in service to our communities, region, and nation.

Our Need

Our desires to anticipate future needs and make long-term commitments in ways that can be effectively measured and documented are critical to the creation of a vision for Southern Illinois University Carbondale. We must be respectful of our history, cognizant of our great strengths, recognize areas that need improvement, and draw a blueprint that will guide the institution into the first decades of the 21st century. This vision must represent our very best thinking, and it must reflect a positive perspective for the future of the University. Anything less and we fall short of our responsibility of leadership.

Our Core Values

• We will be responsive to the needs of our students and do our best to help prepare them for purposeful and productive lives.
• Diversity will strengthen our ability to attain our educational mission.
• We are a public institution and covet the confidence and trust of the public we serve.
• We are an academic institution dedicated to the discovery and preservation of truth, the freedoms required for such a commitment, and the importance of such actions in a free society.
• We will seek excellence in everything we do.
• We will endeavor to produce citizen-leaders with global perspectives.
• We will manage ourselves in a way that exceeds effectiveness. We will expect nothing less than the highest moral and ethical standards at every level.
• We will develop and foster pride in our University, its traditions and values.
• We will extend our reach throughout the world and bring the world to Southern Illinois University Carbondale and to Southern Illinois.
**OUR MISSION**

Southern Illinois University Carbondale is a contemporary, comprehensive student-responsive research university committed to serving the society that supports it. We will serve by providing quality educational opportunities to our students so that the cause of a free society is advanced. Our teaching and scholarship will be perceived as being among the very best. We will lead by example in our service to others, embrace the value of service, and inspire our students to become citizen-leaders with global perspectives.

**OUR VISION**

The world of Southern Illinois University Carbondale is changing. We will have a different mix, if not different numbers of students at the end of the second decade of the 21st century. It is anticipated that up to 25 percent of the student population will be graduate students, while our undergraduate population should remain relatively steady. We will be known for a faculty and a student body that reflect the human and ethnic diversity and intellectual pluralism of the world. The academic credentials of our faculty will represent some of the best universities in the world. In some disciplines they will be world experts, in all they will be esteemed by their peers. Our staff will be challenged to be the very best in their respective fields.

Our campus will continue to be a place that is esteemed for its natural beauty. We will have new and redefined programs, while some programs will be eliminated over the next few decades. Our region and our state will view us differently than they do now. We will be seen as a strong public research university that provides the most relevant and comprehensive research experience for students who study here. Our resource streams will be different. As historical data indicate, the percentage of resources from the state in relation to our total budget will continue to decrease and resources from other sources will grow. The margin for excellence will be developed through research and private support, while the state will continue to provide the basic support for our University.

**OUR COMMITMENTS: THE BLUEPRINT FOR OUR FUTURE**

Southern Illinois University Carbondale is guided by the simple principle that our purpose is to provide excellence in educational opportunities so that our students will be prepared for lifelong learning, and the multitude of opportunities available in their pursuits and professions of life. By 2019, excellence will be central to our culture and will benefit our students, faculty, staff, and the region, state, nation, and world. We will strive for it, we will recognize it when it is present, and we will make the difficult leadership and management decisions to insist on working toward it always.

Ten major areas of commitment are necessary for the University to achieve excellence:

- Seek and Celebrate Faculty Excellence
- Lead in Research, Scholarly, and Creative Activity
- Offer Progressive Graduate Education
- Promote Excellence in Undergraduate Academics
- Engage the Whole Student
- Provide Assertive and Deliberative Leadership
- Enhance Our Library and Knowledge Resources
- Serve Others
- Enrich Our Campus
- Cultivate Resources

**NEXT STEPS**

Southern at 150: Building Excellence Through Commitment is a living plan, not a paper plan that will sit on a shelf. Many people from both on- and off-campus have committed vast amounts of time and energy to the development of this plan. This plan is a broad statement of values, vision, and commitments intended to provide a blueprint for action and establish the foundation for the creation of detailed, measurable goals.
OUR COMMITMENTS

Seek and Celebrate Faculty Excellence
Lead in Research, Scholarly, and Creative Activities
Offer Progressive Graduate Education
Promote Excellence in Undergraduate Academics
Engage the Whole Student
Provide Assertive and Deliberative Leadership
Enhance Our Library and Knowledge Resources
Serve Others
Enrich Our Campus
Cultivate Resources
Seek and celebrate faculty excellence

Our faculty is the foundation of the University. We must continue to recruit and retain nationally and internationally recognized faculty engaged in teaching, research, and service. The University must provide the physical and philosophical support necessary to allow our faculty members to engage in a full range of professional and service activities expected of them. A healthy academic environment that celebrates and rewards faculty for excellent teaching, research, and service, and values the innovations and results of research, scholarly, and creative activity is necessary to meet our goals. The core of a comprehensive, student-responsive research university demands our faculty passionately and creatively address the needs of undergraduate and graduate students through engagement in the broad learning opportunities available. A nationally recognized Center for Teaching Excellence could serve as a model program and would publicly demonstrate the value we place on continually improving our academic excellence.

Aspiration: Recruit and Retain High-Quality Faculty

A nationally and internationally recognized faculty committed to teaching, research, scholarly, and creative activity, and outreach should be the core of a comprehensive student-responsive research university. Faculty characteristics should reflect the commitment of the University to the important contribution the faculty provides to its success. The faculty will reflect the diversity of the larger society. Faculty will be nationally and internationally recognized, and productive as scholars participating in the full range of research or creative activity associated with their unique disciplines. They will have a solid foundation in disciplinary training and expertise, and simultaneously value interdisciplinary work. Faculty must be provided with adequate resources and facilities to develop a high-quality learning environment. The University will strategically hire and take steps necessary to retain high-profile teachers, researchers, and service contributors. High expectations for teaching, research, and service will prevail throughout the faculty. The faculty will engage in a student-responsive approach, involving undergraduate and graduate students in all aspects of their professional activities, including serving as mentors and advisors.

Our Future is Shaped by Our Faculty:

“Our greatest strength is in the quality of our faculty. We will compete against the best business schools in the nation to recruit, nurture, and retain outstanding faculty. By the year 2019, eight additional endowed chairs, 12 professorships, and 16 competitive fellowships will have been obtained to allow the College to assemble an outstanding top 40 public business faculty.”

College of Business and Administration, Vision for Southern at 150
Aspiration: Support and Foster Faculty Excellence

The University should provide the necessary support to foster excellence in faculty instructional, scholarly, and outreach activities. The administration and faculty should share an understanding of the mission and long-range goals for Southern Illinois University Carbondale. The administration should take the lead in building and fostering a cohesive and productive working relationship with the faculty. Full, shared governance is a necessary ingredient for excellence. Resources should be available for faculty to carry out their teaching, research, and service responsibilities. Southern Illinois University Carbondale will provide the resources necessary to support expanded relations between the faculty and students and the envisioned role for faculty outreach. The University should adopt a proactive approach to external relations between the faculty and the Southern Illinois region.

Targets:

- Create 50 endowed chairs and 100 endowed professorships to aid in hiring and retaining excellent faculty. The Office of the Provost and Vice Chancellor should establish a pool of resources to be used for “targets of opportunity” hiring. Create a salary pool for “visiting chairs,” one- or two-semester appointments that departments and colleges can compete for, to bring prestigious senior scholars to campus as faculty/researchers. At least 20 percent of the “visiting chairs” will be reserved on a competitive basis among departments for visiting faculty from international institutions.

- Create a new category of faculty, contract faculty, who can be offered multi-year contracts with the opportunity for promotion and professional development. This category of faculty should represent 15 percent of the total faculty.

- Identify new sources of support for a well-funded system of faculty professional development opportunities that are available to all and distributed across all colleges. Our faculty should have opportunities equal to faculty at peer institutions.

- Faculty should increase and enhance collaborative and cooperative initiatives across disciplines. Develop and implement a nationally recognized support and reward system that encourages interdisciplinary work.

- Award outstanding teachers and scholars the title “Distinguished Teaching Professor,” and “Distinguished Research Professor.” Support and fund endowments for each, and create

<table>
<thead>
<tr>
<th>STUDENT/FACULTY RATIO FALL 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIUC</td>
</tr>
<tr>
<td>Louisiana State</td>
</tr>
<tr>
<td>U of Colorado at Boulder</td>
</tr>
<tr>
<td>U of Kentucky</td>
</tr>
<tr>
<td>U of Missouri-Columbia</td>
</tr>
<tr>
<td>Auburn U</td>
</tr>
<tr>
<td>Iowa State</td>
</tr>
<tr>
<td>Kansas State</td>
</tr>
<tr>
<td>Ohio U</td>
</tr>
<tr>
<td>Oklahoma State</td>
</tr>
<tr>
<td>Texas Tech</td>
</tr>
<tr>
<td>Washington State</td>
</tr>
<tr>
<td>West Virginia U</td>
</tr>
</tbody>
</table>

Source: Peterson's 2002 4-Year Colleges Guide

Targets:

- Maintain a minimum 70 percent of all faculty members with full-time status and in continuing faculty appointments. Ninety-five percent of the faculty will have the appropriate terminal degree for their fields.

- Offer strong hiring packages to candidates that include competitive, norm-based salaries, generous start-up, and partner placement assistance so that we will be successful when competing for faculty with peer institutions.

- Passionately recruit candidates for faculty positions from diverse backgrounds, including those with international interest and expertise.

- Retain faculty members. No faculty member who we desire to keep should leave Southern Illinois University Carbondale for reasons other than family or geographic location.

- Maintain student/faculty ratios, appropriate to each discipline, that are equivalent to or better than our peer institutions.

Targets:

- Maintain a minimum 70 percent of all faculty members with full-time status and in continuing faculty appointments. Ninety-five percent of the faculty will have the appropriate terminal degree for their fields.

- Offer strong hiring packages to candidates that include competitive, norm-based salaries, generous start-up, and partner placement assistance so that we will be successful when competing for faculty with peer institutions.

- Passionately recruit candidates for faculty positions from diverse backgrounds, including those with international interest and expertise.

- Retain faculty members. No faculty member who we desire to keep should leave Southern Illinois University Carbondale for reasons other than family or geographic location.

- Maintain student/faculty ratios, appropriate to each discipline, that are equivalent to or better than our peer institutions.
resident distinguished teaching and research professors to advise and mentor faculty, students, departments, colleges, and the administration.

- Ninety percent of our faculty should teach at both the graduate and undergraduate levels.

**Aspiration: Construct Excellent Faculty Reward Systems**

Faculty reward systems should be developed that promote the values of the institution and enhance the learning and discovery environment in an efficient and productive manner. Collaborative construction of faculty merit systems should convey the value of faculty to the process. Such reward systems must value, recognize, and reward excellence in teaching, research, and service, and efforts for integrating research and creative activity into teaching. Reward systems should encourage interdisciplinary collaboration and dialogue.

**Targets:**

- Establish faculty salaries comparable to those of our peer and aspirational peer institutions.
- Maintain high standards for tenure that reflect both diverse department/college missions and the larger University mission. Conduct rigorous annual reviews. Implement a coordinated, faculty-approved, faculty-administered, post-tenure review process.
- Develop merit systems that are reliable, valid, flexible, sensitive to variations in performance, and address the diverse assignments of teaching, research, and service.

**Aspiration: Establish a Center for Teaching Excellence**

Expand the Center for Graduate Student Excellence in Teaching to include the integration of research into undergraduate education as a key concept for the center. The center should focus on teaching excellence at all levels and become a model program with national recognition for training of both faculty and graduate assistants. Other curricular and pedagogical objectives of this center include a stronger first-year experience for entry-level students, interdisciplinary courses and programs, undergraduate research initiatives, professional development, and mentoring, among others. Here the virtues of a major research institution are readily translated in a very tangible way to all our students at every level of achievement.

**Targets:**

- Cultivate an environment of learning where high-quality teaching forms the standard. Train future faculty members at all levels — K-12, community colleges, and higher education institutions. Students should perceive that quality teaching remains the highest priority of the University.
- Pursue federal, state, and private support for the Center for Teaching Excellence and for professional development.
- Become a national model in the preparation and training of faculty and graduate assistants.
- Foster a strong peer relationship between faculty and graduate assistants to encourage collaboration.
- Establish a core curriculum that is nationally known for instructional innovation, such as service and problem-based learning, and academically sound curricula; as evidenced by recognized faculty, appropriate accreditations, and commitment to the philosophy of being student-responsive.
- Promote internationalization of the undergraduate and graduate curricula. Increase the number of courses related to global and international issues. Incorporate the importance of global education into the professional training of teachers at all levels.
OUR FUTURE IS FRAMED WITH STUDENT-CENTERED RESEARCH:

“Our vision of SIUC in 2019 is to be in the top 75 among public institutions in all important research measurement categories and be a university in which research is more completely integrated into the undergraduate experience, and truly student-centered.”

Vice Chancellor for Research and Graduate Dean, Vision for Southern at 150

Research, scholarship, and creative activity performed at Southern Illinois University Carbondale, including the Southern Illinois University School of Medicine, have many high-impact benefits including new knowledge, ranging from scientific discoveries to works of literature or art; enhancement of our reputation; enhancement of recruitment and retention of high quality students and faculty; enhancement of our ability to attract additional resources; enriched experiences that prepare students for success; improving the quality of the workforce; direct economic benefits from new resources attracted to the region; new jobs, spending, and taxes generated by new companies derived from university-developed intellectual property; an opportunity for budgetary growth; and a unique strength that distinguishes us. In short, high-quality intellectual work in all disciplines — humanities and arts, sciences, education and the professional schools — is the backbone of our University.

R&D EXPENDITURES 1999 TRACKED BY NSF (in millions)

- SIUC: $33.3
- Louisiana State: $80.5
- U of Colorado at Boulder: $184.2
- U of Kentucky: $149.0
- U of Missouri-Columbia: $94.8
- Auburn U: $161.3
- Iowa State: $80.3
- Kansas State: $86.6
- Ohio U: $86.5
- Oklahoma State: $85.6
- Texas Tech: $83.1
- Washington State: $87.3
- West Virginia U: $85.4

Average of all peer institutions: $109.7

Source: National Science Foundation
Aspiration: Enhance the Culture of Research and Scholarship

Research and scholarship will be integrated into every decision made on campus. Improvement can be realized in the development of the research enterprise on campus. Building a culture where research becomes an integral part of all undergraduate and graduate programs is essential. Substantially enhance research and scholarly productivity.

Targets:

- Enhance and develop existing and new centers of research, scholarship, and creative activity excellence, consistent with our academic aspirations.
- Develop interdisciplinary, interuniversity, and University-industry partnerships designed to foster research, scholarship, and creative activities. Increase by 200 percent funding from such partnerships.
- Commit to marketing the intellectual property of our faculty and its relevance to the community, state, nation, and world. Increase intellectual property licensing by 1,000 percent.
- Seek new domestic and international training grants that advance campus programs, and enhance national and international relationships.

Aspiration: Top 75 Public Research University

Southern Illinois University Carbondale will strive to be a top 75 public research university in total and federal research and development (R&D) expenditures. Excellence in research, scholarship, and creative activity can stimulate greater success for programs across disciplines and contribute immeasurably to the reputation of the institution.

Targets:

- Increase the total R&D expenditures by 11 percent per year. Increase the federal R&D expenditures by 13 percent per year.
- Identify, pursue, and obtain new sources of external grant and contract funding. Establish relationships with granting organizations, private industry, and foundations and promote the University as a research institution of high quality.
- Develop incentive-based reward systems to encourage faculty to secure external grant funding.

OUR FUTURE IS EXPANDED WITH KNOWLEDGE:

“As a Carnegie Doctoral/Research Extensive University, SIUC is committed to the discovery of knowledge, teaching, and service, while concomitantly focusing on high standards of excellence, stimulating meaningful research, and encouraging intellectual development.”

Provost and Vice Chancellor, Vision for Southern at 150
Aspiration: Become the Best Student-Responsive Public Research University in Illinois

Research and scholarly activity provide new knowledge and intellectual stimulation that are vitally linked to the educational process. Cutting-edge faculty research and scholarship contribute to what will be in the textbooks of the future. At both the graduate and undergraduate levels, involvement of students in the process of conducting research, scholarly, and creative activities provides an enriched experience that better prepares them for success at the next level, and as a result also enhances the quality of the workforce. At Southern Illinois University Carbondale, we embrace the role of being a student-responsive research university where graduate and undergraduate student participation in research is a critical component of the overall student experience.

Targets:

- Increase the number of internship opportunities relating to research, scholarly, and creative endeavors with high expectations for interactive student participation in research. Twenty-five percent of our graduates will participate in short or long-term internship opportunities.
- Increase research-focused scholarships and recruit top students for these scholarships. Increase funding for student workers for research, scholarly and creative activities, and service. The levels of funding will be above the mean for aspirational peer institutions.
- Develop new and enhance existing programs to incorporate research into undergraduate academics. Increase by 100 percent the undergraduate research opportunities for minority and female students. Increase University Honors Program participation by research-oriented faculty.
- Create a thesis and dissertation grant program to assist students with special one-time expenses such as illustrations, minor research equipment, etc.

Aspiration: Increase Giving to Support Research, Scholarship, and Creative Endeavors

Solicit funds for research from all potential sources, including alumni, individuals, business, industry, and partnerships. Encourage and nurture a mutually supportive relationship between the University and its alumni.

Targets:

- Target fundraising for specific research-related enhancements, such as undergraduate research scholarships ($10M), endowed fellowships ($20M), and 500 additional research assistants.
Current trends suggest that the 21st century will be one of graduate and professional education as Illinois moves into a global, knowledge-based economy. Southern Illinois University Carbondale must advance its commitment to graduate and professional education to make this University distinctive. We are classified as a Carnegie Doctoral/Research Extensive university, placing us in an exclusive group of national universities. We must not merely maintain this status. The University must continue to build on this strong foundation to remain a leader in local, regional, national, and global affairs.

Benefiting from the opportunities to be an active participant in faculty research, our graduate and professional students will be able to further develop expertise in their chosen areas of interest through extensive involvement in research. Faculty will be encouraged to pursue research and research funding with consideration given to the potential for enhancing the graduate and professional experience. Interdisciplinary research is also believed to be of great value in developing a variety of skills that will add value to graduate and professional training.

The demographic characteristics of graduate and professional students are constantly evolving, and we must seek to meet the educational needs of groups that do not fit the traditional student model. The University and the faculty will continuously seek new instructional modes for the delivery of graduate and professional programs. The format, time of delivery, and the methods of instruction must be made more flexible.

Aspiration: Achieve Excellence in Graduate and Professional Programs

The University’s ability to attract high-quality graduate and professional students and faculty depends upon offering nationally and internationally recognized Ph.D., master’s, and certificate programs that make us distinctive. The University must continue to build on and strengthen...
its foundation of graduate and professional programs. The University must provide an environment that supports the intellectual development of graduate and professional students, enabling them to perform at their optimum level, and preparing them for distinguished careers.

**Targets:**

- **Provide additional resources to enhance and/or develop an array of graduate programs at the master’s level**, focusing on programs in high demand. Double the number of students enrolled in master’s programs.

- **Maintain an appropriate balance of Ph.D. programs** and provide additional resources to strengthen Ph.D. programs in high demand or with national preeminence.

- **Increase by 100 percent the number of qualified applicants for graduate study.**

- The University must continually assess the academic strength and reputation of the graduate and professional program inventory as a whole. Weak or unproductive graduate degree programs should be identified and actions taken to strengthen or eliminate programs through a collaborative shared governance process.

- **Communicate the value of graduate and professional education, and the successes of our students.** Focus on the unique contributions of graduate and professional education to the economy and quality of life of the region, state, nation, and world.

**Aspiration: Acquire Funding to Recruit and Retain Graduate Students**

The University must enhance efforts to recruit and retain a diverse group of the best students for our graduate and professional programs from throughout the region, the nation, and the world. This effort will require developing close contacts with other colleges and universities that provide students for our programs, especially those in our geographic region, by aggressively marketing our programs, and offering increased financial support for students. By 2019, 25 percent of our total enrollment will be graduate students.

**Targets:**

- **Secure funding so that a minimum 75 percent of our full-time graduate and professional students are on graduate assistantships or fellowships.** Assistantship and fellowship stipends must be competitive with aspirational peer institutions.

- Double the number and dollar amount of graduate student stipends, as well as support for other research professionals and post-doctoral personnel. An endowment of $20M devoted to graduate student support should be established within five years.

- **Match peer institutions in major external scholarships awarded to our students.**

- **Allocate a portion of all increases in graduate tuition to graduate student scholarships.** In time, more of these scholarships should be funded by private donations.
We must recognize our academic programs as a top priority and the essential component for the continued health of the University. Quality instruction is the heart of our academic mission at the undergraduate and graduate level. An enhanced academic reputation will ultimately benefit recruitment, undergraduate retention, external fund-raising and will raise the real and perceived value of a degree from Southern Illinois University Carbondale. A nationally recognized Center for Teaching Excellence will serve as a model program and will publicly show the value we place on continually improving our academic excellence.

Students should take responsibility for their own growth and development and seek help when needed from faculty and staff. They must understand the parameters of academic integrity and honesty expected by the University community, and learn the expectations of each faculty member for class participation and attendance.

**Aspiration: Shape High-Quality Undergraduate Programs**

Providing high-quality, comprehensive, undergraduate education will improve the meaning and value of the undergraduate experience. Learning outcomes from undergraduate degrees should include a seamless combination of foundational skills, major-specific knowledge, ability to work in teams, cross-cultural comfort, and a desire to engage in lifelong learning. We will create an environment of discovery and learning in undergraduate academics and integrate research, scholarly, and creative activity into teaching at the undergraduate level.
Targets:

- Enhance nationally recognized programs whose graduates are in demand in the job market. Encourage program flexibility, adapt format, time of delivery, and method of instruction as needed. Survey and longitudinally track employer satisfaction with our graduates.

- Improve our undergraduate reputation score in Barron’s, Peterson’s, and U.S. News and World Report to meet or exceed aspirational peer institutions.

NATIONAL REPUTATION SCORE (5-POINT SCALE)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIUC</td>
<td>2.8</td>
</tr>
<tr>
<td>Louisiana State</td>
<td>2.7</td>
</tr>
<tr>
<td>U of Colorado at Boulder</td>
<td>2.0</td>
</tr>
<tr>
<td>U of Kentucky</td>
<td>2.3</td>
</tr>
<tr>
<td>U of Missouri-Columbia</td>
<td>2.2</td>
</tr>
<tr>
<td>Auburn U</td>
<td>2.4</td>
</tr>
<tr>
<td>Iowa State</td>
<td>2.1</td>
</tr>
<tr>
<td>Kansas State</td>
<td>2.6</td>
</tr>
<tr>
<td>Ohio U</td>
<td>2.1</td>
</tr>
<tr>
<td>Oklahoma State</td>
<td>2.2</td>
</tr>
<tr>
<td>Texas Tech</td>
<td>2.0</td>
</tr>
<tr>
<td>Washington State</td>
<td>2.1</td>
</tr>
<tr>
<td>West Virginia U</td>
<td>2.7</td>
</tr>
</tbody>
</table>


- Review the curriculum, including the core curriculum, for its ability to achieve stated learning outcomes, program quality, enrollment size, and resource requirements and modify both funding and curriculum as appropriate. Maintain a strong core in the arts and sciences.

- Strengthen the Honors Program and the Communication Across the Curriculum program.

OUR FUTURE IS STRUCTURED THROUGH OUTSTANDING PROGRAMS:

“The College of Applied Sciences and Arts by 2019 will continue to be recognized for outstanding professional and technical programs, will increase research and grant productivity that builds on industry collaboration and regional service, and will develop graduate programs taught by research-oriented faculty.”

College of Applied Sciences and Arts, Vision for Southern at 150

- Create a Student Academic Resource and Retention Center. Support students with academic challenges and promote retention at all levels. Establish a comprehensive, coordinated First-Year Experience program.

- The University must continually assess the academic strength and reputation of the undergraduate program inventory as a whole. Weak or unproductive undergraduate degree programs should be identified and actions taken to strengthen or eliminate programs through a collaborative shared governance process.

Aspiration: Strengthen the Undergraduate Scholarship Program

Strengthening and maintaining a substantial undergraduate scholarship program, with an emphasis on merit-based scholarships, will attract incoming students of exceptional quality. The resources for scholarships in the past have been inadequate to compete with regional institutions. Competition for top undergraduate students will become more intense. Southern Illinois University Carbondale must plan to remain competitive in this area. As we strive to raise our program standards, we must also raise the standards and expectations of incoming students. We must recruit and retain exceptional students from throughout the region, the nation, and the international...
community. Fund raising for an undergraduate scholarship program is imperative for us to compete for students of exceptional quality.

**Targets:**

- Develop a National Merit Scholarship program and increase current merit scholarship funding to establish parity with aspirational peer institutions.

- Include undergraduate academic scholarship funding as a major component of any Southern Illinois University Carbondale Capital Campaign. Increase corporate-sponsored scholarship money by 400 percent.

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

- Allocate a portion of all increases in undergraduate tuition for student financial aid scholarships. In time, more of these scholarships should be funded by private donations.

- Increase unrestricted scholarship funding.

- Match peer institutions in major external scholarships awarded to our students.

**Aspiration: Setting Higher Admissions Standards**

As we strive to raise our program standards, we must also raise the standards for and expectations of incoming students. We must actively recruit and retain a diverse group of exceptional students for our undergraduate programs from throughout the region, the nation, and the international community. The University will ultimately benefit from raising our standards in terms of recruitment, retention, and a higher expected performance level of our students; thereby enhancing the academic reputation of the institution.

**Targets:**

- Strengthen admissions requirements — class rank, standardized test scores (ACT, SAT), grade point average, high school core courses — while we create greater flexibility, recognizing demonstrated leadership, service, and community involvement in the admissions process.

- Strengthen admissions requirements for students transferring from other postsecondary institutions, while we increase by 25 percent the number of transfer students.

- Significantly increase the freshman retention rate to 85 percent and the six-year graduation rate to 60 percent.

- Continue to lead aspirational peers in percentage of international students enrolled.
By the year 2019, students will engage in a full, rich, multifaceted, and integrated University experience producing educated, productive citizens and citizen-leaders. University leaders will assume responsibility for enhancing this total experience with the support of the entire University community. The student body will be more diverse. More part-time and non-traditional students will attend Southern Illinois University Carbondale. English will be a second language to an increasing number of students. Goals for attending the University will be as diverse as the student body. Greater numbers of students will transfer to the University from community colleges. Engaging students in the broad learning opportunities available at Southern Illinois University Carbondale is critical. We will strive to create citizen-leaders with global perspectives.

The student experience takes place both in and outside the classroom. During the college years, students must learn to work well with other people, forge positive and effective relationships, test and internalize personal values, maintain commitments, and determine the role they wish to assume in society. An effective student life experience is shaped and influenced by faculty and staff working together to help students overcome financial, physical, emotional, social, spiritual, cultural, and even academic difficulties in order to achieve their academic and life goals. Students should also meet the expectations of the institution for civil behavior, respect differences, and provide service to the greater community. Students are also a part of the local community, and a successful student life experience can only be achieved when the University and the community operate in partnership to create positive experiences for the students.

The residential character of the University is recognized as an asset which should be further defined and developed, based on the belief that preeminence in this area will provide both a competitive advantage and the milieu within which character can be nurtured.
Aspiration: To Meet or Exceed the Expectations of Our Students

Southern Illinois University Carbondale, committed to the student-responsive philosophy, will provide services to meet the educational, career-planning, physical, recreational, emotional, and mental health needs of our students. Our commitment to addressing all elements of the student experience needs to be broad-based, conveniently located, and appropriate in order to successfully and seamlessly support the mission of the University. Our programming for the University community will include individuals with national or international distinction. We will collect and disseminate accurate information about the student population to enable the University community to meet the needs of our students.

Targets:

- Improve the Recreation Center and Student Center, including expansion of existing facilities, so that coupled with the Library, these centers are the basis for co-curricular student life.

- Expand the services offered to meet student health care needs, including diagnosis and support of students with learning disabilities and promoting ADA awareness by expanding services for emotional and mental health needs in order to become the most supportive campus in the nation for students with disabilities. Wellness, health promotion, and risk reduction should be a major component of health-related programming and service delivery.

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

- Enhance and support student involvement in activities that provide opportunities to build leadership and interpersonal skills. Increase student involvement in community service, volunteer activities, government, and programming. Create a Center for Ethical Leadership.

- Develop and maintain a multicultural, campus-wide, broad-based focus that will enhance each student’s understanding of the value of diversity. Establish a multicultural center.

- Facilitate the integration of international students and their families into student life.

Aspiration: Develop Alternative Housing Options

Southern Illinois University Carbondale should create housing options to respond to the changing needs of the student body. The percentage of students who live in campus housing is slightly below the average for peers. Current housing options are older and limited in number. There is a need to renovate and upgrade current facilities and to construct new ones to meet emerging trends. Capitalizing on the residential character of the University experience will create competitive advantages and further opportunities for student development.
Targets:

- Monitor and assess student satisfaction in housing and respond to needs in an expeditious manner.
- Enhance housing programs that acknowledge the diversity of student needs, such as academic interest housing, special interest housing, or housing for diversity to promote diverse experiences in communication, living, and learning. Establish a Parent(s) in School program to enable student parents to live in an on-campus residence community to bring them into the center of student life.

Aspiration: Promote Intercollegiate Athletics

Athletic programs should be funded at a level comparable to our peer and aspirational peer institutions. The level of funding and support for student athletes is currently below other members of the Gateway Conference and Missouri Valley Conference and far below that of our peer and aspirational peer institutions. On most campuses, student life, a sense of school pride and spirit, and traditions center on an athletics program. Winning teams help to promote enthusiasm, pride, and involvement in “being a Saluki.” They also increase visibility for the University and, therefore, aid in student recruitment. Without a commitment of funds and resources, winning teams cannot be created.

Targets:

- Structure athletics as an essential component of campus life. Fund athletics at the appropriate level to be able to compete in their respective conferences. Standards of performance will be comparable to campus-wide academic expectations.
- Encourage student involvement in sports and intercollegiate athletic events.
- Evaluate the appropriateness of facilities and support services for all sports. Develop an Athletics Facilities Plan in coordination with the Campus Land Use Plan.

Our Future is Heightened by Promoting Saluki Pride:

“As SIUC strives for excellence in teaching, research, and service/outreach at the 150-year mark, so should it strive for excellence in its athletic programs, which serve as an important link connecting the University with students, staff, alumni, and the surrounding region. A successful intercollegiate athletics program can be an important factor in generating the type of atmosphere where school pride is a defining characteristic of our campus.”

Intercollegiate Athletics, Vision for Southern at 150
As our expectations rise for programs and students, we must also be able to review the way we conduct business. Stability in governance, leadership, and management must be cultivated in order to provide decisive, consistent, proactive, and adaptive direction in the pursuit of the University’s vision for 2019. The leaders of the institution must be able to respond effectively to internal and external factors that demand innovation and change. Thoughtful, reasoned risk-taking within approved parameters should be commonplace, and rewarded at all levels of the organization. We should acknowledge and review failures as a means of learning and improving in the future.

Aspiration: Stability in Leadership and Governance

Foster development of a strong leadership team and stability in the University’s administration. Establish clear, consistent expectations for administrators. We will support and encourage administrators who make bold and tough decisions that enhance the University’s mission of teaching, research, and service.

Targets:

- Consult and collaborate with the college deans and chairs to structure initiatives and programs that promote the University’s missions of teaching, research, and outreach. Manage the campus with a “Strong College Leadership” model, grounded in faculty participation.
• Aspiration: Develop Streamlined, Agile Administrative Structures

Develop a streamlined, administrative, decision-making structure with a minimum number of layers of personnel. Efficiency and effectiveness must be the end result in all endeavors. Ensure that key areas and personnel are represented in the input gathering and decision-making processes. Administrators should establish priorities and clearly communicate the expectations to all personnel.

Targets:

• Empower the entire campus community to make decisions that can achieve the most efficient and effective results. Communicate successes developed in one area that would be helpful to other areas of the campus.

• Empower top-level administrators to direct and implement strategic initiatives and changes with efficient faculty, staff, and constituent participation.

• Require administrators to set and communicate priorities, after appropriate consultation, and to institute those priorities with available funds.

• Reduce bureaucracy.

• Effectively communicate administrative issues and procedures to faculty and staff. Provide more leadership opportunities and appropriate training to faculty and staff. Conduct the University’s business in a professional and timely manner and create efficiency in shared governance.

• Provide for succession at every level so that there is at least one person prepared to step into an administrative vacancy on an interim basis, at any time.

• Encourage and support select faculty and junior administrators to take part in administrative internship programs such as ACE Fellowship Program and UWPA internships.
The explosive growth of technology and its impact on knowledge distribution will dramatically influence University strategies and resources. In 2019, a student or researcher will access significant elements of the Library’s collections from the solitude and privacy of a home, residence hall, or office any time of the day or night. It is likely that with the significant exception of scholarly monographs and original primary source material, nearly all of the Library’s current research materials will be available over the network as digitized text and image.

Morris Library plays a central role that transcends disciplines and the provision of traditional library services. The library of the future will serve as a symbol of academic values, the centrality of research — discovery and the quest for new ideas — and the vitality of teaching and learning, not simply as a classroom exercise but as a foundation for a life of inquiry based on a commitment to intellectual integrity and an openness to diversity of ideas, opinions, and cultures, both social and intellectual. Resources necessary for the Library to serve these roles must be obtained.

A vision for the future is challenging when considering technology, which is evolving exponentially. While digitized information resources are readily available, projecting the impact this technology will have on daily life is more difficult. It is imperative to be progressive, flexible, and innovative in evaluating the application of technology. We envision resources that are selected wisely and carefully from among opportunities, matching potential promise with the needs of the campus and local expertise in a balance of risk and cost.
Aspiration: Create an Intellectual Hub

In 2019, Morris Library will serve as a busy marketplace of ideas and learning — an inviting place for the campus community that facilitates and encourages nondirected learning outside the classroom in a context of research and scholarship. It will accommodate the needs of individual scholars as well as the special requirements of learners working in small groups. The Library will be widely recognized as a symbol of the academic mission of Southern Illinois University Carbondale.

Targets:

• **Provide a balanced program of collections and services** to meet the needs of our patrons for flexible access to information of all kinds in all formats.

• **Carefully select physical collections and services** to maintain the Library as the center of the campus community and academic life.

Aspiration: Offer Innovative Technology

Research and embrace new information technologies that are strategically consistent with higher education and the University’s core mission and vision. The development and use of information technologies must be flexible, progressive, and innovative. We envision a matrix of services and...
technology that may not be on the cutting edge of every new application, but rather are selected wisely and carefully from opportunities, by matching the potential with the needs of the campus and local expertise in a balance of risk and cost.

**Targets:**

- Evaluate the recommendation for combining Library Affairs and Information Technology into a single division with a “Dean of Library Affairs and Chief Information Officer” reporting to the Chancellor or Provost.

- Increase by 10 percent per annum our investment in the technology base budget to maintain and upgrade the campus network backbone and individual desktop connections; fund the development of emerging technologies, such as Web-based education and distance learning, and support new, strategic technologies.

- Take the lead in developing Web-based education and the integration of information resources into Web-enhanced courses. Enable all classroom-based courses, as appropriate, to be offered via distance learning technologies as prompted by faculty interest, curriculum design, or market interest.

- Actively pursue, participate in, and embrace the use of Internet2 as a prominent research tool. Identify potential partners at universities, government agencies, and elsewhere for the development of networked information resources and teaching tools.

**Aspiration: Provide Flexible Library Collections and Services**

The proliferation of information in a wide variety of formats will require providing patrons with a balanced program of collections and services and flexible access to this information. The Library will continue to provide instruction and research support for both physical and digital collections in ways that keep pace with the rapidly changing and growing information universe.

**Targets:**

- **Build and house strong collections matched to the curriculum and research needs of our academic community.** Enhance and improve access to current journals, online subscriptions, monographs, and special collections.

- **Develop new foci in special collections** that support the reputation of the University in its distinctive competencies. Promote the history, culture, and heritage of the Southern Illinois region.

- **Take a leadership role in enhancing consortia ties,** and develop new relationships to improve access to materials from other collections.
As a resource for service and technical assistance, Southern Illinois University Carbondale will be actively involved with communities and other area educational institutions in promoting and developing economic opportunities in the areas of technology, manufacturing, agriculture, natural resources, tourism, retirement, and healthcare services. As a cultural hub, Southern Illinois University Carbondale will enhance the arts and be a leader in improving the quality of life for residents of the region. The University will evaluate and implement opportunities to expand its presence and services to the region. Fundamental to realization of service to Southern Illinois is the concept of citizen-leadership.

Southern Illinois University Carbondale should grow and expand its heritage of collaboration and partnerships with corporations, private business, and government by enhancing our visibility in other sectors and cultivating potential funding sources. Improving our corporate relations will enhance future fund-raising efforts.

Service to others is critical if we are to fulfill our missions. The University will aggressively pursue leadership opportunities to address social, health, and economic development issues of importance to our region and the larger extended area covered by the Delta Regional Authority. We will communicate our successes and our interest in seeking help from others as we pursue initiatives in these areas.

Pride from inside the organization serves as a beacon to the community, region, state, and nation. We must build and strengthen the pride that we have for Southern Illinois University Carbondale and develop mechanisms and traditions for communicating this pride throughout our internal and external environments.
Aspiration: Reaching Out

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

Aspiration: Economic Development in the Region Driven by Our Research and Scholarship

As the only research university in Southern Illinois, we are in a position to serve as a technological engine for economic development in the region. Our status as a research university clearly sets us apart from other postsecondary institutions of higher learning in the region and, at the same time, confers substantial responsibilities that we must meet. The Southern Illinois Research Park will serve as the hub and the regional leader in providing technical assistance in economic, business, and community development.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

OUR FUTURE IS STRENGTHENED BY PUBLIC SERVICE:

“The School of Law seeks to be the best small public law school in the country, delivering an education program that bridges the professional and graduate models. At the same time, the School of law seeks to fulfill one of the core reasons for its existence, namely, public service.”

School of Law, Vision for Southern at 150

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

Aspiration: Outreach

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

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

Aspiration: Outreach

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

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

Aspiration: Outreach

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

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

Aspiration: Outreach

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

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

Aspiration: Outreach

Southern Illinois University Carbondale will encourage efforts to collaborate and develop partnerships with corporations, private business, and government to enhance our visibility in other sectors and cultivate potential funding sources. Improving our corporate relations in a coordinated manner will lead to a more unified and cohesive organization, and will enhance future fundraising efforts. Our culture will reach out to national and global audiences.

Targets:

• Provide both traditional and continuing education opportunities for professionals, evolving employment sectors, and for students, using flexible approaches and alternative locations.

• Offer education and training activities for a variety of pre-adult age groups. Continue existing education and athletic-related camps, clinics, and training programs, and build and promote new ones.

• Coordinate and expand our major cultural outreach programs.

• Facilitate campus use by nontraditional enrollees. Review the potential for an on-campus hotel.

OUR FUTURE IS TRANSFORMED BY ESTABLISHING PARTNERSHIPS AND COLLABORATIONS:

“SIU School of Medicine intends to aggressively pursue its vision as a community-based academic medical center. Linkages with community-based health care organizations and University programs will be cultivated to improve the relevance and effectiveness of the School’s programs. Programs will reflect the changing needs of the region’s population, particularly rural areas and small communities. The School will seek partnerships and collaborations to advance these objectives.”

SIU School of Medicine, Vision for Southern at 150

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

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

• Establish a center for global interaction and development to advance the Southern Illinois region and its neighbors. The center would assist in linking campus international expertise and connections with regional, social, and cultural bodies.

• Develop and market cultural, scholarly, and research activities in a way that attracts industry. Sustain partnerships with business and industry in support of research and scholarly activities.

• Lead in development of regional human and financial capital needed for economic and business development. New business startups in Southern Illinois will increase by 400 percent.

Aspiration: Leadership in Regional Development

Southern Illinois University Carbondale will take the lead in exploring the development potential of the region and coordinating promising development initiatives. We will partner with communities, businesses, and other educational institutions to promote and develop economic opportunities, especially in the areas of technology, manufacturing, agriculture, natural resources, tourism, retirement, and health care services.

Targets:

• Lead in research, development, and promotion of the retirement industry for the region. The percentage of retirees living in our region to the total regional population should be increased. Strategies addressing an upgrading of amenities and services are imperative.

• Support the enhancement of medical services for a significantly growing population of retirees. The number of people who must leave the region for health care should be reduced.

Aspiration: Shape Cooperative Ventures

We will be the catalyst that provides leadership through cooperative ventures. The University will utilize its expertise in all disciplines, departments, and units and collaborate with the residential, educational, industrial, and public partners of the Southern Illinois region to address the various needs of the surrounding communities. Develop a system of coordination between colleges, career services, institutional advancement, and cooperative education and internship programs to provide government, business, and other partners with a unified Southern Illinois University Carbondale interface.

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

• Research, develop and promote unique opportunities for tourism and travel development in Southern Illinois. New limited-access highways will improve access to the campus, and should be promoted by the University.

OUR FUTURE IS GROUNDED IN REGIONAL DEVELOPMENT:

“To improve the quality of Southern Illinois and Delta Region life through teaching, explorations, and discovery to enhance agriculture, the environment, our natural resource base, family and youth well-being, and the development of local communities.

We accomplish this mission by development, integration, dissemination, and application of knowledge in the agricultural sciences.”

College of Agricultural Sciences, Vision for Southern at 150
Aspiration: Infuse University Pride throughout the External Environment

An effective communication system must be in place that accurately and inclusively represents all of the activities and opportunities available through the University. The strengths and unique attributes of Southern Illinois University Carbondale must be communicated in a timely and coordinated manner. A comprehensive, integrated communications program must be put in place. University leaders should speak before various clubs and civic groups, work with governmental bodies, and act as goodwill ambassadors for the University.

Targets:

• Establish a central communications and marketing office.

• Communicate the image and perception of Southern Illinois University Carbondale as a student-responsive residential research institution.

• Communicate the value of, and the University’s role in, graduate and professional education and research to reduce the gap between perception and reality.

• Information about the campus should be accurate, timely, and easily accessible. Anyone desiring information about Southern Illinois University Carbondale via electronic communication should have a “same day” response from the University.

• Foster Saluki Pride by expanding existing and creating new networks with alumni regionally, nationally, and internationally.
The University environment encompasses more than just the bricks and mortar used to construct the various facilities within which we teach, learn, work, and live. The entire atmosphere that is experienced by students, faculty, staff, and the local community is directly affected by the quality of all physical aspects of the campus such as facilities, grounds, housing, transportation, and the availability of technology. The overall learning and living environment is critical to the success of our students. Vast acreage, a beautiful lake, and centrally located woods make Southern Illinois University Carbondale unmatched. Campus beautification and maintenance of our aging campus buildings must be a top priority. We must enhance the learning and residential environments to maximize the productivity of the faculty, staff, and students.

A positive feeling on campus about Southern Illinois University Carbondale translates into a commitment to excellence on-site, a willingness to work on behalf of the University, a willingness to persuade new students to come to the campus, and a willingness to donate money to the University once the student graduates. Pride from inside the organization filters out to the community, region, state, and nation. We must build and strengthen our pride for Southern Illinois University Carbondale and develop mechanisms for communicating this pride throughout our internal and external environments.

Aspiration: Foster Internal Pride in the University

Create a feeling of community within the organization that empowers individuals to make decisions and base their action upon what is in the best interest of the organization. Develop an atmosphere in which employees take ownership. Create a culture where all employees embrace their responsibility for the recruitment and retention of students, and act as goodwill ambassadors for the University.

Communicate goals and achievements to the University community to instill pride in the accomplishments and values of the institution. Enhance the pride in, and encourage the expression of “being a Saluki.”
Targets:

• Develop a comprehensive, multiphased plan to improve and maintain the campus grounds. Include improved signage and central walkways, the redesign and construction of new campus sidewalks, and the demolition or replacement of the overpass walkways.

• Promote campus safety and educate students about high-risk behaviors that would compromise their safety. Improve pathway and roadway lighting and widen main paths. Install additional emergency phones.

• Develop a Campus Master Plan for the main campus, University Housing, School of Medicine, University Farms, Touch of Nature, Cartherville campus and Airport Operations that includes a space study, architectural/design guidelines, lighting, and “way finding.”

Aspiration: Develop and Maintain Campus Buildings

Southern Illinois University Carbondale has an aging campus that is in critical need of upgrading. In addition, we have some academic buildings that are filled to capacity, while other buildings are underutilized. Space allocation, capital funding, building development, deferred maintenance, and the implementation of the Land Use Plan must be addressed. In addition, the University should strive to enhance the safety of our faculty, staff, and students. It is imperative that the campus environment be pleasing and easily accessible.

Targets:

• Develop a capital program specifically to fund the Land Use Plan and proposed projects that could affect the existing plan. The timetable for implementation should be accelerated.

• Continue to lobby for state funds for new building construction, major renovations of existing buildings, and deferred maintenance.

• Develop a long-term plan for each building on campus to identify facility needs and appropriate funding sources. Base facility-related decisions on the University’s mission and academic facility needs.

• Investigate academic zoning of buildings to eliminate parking and vehicular congestion.

• Reduce deferred maintenance costs from 15 percent to 7 percent within ten years. Continue to increase deferred maintenance funding and pursue alternative funding sources, such as energy efficiency projects, for deferred maintenance.

Aspiration: Quality Classrooms, Laboratories, and Studios

Quality classrooms, laboratories, and studios are imperative to attract and retain high quality faculty and students. A comprehensive survey of existing educational classroom, laboratory, and studio space should be conducted. Prioritization of space should be based on both academic needs and facility needs. New technology and the appropriate use of space must be considered in all new construction and major renovation projects on campus to allow flexibility for future use and enhancements.

Targets:

• Ensure that all educational classrooms, laboratories, and studios are functional, adaptable to technological advances, and meet a minimum standard. A plan for classroom quality standards should be in place by 2003 and all classrooms should be updated by 2013.

• Evaluate and fund new technology based on its ability to add value to the student learning experience. Develop technology-based standards for equipment and other components such as fiber-optic cabling.

• Allocate all campus space efficiently and appropriately. Collect space use requirements on students, research dollars, and the quality of the facilities. Use national standards to evaluate our use of space. Reallocate or eliminate inefficient use of space.
As we move toward 2019, additional resources are critical to the success of Southern Illinois University Carbondale. To meet the goals of Southern at 150: Building Excellence Through Commitment, we must actively pursue all revenue options with conviction and vigor. This effort will be monumental. Our first major capital campaign must be launched and completed with several additional special purpose campaigns under way, for fund-raising efforts continuing beyond the year 2019. At the same time, improving the image of the University will increase revenue as we actively pursue the four major funding sources: state support, tuition and fee revenue, grants and contracts, and gifts. Success in these initiatives is vital to the achievement of our ten major areas of commitment. The support and involvement of our many alumni are critical to our success.

Aspiration: Building Friends

The University must expand its sphere of influence to reach as many people as possible, to cement relationships, build loyalty, engage others in internal processes, and create friends who understand the University, its mission, and its challenges. In the past, this effort has not been coordinated, resulting in contacts being made to the same individuals through various departments on campus. Effective communication is required between the departments/colleges and Institutional Advancement.

Targets:

• Establish stronger, more effective external networks that can bolster our efforts in Springfield, Illinois, and Washington, D.C., by creating fundraising/finding opportunities for graduates, and providing service to the Southern Illinois region.

• Build coalitions, partnerships, and coordinated efforts with Southern Illinois University Edwardsville, other universities, and community colleges.
• Conduct more aggressive and effective outreach to Southern Illinois University Carbondale alumni. Target alumni who are state legislators, staff members in the executive and legislative branches, and members of key boards and commissions.

• Recruit and enlist allies with corporations through research links, internship programs, and placement programs. Cultivate corporate executives and managers as well as leaders in organized labor, especially alumni.

• Effectively lobby in Washington, D.C., and Springfield, Illinois, with clear, focused priorities and the resources to represent and promote research, teaching initiatives, and accomplishments of Southern Illinois University Carbondale.

• Establish an internship office in Springfield, Illinois, that coordinates student placement across the state to ultimately expand Southern Illinois University Carbondale’s presence in state government.

Aspiration: Proactively Maximize State Support

Generate awareness that state government support for Southern Illinois University Carbondale may not be as predictable or as available as in the past. Proactive methods are necessary to maximize state monetary commitments. Southern Illinois University Carbondale must assert its statewide, national, and international influence. An increased level of state support will follow an increase in perceived institutional quality.

Aspiration: Capitalize on Market Opportunities for Recruitment Purposes

By setting our expectations higher, we enhance our relationships with employees and alumni, and build an allegiance to the institution. A positive impression of the institution will be passed on to future family members — also creating an improved image in other targeted areas for potential student growth. Success in this area will enhance resources through increased tuition revenues.

Targets:

• Maintain an above-average enrollment of female and minority students. Meet statewide demographics and maintain parity with peer and aspirational peer institutions.

• Extend the reach of recruiting efforts throughout Illinois and our neighboring states.

• Market Southern Illinois University Carbondale heavily in the Chicago area, focusing on the high value, large selection of quality undergraduate, graduate, and professional programs, and accessibility via I-57 and rail.

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

• Devote a significant portion of our recruiting efforts toward certain “niche” markets.
Aspiration: Tuition and Fees to Reflect True Value Received

Southern Illinois University Carbondale has historically provided a low-cost education, but in doing so has failed to take into account its comprehensive and expensive curriculum. Tuition and fees should reflect the true value of the education received at a student-responsive research university.

Targets:

• Establish a sufficient tuition and fees structure to ensure high-quality services and attract high-quality students. Tuition and fees must rise to parity with Southern Illinois University Carbondale’s peer institutions, rather than its current level of 70 cents for every dollar charged by its peers for tuition and fees.

• Increase technology fees and athletic fees to provide the services to meet the demands of our students. Regularly upgrade instructional technology to keep pace with new developments and meet the educational needs of our students. Athletics helps to highlight and enhance the University’s image and allows us to establish connections with our students.

• Administer financially sound prepaid tuition programs to attract additional students.

• Review the feasibility of differential tuition structures, including reciprocity, within statutory limitations.

Targets:

• Assert the role of Southern Illinois University Carbondale as the system’s flagship campus.

• Present Southern Illinois University Carbondale as vital to the economic health of the state. We provide teachers, physicians, lawyers, businessmen, engineers, and educated citizens to the state, nation and world.

• Increase state appropriations per student to come closer to matching our peer and aspirational peer institutions. Southern Illinois University Carbondale is currently spending only 88 cents for every state dollar spent by peer institutions per student enrolled.

• Maintain financial “home rule” control over our income fund to maximize revenue to the campus. Utilize these funds in a way that will strengthen our position to permanently retain them.

• Acquire our fair share of state funds, not only in the area of higher education, but also in the substantial area of state grants and contracts that are distributed by state agencies.
Aspiration: Complete Three Capital Campaigns

Private fund raising must complement state and tuition support. Private funds must be available to supplement and stabilize overall campus revenues and the University must develop new sources of revenue.

Targets:

• Implement a series of capital campaigns. Aggressively pursue additional resources in order to implement the recommendations of Southern at 150: Building Excellence Through Commitment.

• Increase the Southern Illinois University Carbondale endowment tenfold.

• Increase annual donations to the University by 10 percent per year, to at least $50 million annually.

Aspiration: Strengthen the Fiscal Health of the Organization

The fiscal health of Southern Illinois University Carbondale is the responsibility of all units within the University. We must hold ourselves to the highest standards when using the resources entrusted to us by the public. Leadership and an organizational culture committed to the prudent use of resources and a continuous empirical assessment of effectiveness is necessary. Holding ourselves accountable throughout campus and communicating such standards to the public is necessary to change the image of the institution as a wasteful bureaucracy.

Targets:

• Develop a method of resource distribution that provides for sharing of budget reductions and allocations based upon the priorities of the institution, with input through the collaborative shared governance process.

• Cultivate a mindset of continuous improvement, while using existing resources wisely. Commit sufficient resources so that this initiative is undertaken in a coordinated, rigorous fashion, with full accountability.

• Creatively utilize revenue bonds. Funds thus obtained should be used to renovate or replace residence halls that are unattractive to students as well as other dilapidated buildings in coordination with the Land Use Plan.
**THE NEXT STEP FOR SOUTHERN AT 150—EXCELLENCE AT WORK**

*Southern at 150: Building Excellence Through Commitment* is a living plan, not a paper plan that will sit on a shelf. Many people from both on- and off-campus have committed vast amounts of time and energy to the development of this plan. *Southern at 150* is a broad statement of values, vision, and commitments intended to provide a blueprint for action and establish the foundation for the creation of detailed, measurable goals. Each college, department, and service unit within the University will collaboratively develop annual plans that support the construction of our desired future. Each vice chancellor, dean, and department chair/director should have clear objectives, consistent with this plan that must be met. The aspirations should include measurable targets and time-lines where progress can be reported. Further, this plan has identified those areas of priority that will serve as the foundation and guide for launching a comprehensive fundraising campaign.

*Southern Illinois University Carbondale* must hold itself accountable in publishing this plan, establishing goals for accomplishing the plan, and ensuring its success. The *Southern at 150: Building Excellence Through Commitment* plan should become a guidepost for all University planning. The Chancellor will appoint a *Southern at 150* oversight committee established to ensure that the plan is a viable, living document after its adoption.

The *Southern at 150* participants must be kept abreast of progress, and reconvened periodically to assess progress and to reassess goals as needs change. Public accountability requires regular public communication of progress, measured against the goals outlined in *Southern at 150: Building Excellence Through Commitment*. The outcomes of this planning process should be widely communicated to participants, the entire University community, and the public.

The aspirations from *Southern at 150: Building Excellence Through Commitment* encompass the goals of President Walker’s Vision 2020 planning and also meet the goals established by the Illinois Board of Higher Education in the Illinois Commitment. Our progress toward meeting the aspirations outlined in *Southern at 150* will be reported to the President, the Southern Illinois University Board of Trustees, and the Illinois Board of Higher Education.

We will hold ourselves to the highest standard.
APPENDIX

EXECUTIVE COMMITTEE

Wendler, Walter V., Chair of the Executive Committee, and Chancellor

Poshard, Glenn, Vice Chancellor for Student Affairs and Enrollment Management

Dorsey, J. Kevin, Dean and Provost, SIU School of Medicine

Dunn, John M., Provost and Vice Chancellor

Ferry, Susan L., Assistant to the Chancellor

Koropchak, John, Vice Chancellor for Research and Graduate Dean

McCurry, Rickey, Vice Chancellor for Institutional Advancement

Perkins, Kyle, Associate Provost (Planning and Budget)

Poshard, Glenn, Vice Chancellor for Administration

PHASE ZERO COMMITTEE

Poshard, Glenn, Chair of Phase Zero Committee and Vice Chancellor for Administration

Cornett, Marcia, Professor, Department of Finance

Ferry, Susan L., Assistant to the Chancellor

Henne, Scott, Graduate and Professional Student Council

Hillkirk, Keith, Dean, College of Education and Human Services

Martin, John, Chair, Department of Microbiology

Patterson, Peter, Assistant Professor, Department of Physiology

Perry, Michael, President, Undergraduate Student Government

Rothschalk, Doris, Teacher, DuQuoin School System

Ryan, Marsha, M.D., J.D., External Participant, Carbondale, Illinois

Wendler, Walter W., Chancellor

Wiesen, Jonathan, Assistant Professor, Department of History

EXECUTIVE ADVISORY COMMITTEE

McCurry, Rickey, Chair of the Executive Advisory Committee, and Vice Chancellor for Student Affairs and Institutional Advancement

Becker, Ralph, Saluki Investors Corporation

Bladon, Richard, President, Advanced Technology Services

DeJarnett, Larry, Managing Director, The LAMAR Group

Dunn, Ron, President & CEO, The Thomson Corporation, Academic Group

Howell, Michael, President, President & CEO, Hoosier Financial Services

Hubbard, Arnette, State Court Judge, Circuit Court of Cook County

McPheeters, Lynn, VP Corporate Services Div/CFO, Caterpillar, Inc.

Neri, Michael, President, President & CEO, Ilinois Wesleyan University

Perry, Michael, Saluki Rainbow Network

Pyatt, Gayl, Attorney-at-Law

Rogers, Desiree, Chair, Senior Vice President, Peoples Energy

Trott, Kenneth, Owner, Winstar Farm LLC

Wittmann, Pete, Entrepreneur

ACADEMIC ADVISORY COMMITTEE

Kyle Perkins, Chair, Academic Advisory Committee, and Associate Provost (Planning and Budget)

Carlson, David, Dean, College of Liberal Arts

Dorsey, J. Kevin, Dean and Provost, SIU School of Medicine

Hillkirk, Keith, Dean, College of Education and Human Services

Koropchak, John, Vice Chancellor for Research and Graduate Dean

Penderak, Manitou, Dean, College of Arts, Science, and Human Sciences

Shaughnessy, Jennifer, Dean, College of Science

Shoup, David, Dean, College of Agricultural Sciences

Swisher, George, Dean, College of Engineering

(Academic Advisory Committee Continued)

Vitello, Elaine, Dean Emeritus, College of Applied Sciences and Arts

Warrell, Dan, Dean, College of Business and Administration

STUDENT ADVISORY COMMITTEE

Dietz, Larry H., Chair, Student Advisory Committee and Vice Chancellor for Student Affairs and Enrollment Management

Belengue, Kelli, InterGreek Council

Cortez, Amanda, Hispanic Student Council

Dersch, Laura, Student Alumni Council

Egan, Gary, Student Center Board

Gary, Michael, Saluki Rainbow Network

Goff, Mary Beth, Rainbow’s End Board of Directors

Hobson, Rob, Intramural-Recreation Advisory Board

Jarard, Michael, Undergraduate Student Government

Lyons, Shante, National Pan-Hellenic Council

Perks, Erik, SOAR Ambassadors

Petersen, Chris, Interfraternity Council

Rivers, Michael, Black Affairs Council

Shaughnessy, Jennifer, Panhellenic Association

Silveon, Amy, Graduate and Professional Student Council

Annen, Steve, Student Programming Council

Velasquez, Corey, Residence Hall Association

Volkthauva, Ana, International Student Council

Wallace Mary M., Student Health Advisory Board

CAMPUS INFRASTRUCTURE AND PLAN

Gatton, Phil, Director, Plant and Service Operations

Wheeler, Steve, General Manager, WSIL-TV, External Chair

Patton, Brent, Associate Director, Plant and Service Operations

Abul-Musawwir, Najjar, Associate Professor, School of Art & Design

Anderson, Jeffrey, City of Carbondale Fire Chief, External Participant, Carbondale, Illinois

Ewing, Norma, Associate Dean, College of Education and Human Services

Flarey, Philip, Student Representative, Aviation Management

Klaas, Donald W., Vice President and Group Executive Anheuser Busch, External Participant, St. Louis, Missouri

Kuhner, Dianne, Administrative Aid, School of Medicine-Carbondale

Mead, John, Director, Coal Research Center

Poole, Connie, Associate Dean, Information Resources School of Medicine-Springfield

Reis, Mike, Sports Director for Zimmer Radio Group, External Participant, Carbondale, Illinois

Ruiz, Michael, Assistant Dean, School of Law

Schwab, Jay, Student Representative, Journalism

Sevim, Hasan, Associate Dean, College of Engineering

Stevenson, Steve, Barber, External Participant, Carterville, Illinois

Waldron, Ron, President of IBEW Local 702, External Participant, Carterville, Illinois

Winters, Todd, Associate Professor, Department of Animal Science, Food & Nutrition

FACULTY

Kraft, Steven, Chair and Professor, Department of Agribusiness Economics, Internal Chair

Wilkins, H. Wesley, Attorney-at-Law, External Chair, Cobden, Illinois

Schilling, Larry, Director, Institutional Research and Studies, Resource

Adams, Jill, Associate Professor, School of Law

Bardo, Harold, Director, Medical Education, School of Medicine-Carbondale

Barr, Margaret “Peggy”, Professor Emeritus, Northwestern University, External Participant, Evanston, Illinois
Curtin, Paulette, Coordinator, Student Development
Davey, Jon, Associate Professor, Department of Architectural Technology
Graham, Jack, Faculty Emeritus, Educational Administration and Higher Education, Carbondale, Illinois
Hoppesch, Joe, Vice President Applied Sciences, Baxter Healthcare, External Participant, Hampshire, Illinois
Howerton, Robert, External Participant, Carbondale, Illinois
Jones, Pansy, Administrative Assistant, College of Liberal Arts
Kil, Jerry, Football Coach, Intercollegiate Athletics
Liteney, Chuck R., Professor, Department of Management and Director of the Pontikes Center for Workforce Education and Development, Carbondale, Illinois
McPhail, Jim, External Participant, West Frankfort, Illinois
Murroo, Courtland, M.D., External Participant, Carbondale, Illinois
Parker, Molly, Student, Department of Psychology
Planinc, Carl, External Participant, Carterville, Illinois
Plumb, Gordon, Ph.D., External Participant, Carbondale, Illinois
Smith, Jami, Student, Department of History
Vaux, Alan, Chair, Department of Psychology
Wakefield, Dexter, Assistant Professor, Department of Plant and Soil Science
Washburn, John, Professor, Department of Workforce Education and Development

FINANCIAL RESOURCES

Jensen, Robert, Professor, Department of Psychology, Internal Chair
Ryan, Marsha, M.D., J.D., External Chair, Carbondale, Illinois
Hickman, Ron, Management Systems Manager, Budget Office, Resource Management and Director of the Pontikes Center for Workforce Education and Development, Carbondale, Illinois
Munroe, Courtland, M.D., External Participant, Marion, Illinois
Lather, Steven, J., Lather and Associates, External Participant, Carbondale, Illinois
Lumpe, Andrew, Former Professor, Department of Curriculum and Instruction; Endowed Chair of Education, University of Texas at Tyler
McCurry, Rickey, Vice Chancellor for Institutional Advancement
Quaumen, Debra, Accountant II, School of Medicine Administration, SIUC
Vaughn, Gary, Chief Operating Officer, Technicolor Universal Media Services, Pinckneyville, Illinois
Vermeulen, Lori, Associate Professor, Department of Chemistry & Biochemistry
Woolf, Al, Director, Cooperative Wildlife Research Laboratory

GRADUATE STUDIES

White, Gregory, Professor, Department of Management, Internal Chair
Mees, Robert, Ph.D., President, John A. Logan College, External Chair, Carbondale, Illinois
Wilson, David, Associate Dean, Graduate School
Brown, Richard, Attorney-at-Law, External Participant, Chester, Illinois
Cole, Kerry, Accountant II, Office of the Provost and Vice Chancellor

(Graduate Studies Continued)

Drolet, Judy C., Professor, Department of Health Education
Gezke, Lynn, Business Manager II, Library Affairs
Goldersleeve, James T., President, Goldersleeve Fertilizer Co., Inc., External Participant, Hudson, Illinois
Gupta, Lalit, Professor, Department of Electrical & Computer Engineering
Henne, Scott, Graduate and Professional Student Council
Henry Jan Schoon, Former Chair/Professor, Department of Information Management Systems
Ivanuck, M. A., DDS, External Participant, Carbondale, Illinois
Jackson, John S., Former Interim Chancellor, Professor Emeritus of Political Science, Visiting Professor
Meeks, Wrophas, M.D., Radiologist, External Participant, Carbondale, Illinois
Menken, Kevin, Student Representative, Department of Speech Communication
Scolari, Jacqueline, Ph.D., Curriculum Development Specialist, School of Medicine
Williams, Frederick, Director, University Honors Program and Associate Professor of Classics
Williams, Jeff, News and Public Affairs Director, Broadcasting

LEADERSHIP/GOVERNANCE/ORGANIZATION

Lawrence, Mike, Associate Director, SIU Public Policy Institute, Internal Chair
House, Ronald K., Executive Director of the Southwestern Illinois Higher Education Consortium, External Chair, Benton, Illinois
Rice, Don, Associate Dean, College of Liberal Arts, Resource Management and Director of the Pontikes Center for Workforce Education and Development, Carbondale, Illinois
Cissell, Bonnie, Marketing Consultant, Solutions, Saunderston, CA, Former Executive Director, Grape and Wine Council
Chrisman, Bruce, Coordinator of Undergraduate Recruitment and Retention, College of Engineering
Denning, Brannon, Assistant Professor, School of Law
Hillkirk, Keith, Dean, College of Education and Human Services
Jennings, Karen, Graduate School Specialist, Graduate School
Kelly, James D., Associate Professor, School of Journalism
Margenthaler, Donald R., Retired President, John Deere Foundation, External Participant, Moline, Illinois
McDaniel, Corene, City Council Member, External Participant, Carbondale, Illinois
Moody, John T., Retired, Eli Lilly & Co./Dow AgroSciences – Sales & Marketing, External Participant, Carmel, Indiana
Murphy, Paul, Judge, External Participant, Marion, Illinois
Reis, Christopher, Student
Rendleman, Jacob (Jake), Chairman of the Board of Trustees, John A. Logan College, and President-Elect, Illinois Community College Trustees Association, External Participant, Carterville, Illinois

LIBRARY AND INFORMATION TECHNOLOGY

Carlson, David, Dean, Library Affairs, Internal Chair
Pfeffer, Philip, President and Chief Executive Officer, Teann Capital Inc., External Chair, Nashville, Tennessee
Bridges, Scott, Assistant Director, Institutional Research and Studies, Resource Management and Director of the Pontikes Center for Workforce Education and Development, Carbondale, Illinois
Bauer, Pat, Mayor, Benton, Illinois, External Participant
Bondicelli, Peter B., CLU, ChFC, External Participant, Herrin, Illinois
Brooks, Jay, Superintendent of Building Services, Plant and Service Operations, SIUC
Cherry, John T., President, Jamestown Management Corporation, External Participant, Carbondale, Illinois
Fish, Edward, Senior Partner, Fisher and Kirklov Law Office, External Participant, Chester, Illinois
Fulenwider, Ron, Health and Safety Officer, Laborers International Union of North America, External Participant, Jonesboro, Illinois
Gary, Michael X., Student
Goldman, Sam, Professor, Department of Educational Administration and Higher Education
Green, G. David, Economic Developer, Director for City of West Frankfort, External Participant, Thompsonville, Illinois
Harmon, Clarence, Former Mayor of St. Louis, Missouri, External Participant, St. Louis, Missouri
Hughes, Larry, President, Mitchell Hughes Funeral Home, Marion, Illinois, External Participant, Marion, Illinois
Jackson, Ralph, Reverend, Bethel AME Church, External Participant, Carbondale, Illinois
Kirkpatrick, Jim, Former Aide to Congressman David Phelps, External Participant, Carbondale, Illinois
Lenzi, Raymond, Associate Chancellor for Economic Development
Maple, Karl, Professor Emeritus, John A. Logan College, SIUC Alumni, External Participant, East Peoria, Illinois
McCabe, Allan, Retired Administrator and Teacher, External Participant, Cered Springs, Illinois
Murphy, Richard, L. M.D., John P. Chairs Professor of Infectious Diseases, Northwestern University, The Feinberg School of Medicine, External Participant, Chicago, Illinois
Paul, Bradley, Associate Professor, Department of Mining and Mineral Resources Engineering
Paul, Colleen, K., Retired Business Owner, External Participant, Carbondale, Illinois
Salazar, John, Former Assistant Professor, Hospitality & Tourism, Food & Nutrition, SIUC; Director, University of Tennessee Tourism Institute, Assistant Professor of Hotel, Restaurant and Tourism, External Participant, Knoxville, Tennessee
Selbert, Linda, Chief Academic Advisor, College of Business and Administration
Smith, Edward M., External Participant, Olive Branch, Illinois
Steiger, Rick, Chair, Professor, Department of Physiology
Thompson, J. David, J. David Thompson Realty, External Participant, Marion, Illinois
Weiss, Robert, Director, Professor, School of Music
Wilson, James, Mayor, Cairo, Illinois, External Participant

RESEARCH AND RESEARCH INFRASTRUCTURE
Kahler, Chris, Director of Fisheries and Illinois Aquaculture Center, Internal Chair
Frisch, Kathleen B., External Chair, Carbondale, Illinois
Koropoulos, John, Vice Chancellor for Research and Graduate Dean, Resource
Benshoff, John J., Professor, Rehabilitation Institute
Colmes, Christopher, Student, Department of Journalism
Crailing, John “Jack” C., Professor, Department of Geology
Eames, Elizabeth, Emeritus, External Participant, Carbondale, Illinois
Finney, R. T., Carbondale Chief of Police, External Participant, Carbondale, Illinois
Gilbert, Chris, Accountant V, Plant and Service Operations

(locally-Southern Illinois Region Continued)

Grace, Linda, Associate Professor, Department of Health Care Management
Johnsen, Julius A., Retired Federal Judge, External Participant, Washington, D.C.
Langewski, John F., Jr., External Participant, Carbondale, Illinois
Langsdorf, Lenore, Professor, Department of Speech Communication
Lightfoot, David, Professor, Department of Plant, Soil and General Agriculture Science
Martiño, John, Chair, Department of Microbiology
McIntyre, Claudia, Computer Information Specialist, Information Resources, School of Medicine-Carbondale
McNeil, Pat, Assistant Director, Graduate School
Musgrave, Olie, President and Chief Executive Officer, South Pointe Bank, External Participant, Marion, Illinois
Patrylo, Peter, Assistant Professor, Department of Physiology
Schroeder, Julia D., Vice President for Instruction, John A. Logan College, External Participant, Herrin, Illinois
Vitt, Dale, Chair, Department of Plant Biology
Yen, Max, Director, Materials Technology Center

STUDENT LIFE
Coffman, Janet, Director, Counseling Center, Internal Chair
McEes, Diane, Associate, Career Preparation Program, SIUC External Chair, Carbondale, Illinois
Benz, Linda, Assistant Director-External Reporting, Institutional Research and Studies, Resource
Bird, David, Professor and Chair, Department of Health Education and Recreation
Clemans, John, Attorney-at-law, External Participant, Murphysboro, Illinois
Climo, Valerie, Student
Dosier, John, President and CEO, First Southern Bank, External Participant, Carbondale, Illinois
(Student Life Continued)

Gray, Robert, Reverend, Our Savior Lutheran Church, External Participant, Carbondale, Illinois
Haywood, Michael, Director of Minority Programs & Undergraduate Recruitment, College of Business and Administration
Jones, Karen, Assistant Professor, Animal Science, Food and Nutrition
Lyle, Dennis, President & CEO, Illinois Broadcasters Association, External Participant, Carthage, Illinois
Maragni, David, Youth Pastor, Community of Faith Church, External Participant, Marion, Illinois
Morrow, Deborah J.C., Office Systems Specialist I, Department of Women’s Studies
Presley, Cheryl, Director, Student Health Programs
Scates, Kappy, Staff Assistant for U.S. Senator Richard Durbin, External Participant, Shawneetown, Illinois
Uchmann, Nathan, Student
Welch, Harvey, Vice Chancellor Emeritus, External Participant, Carbondale, Illinois

UNDERGRADUATE ACADEMICS

NewMyer, David, Chair, Aviation Management & Flight, College of Applied Sciences & Arts, Internal Chair
Tedrick, Roger, B., Co-Chair, External Participant, Mt. Vernon, Illinois
Perkins, Kyle, Associate Provost (Planning and Budget)
Belangee, Kelli, Student Representative, College of Business & Administration
Blackman, Linda, External Participant, Harrisburg, Illinois
Caffey, Ron, Director of Minority Engineering, College of Engineering
Carry, Ken, Publicity Promotions Specialist, Student Health Programs
Clark, Terry, Chair, Department of Marketing, College of Business & Administration
Daugherty, Diane, Head Women’s Golf Coach

De Luca, Anne, Assistant Vice Chancellor for Student Affairs & Enrollment Management and Director of Admissions
DeVantier, Bruce, Associate Professor, Department of Civil Engineering
Donow, Carolyn, Research Project Specialist, Office of Research Development and Administration
Farmer, Jan, External Participant, Vienna, Illinois
Garvalia, J.C., Emeritus, SIUC, External Participant, Carbondale, Illinois
Hutton, Anita, Coordinator of Recruitment and Retention, College of Liberal Arts
Hyde, Larry, Principal, Washington Grade School, External Participant, Marion, Illinois
Kolls, Gary, Professor, Department of Cinema & Photography
Pericak-Spector, Kathleen, Professor, Department of Mathematics
Perry, Michael, President, Undergraduate Student Government
Smith, Bobby, Director of Professional Services, St. Mary’s Good Samaritan, Inc., External Participant, Centralia, Illinois
Schauwecker, Stephen, Executive Vice President, First Southern Bank, External Participant, Carbondale, Illinois
Smoot, Pamela, Assistant Professor, Department of Black American Studies
Starrick, Greg, Owner, U-Save Office Furniture and Jay-Bee Sales, External Participant, Marion, Illinois
Sunderbruch, Josh, Student Representative, Department of English

RESOLUTION TO SUPPORT AND ENDORSE SOUTHERN AT 150: BUILDING EXCELLENCE THROUGH COMMITMENT

WHEREAS, in the Fall of 2001, Chancellor Walter V. Wendler initiated a long-term planning process for Southern Illinois University Carbondale called “Southern at 150,” and

WHEREAS, this process included participation of more than 200 individuals from both on- and off-campus, including faculty, students, staff, administrators, alumni and friends from throughout the region, state, and nation who were charged with developing a plan that would clearly articulate the kind of university we hope to be by the time we celebrate our 150th anniversary in 2019, and

WHEREAS, the draft of the plan was widely circulated through all constituency groups and made available on a Web site to gather comments and feedback from throughout the entire University community, and

WHEREAS, the goal of the plan is to articulate a series of commitments and actions that will place us among the top 75 public research universities in the United States by the year 2019, our 150th anniversary, while we continue to provide the foundation for academic, economic, and social progress in southern Illinois, and

THEREFORE, in regular meeting of the Board of Trustees of Southern Illinois University, on this 13th day of February, 2003, 

BE IT RESOLVED,

That the Board of Trustees of Southern Illinois University hereby express our support for and endorse the Southern at 150: Building Excellence Through Commitment plan.

That the Board of Trustees of Southern Illinois University hereby express our sincere thanks to the participants in the Southern at 150 process who labored to chart a course for continuing excellence that will materially affect the quality of Southern Illinois University Carbondale.

That the Board of Trustees of Southern Illinois University acknowledge that the implementation of this plan will take the commitment and dedication of future trustees, presidents, chancellors, administration, faculty, staff, students, and former students.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes, and copies thereof signed by the Chair of the Board of Trustees, to ensure that Southern at 150: Building Excellence Through Commitment becomes a guide for the future direction of Southern Illinois University Carbondale and our support for continued excellence through its 150th anniversary in 2019.

Molly D’Esposito, Chair
Board of Trustees, Southern Illinois University

Gene Callahan, Vice-Chair
Ted Clark
Harris Rowe, Secretary
Melissa Glauber
John Brewster
Ed Hightower

Mark Repking
Ted Clark
Melissa Glauber
Harris Rowe
A. D. VanMeter, Jr.
THE DATA:

The data sets used in conducting the benchmarking analysis for the early work of Southern at 150 are recognized around the nation and the world for consistency and reliability. Standardized, third party data was used whenever possible. Charts and figures in this document reflect the information that was most current at the time the planning process began. We include those figures in the final report, but also encourage readers to review more current data. Find it easily at http://www.siuc.edu, choose Southern at 150.

SPECIAL THANKS:

We thank everyone who contributed in any way to the Southern at 150 planning process. Three individuals deserve special recognition.

Susan Ferry, Assistant to the Chancellor, was instrumental in every aspect of the plan, from organizing meetings to writing the final draft of Southern at 150: Building Excellence Through Commitment.

Glenn Poshard, Vice Chancellor for Administration, gave early focus to the process as the project leader, and shared the vision gained from his long association with the University and his public service career.

Special Insight:

Jon Davey, Associate Professor of Architectural Studies and Interior Design, contributed to the design and theme of this publication by leading the graphic designers and photographers on an architectural tour of campus.

Produced by Media & Communication Resources

Designer: Jay Bruce
Student Design Assistant: Elizabeth Duncan
Photography Staff: Rusty Bailey, Steve Buhman, Jeff Garner, with special thanks to SIUC Undergraduate Assistant for Photography: Bastien Defriches Doria.

(Stock photography also used.)

Printed by The Merrick Printing Company, Louisville, KY 3/03, 7.5 M

Document printed with private funds, not at taxpayers expense.

– deo volente –