



STRATEGIC IMPROVEMENT PLAN



Southern Illinois University System
ONE SYSTEM | MANY LOCATIONS | STATEWIDE IMPACT



MISSION

The SIU System embraces a unique tradition of access and opportunity; inclusive excellence; innovation in research, creativity, and healthcare; and outstanding teaching focused on nurturing student success. As an economic catalyst for the central and southern Illinois region, we discover and exchange knowledge to shape future leaders, improve our communities, and transform lives.



SIUe



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Friends--

It is a pleasure to present the *Strategic Improvement Plan for the Southern Illinois University System*. This effort represents the first systemwide comprehensive planning document adopted by the SIU Board of Trustees since the previous 2020 Vision Plan was approved some 15 years ago.

This plan represents a renewed commitment by the SIU System, not just to successfully educate our students and prepare them for productive careers and meaningful lives as global citizens, but also to ensure that SIU continues its historic role for the people of our region and state while addressing the critical issues of our time through research and public service.

In addition, America's outstanding public universities have been marked by innovative practices in scientific, social, and cultural endeavors, as well as by investment in the economic health of the state through workforce development activities. These goals will be similarly strengthened by the multiple initiatives generated from this plan.

Finally, you will notice that the plan devotes a particular focus on supporting outcomes increasing cost efficiencies and minimizing duplication of services on a systemwide basis, without disrupting the unique aspirations and individual campus action plans for SIU's main locations in Carbondale, Edwardsville, and Springfield.

Taken together, this *Strategic Improvement Plan* is intended to push the SIU System as a whole toward higher standards of performance in the competitive world of higher education.

For nearly 150 years now, Southern Illinois University has provided a beacon of opportunity for so many throughout Illinois...our nation...and far beyond. These imperatives will help us to advance our collective impact and value in even bigger and better ways for the future.

Randy J. Dunn, President
Southern Illinois University System





STATEMENT OF SCOPE

Southern Illinois University is a public university system with multiple campuses and locations, including Southern Illinois University Carbondale and Southern Illinois University Edwardsville, and is the only senior system of higher education serving the people of the southern half of the State of Illinois. It is a comprehensive university system, with first-professional schools in medicine, dentistry, pharmacy, and law, and with degree programs from the associate to the doctoral levels. As it has grown and flourished, SIU has developed comprehensive programs of instruction, research, and public service which have attracted students, faculty, and staff not only from the region but from throughout the state and nation, and from overseas as well. In properly and rigorously meeting its regional responsibilities, it has brought and will continue to bring educational distinction to central and southern Illinois, and to the State as a whole.

The University's diversity and comprehensiveness are manifest at the SIUC and SIUE campuses. Both offer the standard

range of undergraduate programs, and both work cooperatively with the public schools and community colleges in their respective areas. Southern Illinois University Carbondale, as the older of the two, has developed broad and carefully monitored graduate and research programs of high quality; and its public service and continuing education components have been guided by its location in a region of small communities, farms, and mines. Southern Illinois University Edwardsville has strong master's level, specialist, and research programs, and its location in the second-largest population center in the state governs the urban-oriented nature of its public service and continuing education programs. In these challenging times, Southern Illinois University is pledged 1) maintain the high quality of its programs of instruction, research, and public service; 2) to monitor judiciously the development of, and addition to, these programs; and, 3) to sustain, through these programs, its diverse and comprehensive educational contribution to the people of the region, state, and the nation.



EXCELLENCE
IN TEACHING, RESEARCH,
AND PUBLIC SERVICE



STUDENT
ACCESSIBILITY
with **AFFORDABILITY**



SUSTAINABLE
PRACTICES

SYSTEM VALUES

System values are the core beliefs that should guide not just our operations, but drive our culture and commitment as well. These values are our fundamental principles and shape the decisions we make and behaviors we model on a daily basis. All values shown here have equal standing and importance, and hold a common priority throughout the SIU System.



EMBRACING
DIVERSITY



DISTRIBUTED
LEADERSHIP
AND GOVERNANCE



ORGANIZATIONAL
ACCOUNTABILITY
through **TRANSPARENCY**



ETHICAL
ACTION AND INTEGRITY

SIU SYSTEM LEVELS OF PLANNING

SPECIAL PURPOSE PROJECTS

planning is accomplished on a non-routine, occasional basis to address special problems or needs across the System that will arise—often in response to state or federal requirements, or other mandates required by accreditors and other quasi-governmental agencies. Outcomes are determined as part of each separate plan, depending upon the nature of the specific problem to be addressed by the Board.

STRATEGIC IMPROVEMENT

planning lays out no more than three to five broad areas, or strategic themes, defining new work that will be developed for driving the aspirational progress, change, and growth of the SIU System. It is important to note here: SIU's planning process is *generative* in nature; that is, specific action plans or steps are not developed at the outset of the planning cycle. Rather, as opportunities emerge which advance a given strategic theme—and there exists both capacity and funding to undertake those—individual projects then move forward for approval and execution.

FOUNDATIONAL IMPROVEMENT

planning has its basis in the continual monitoring of a variety of metrics which are intended to gauge the System's overall effectiveness, impact, and organizational health. Those metrics comprise the indicators for a performance “dashboard” that is reviewed on at least an annual basis by the Board of Trustees—special planning may then be done to ameliorate identified weak areas of performance as warranted.

PURPOSE:

Ameliorate performance problems or respond to special requirements

MEASURES:

Outcomes established as part of each special plan

PURPOSE:

Establish focus areas for aspirational progress and changes

MEASURES:

Accomplishments documenting strategic progress and success

PURPOSE:

Monitor organizational overall effectiveness, impact and fiscal health

MEASURES:

“Dashboard” indicators

A NOTE ON PLANNING...

The Strategic Improvement Plan is one component of a larger, ongoing three-level planning process employed by the SIU System.

As the individual planning projects are undertaken, progress and accomplishments that document success under each strategic theme are reported to the Board on a regular basis.



SERVE
IMPACT
ALIGN

STRENGTH
MISSION
HIGH PERFORMING

STRATEGIC THEMES

To become an outstanding, high-performing, and nationally recognized university system is the overarching goal for Southern Illinois University. To achieve this goal, we need to create focus around a limited number of strategic themes that will:

1. have strong impact for those we serve,
2. align with our mission and values, and
3. take advantage of the strengths we have as a comprehensive system of public higher education.

The themes selected for this Strategic Improvement Plan point to four broad areas where the SIU System will both take on new work, as well as reorganize our institutions for greater purpose.

PROMOTING STUDENT SATISFACTION AND SUCCESS

- Monitor the established System-level online “dashboard” outcome metrics arising from the annual SIU Performance Report and continue to add and refine metrics based upon accountability demands and changing institutional priorities.
- Coordinate, support, and improve resources across new and emerging learning platforms to heighten and expand learning experiences for students.
- Implement diversity and inclusivity initiatives impacting our people and places to reflect the System Framework (adopted July 2016) for awareness-building and increased cultural competency.
- Increase support for, and involvement in, global relationships that expand faculty collaboration, exchange partnerships, research opportunities, enrollment growth, and other new possibilities for international engagement across all SIU locations.
- Identify means and collaborate with their affiliate campuses to strengthen the reach, scope, and impact of the first-professional schools.

1

INNOVATING TO TRANSFORM OUR STATE AND REGION

- Extend the external presence, visibility, and relationships of the System to foster economic growth, job creation, entrepreneurship, and business-corporate support—focusing particularly in the central and southern regions of Illinois.
- Extend the external presence, visibility, and relationships of the System to aid in the development of innovative approaches to address Illinois problems relating to education, health care, the environment, government and nonprofit management, social welfare, civic engagement, politics, and other arenas.

2



BUILDING A STRONGER SYSTEM

3

- Streamline for efficiency and cost-savings through a determined but thoughtful expansion of System shared services programs that increase financial stability, encourage productivity, and support mutually beneficial collaborations across System campuses and locations, focusing most particularly on “back office” and other non-academic service/support functions.
- Lead the campuses in identifying strategies and opportunities for developing alternative sources of revenue and additional revenue centers by increasing self-supporting programs, and strengthen the financial viability of existing revenue-generating units.

4



DEVELOPING OUR PEOPLE AND OUR PLACES

- Promote partnership, communication, and public service opportunities that increase the System’s outreach for engagement which benefits the educational, social, and cultural life of the region and its people.
- Utilize the capacity of the System to develop and retain talent and leadership at all levels to serve the campuses and the region.

49% OF FACULTY ARE TENURE/TENURE TRACK

EMPLOYMENT

- Faculty 30.9%
- Executive/Managerial/Administration 3.9%
- Other Staff 65.2%

EMPLOYEES

ETHNICITY

- White 82.5%
- African American 8.8%
- Asian 4.7%
- Hispanic 2.1%
- Two or more races 0.9%
- International 0.8%
- American Indian/Alaskan Native 0.3%
- Native Hawaiian/Pacific Islander 0.1%

ACADEMICS

SIU SYSTEM DEGREE PROGRAMS IN INVENTORY

Undergraduate Certificate	3
Associate	3
Bachelor	143
Post-Baccalaureate Certificate	22
Master	123
Post-Master Certificate	8
Doctorate/Medicine/Law/Dental/Pharmacy	40

RESEARCH FUNDING \$80,885,712

DEGREES AWARDED

- Master 22.4%
- Doctoral 2.5%
- Law 1.5%
- Pharmacy 1%
- Medicine .9%
- Dental .6%
- Associate 1.2%
- Baccalaureate 69.9%

STUDENTS

ENROLLMENT

- Professional 4%
- Graduate 17%
- Undergraduate 79%

LOCATION

- Off-campus 11%
- On-campus 89%
- In-state 79%
- Out-of-state 15%
- International 6%

GEOGRAPHIC ORIGIN

ETHNICITY

- White 67.5%
- African American 14.5%
- Hispanic 5.9%
- International 5.8%
- Two or more races 3%
- Asian 2%
- Unknown 0.9%
- American Indian 0.2%
- Native Hawaiian/Pacific Islander 0.1%

317,563 LIVING ALUMNI

DEGREES AWARDED BY ETHNICITY

- White 69.9%
- African American 11.5%
- International 8.2%
- Hispanic 4.9%
- Two or more races 2.2%
- Asian 2%
- Unknown 0.9%
- American Indian 0.3%
- Native Hawaiian/Pacific Islander 0.2%



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