MEMO TO: University Community
FROM: David Werner
SUBJECT: State of the University Address

President Lazerson will speak on the State of the University on Tuesday, January 30, 1990, at 3:30 p.m. in the Redbud/Oak/Hickory/Hackberry Rooms.

As background information, I have attached a copy of "The Next Decade," a document describing SIUE plans for that period. An earlier draft of this document was distributed to deans, directors, department chairs, and constituency heads for discussion at a planning meeting last September. The document is under review now by the Constituency Senates and the University Planning and Budget Council. "The Next Decade" is intended to be revised annually, providing a continual ten-year outlook for the University.

I look forward to seeing you on January 30th.

Attachment
SOUTHERN ILLINOIS UNIVERSITY AT EDWARDSVILLE

The Next Decade

Historical Context

Southern Illinois University at Edwardsville began in Alton and East St. Louis as an extension of what is now Southern Illinois University at Carbondale. Land was acquired in Edwardsville in the late 1950's and the first buildings were constructed and opened in the mid-1960's. By the early 1970's most academic programming had been transferred from Alton and East St. Louis to the Edwardsville campus. The Alton campus became the site for the Southern Illinois University School of Dental Medicine. Although now at a different location in the city, SIUE continues to have a Center in East St. Louis which is used primarily for public service programming.

SIUE offers a wide range of undergraduate programs in the arts and sciences, fine arts, and professional fields. At the master's level there is a similar breadth of offerings with the largest concentrations of students in programs designed for working professionals. Doctoral-level work is currently limited to education. The University also offers the professional degree of Doctor of Dental Medicine.

SIUE has had historically a strong commitment to serving the needs of the citizens of southwestern Illinois and the greater St. Louis metropolitan area. That commitment is exemplified by continuing education programs, the two dental clinics operated by the School of Dental Medicine, the various public service programs of the Center in East St. Louis, the activities of the Regional Research and Development Services unit, the Labor-Management program, and in a variety of other ways by units throughout the University.

SIUE has a highly qualified faculty with a distinguished record in research and scholarship. A significant portion of that research and scholarship is of an applied nature, linked to serving southwestern Illinois. External funding for research, training, and public services has grown steadily over the years.

SIUE enters the final decade of the 20th century in a position of considerable strength. It has a dedicated and energetic faculty and staff, and a beautiful physical facility with adequate space for expanding to meet the needs of the next century. Its service area of southwestern Illinois, partly because of its large expanses of land ready for development in close proximity to St. Louis, plays an increasingly important role in the economy of the St. Louis metropolitan area.

Statement of Values

Southern Illinois University at Edwardsville is a publicly supported, comprehensive university. Its mission, goals, plans, and actions are based on certain shared values.
--Public education is the cornerstone of a democracy.
--The preparation of well-educated, sensitive, and responsible citizens is the University's principal reason for existing.
--Excellence should be pursued in all that the University does.
--The creation and preservation of knowledge are integral to a university.
--A public university has the privilege and responsibility to serve the citizens of the state.
--Equal opportunity and affirmative action are integral to the development of a healthy community.
--A public university should be accessible to all who can benefit from its programs.
--Academic freedom, high ethical standards, institutional integrity, collegial governance, and open communication are indispensable aspects of a community of scholars.
--A humane, safe, and supportive environment is essential to the welfare, growth, and advancement of all members of a university community.
--The University is accountable to those it serves and those from whom it receives support.

Statement of Mission

The SIUE Statement of Mission reflects its values, its history, its role in the state as defined by the Illinois Board of Higher Education, and the social and economic environment in which it exists.

Dedicated to the traditional academic pursuits of instruction, scholarship, and public service, the University assigns first priority to excellence in undergraduate education. Through general education, the University endeavors to strengthen the intellectual skills of its students and to provide them with a broad understanding of liberal learning. Through the arts and sciences and through professional programs, the University seeks to prepare its students for successful careers and satisfying lives.

The University provides graduate educational programs consistent with regional needs and institutional strengths. While such programs emphasize advanced instruction sought by those pursuing professional advancement, the University responds as well to demonstrated needs for graduate study in the arts and sciences.

Consistent with its particular commitment to southwestern Illinois and with its pursuit of academic excellence, the University strives to enhance regional access to the educational opportunities it offers. It recognizes an obligation to provide developmental opportunities for the educationally dispossessed; it pursues a commitment to meet the special needs of
nontraditional students; and it makes every effort to maintain for all its students admissions standards, fees, schedules, and calendars which will encourage their access and support their progress.

The University further expresses its commitment to educational excellence by encouraging and supporting scholarly research and creative achievement. Such achievement helps to sustain the quality of instruction, the intellectual vitality of the faculty, and the responsiveness of the institution to regional needs. The University regards scope, quality, and promise as its primary criteria in evaluating scholarship and creativity. Moreover, the University strives to maintain a balance between pure and applied scholarly activity.

In pursuit of its commitment to its region, the University endeavors wherever possible to incorporate the activities and results of its instructional and research efforts into programs and services which enhance area development; to work cooperatively in instruction, scholarship, and public service with all other area educational institutions, including the community colleges and the common schools; and to pursue cooperative opportunities beyond its immediate region when there is promise of benefit to the University and its region.

The faculty, staff, and administration of the University participated in developing this statement of mission and support its use in making programmatic, budgetary, and personnel decisions.

Statement of Goals

Through its planning process, SIUE has identified five broad goals to be pursued over the next several years in quest of its mission.

1. **Excellence.** As its first goal, the University seeks excellence in all aspects of its undergraduate, graduate, and professional programs, research, and public service. The University strives specifically to provide the best undergraduate public education in Illinois.

2. **Diversity.** The University seeks to develop a harmonious institutional climate which is racially and culturally diverse. Such a climate is essential if SIUE is to serve the significant minority populations of Illinois in meeting the needs of the next century.

3. **Community.** The University seeks to develop a humane teaching, learning, and working environment in which students, faculty, and staff can work to their full potential.

4. **Image.** The University seeks to achieve increased respect from its employees, alumni, neighbors, and the larger educational community. While having achieved much, SIUE is not well known. A public image that more fully corresponds to its accomplishments is important to the University in student recruitment and in achieving external funding.

5. **Accountability.** The University strives to be accountable through the quality of its programs, in its use of its financial and human resources and in its preservation and enhancement of its facilities for future generations.
PLANS IN PURSUIT OF THE GOALS

Curriculum

Undergraduate education will remain the cornerstone of SIUE. Over the next decade the emphasis will be on qualitative enhancement of existing degrees. Programs will be added selectively in response to demonstrated needs, but the program inventory will continue to emphasize the arts and sciences and professional, as opposed to vocational, programs.

To strengthen its undergraduate programs, the University will continue several existing initiatives and begin others. The $1.0 million Fund for Excellence in Undergraduate Education will continue as a unique stimulus to innovation and creativity. Strengthened admission standards will be implemented in Fall, 1990. By increasing the level of preparation of new students, the University will be better able to provide a superior baccalaureate experience.

A comprehensive undergraduate assessment program will be phased in over the next three years. The design of the program will itself stimulate program improvements and, in conjunction with the current program review process, will provide additional information to assess more effectively program quality. As part of the program, the faculty of each program will design a procedure for measuring student accomplishment at the senior level, encompassing the goals both of the major and of general education. In doing so, the faculty in each unit will build upon a definition of the baccalaureate degree to be developed by the faculty as a whole through the Faculty Senate. The result of this process should be programs which integrate the major and general education. The work underway in the School of Business on developing a comprehensive curriculum for its undergraduate programs may serve as a model for the remainder of the University.

Consistent with the Statement of Mission, SIUE will continue the development of graduate programming responsive to regional needs and institutional strengths with a focus on the professional needs of working adults. Accordingly, the University will develop, among others, proposals for master's programs in social work, accounting, computer science, nursing administration, nurse anesthesia, and engineering management.

SIUE will pursue selected expansion at the doctoral level. A proposal for a Doctor of Science in Nursing will be submitted in RAMP 93. The School of Engineering will continue its discussions with the College of Engineering and Technology at SIUC regarding a cooperative doctoral program in Electrical Engineering. Similar cooperative arrangements may prove to be feasible and desirable in other fields as well, although none is under consideration at this time.

The first priority of the SIU School of Dental Medicine will continue to be the preparation of dentists for central and southern Illinois. But with the closing of dental programs at Washington University, the School of Dental Medicine will offer the only programs within a 250 mile radius of St. Louis. The faculty and administration of the School will explore in the next year the opportunities offered by this unique situation.
Research and Scholarship

While the primary mission of SIUE is to provide excellent undergraduate education, the University recognizes the centrality to inspired teaching of vigorous and sustained scholarship. Therefore, the University has developed and seeks to augment a solid research capability. The University plans to increase external support for research and other scholarly activity to $10 million per year, adjusted for inflation, by the end of the century. Doing so will significantly increase the amount of indirect cost funds available to support faculty research and scholarship.

Decisions on hiring, promotion, salary, and tenure, will continue to value a wide range of faculty research and scholarship. Excellence in research and scholarship will be valued, whether that excellence is demonstrated in basic research or in bringing the methodology of a discipline to bear on understanding and solving local, state, or national problems, or in research directed to improving teaching and learning.

Public Service

The University will continue its historic commitment to public service. Particular attention will be focused on East St. Louis and its environs. The economic and social revival of East St. Louis is critical to the long-run development of southwestern Illinois and, therefore, of the University. SIUE will devote public service resources to enhance the educational, economic, cultural, and health opportunities of citizens of the city. Funds appropriated in FY90 will permit renovation of part of the East St. Louis Center for an Optometry Clinic to be operated by the School of Optometry of the University of Missouri at St. Louis. Renovation and expansion of the Dental Clinic will be completed by Winter, 1990. Depending on the availability of funding from the Department of Health and Human Services, the School of Nursing will expand its Nurse Managed Health Care Facility at the East St. Louis Center in 1990.

With the first phase of infrastructure development nearing completion, the University will develop and implement aggressive marketing plans for University Park. The plan will emphasize the relationship between Park tenants and academic departments with the intent of strengthening the University.

The University will also seek to capitalize on its strengths in the fine and performing arts through outreach activities to citizens of the region. The University will consider a proposal to create a Community School for the Arts as a mechanism to bring instruction in music, art, dance, and theatre to elementary and secondary school students.

The University will consider a consolidation of the efforts of several existing public policy disciplines into a Center for Public Policy and Administration. The Center would concern itself with the enhancement of the effectiveness of local governments, educational institutions, and similar groups. The University will continue to build relationships with the common schools in other ways as well. SIUE has proposed in RAMP 91 the creation of a Center for Science and Mathematics Education that builds upon the Excellence in Science Education project, a joint venture of the Schools of Sciences and Education involving 46 school districts.
Achieving Diversity

SIUE seeks to achieve racial and cultural diversity among its faculty, staff, and students. While the University has been successful in attracting a significant number of minority students, it has been less successful in retaining those students through completion of baccalaureate degrees. Plans will be developed to increase the minority student graduation rate by at least 2% per year until that rate is at least equal to the rate for the majority population. In doing so, the University will build upon the success already achieved in programs such as Project GAIN (Getting Ahead In Nursing) and the Minority Engineering Program. Funds available from a FY90 NEPR will be used to provide scholarships for minority students and to develop programs for faculty, staff, and students to foster a campus climate conducive to diversity.

The University will seek aggressively to attract and retain minority faculty by carefully monitoring hiring procedures. Further, two New and Expanded Program Requests will be submitted to the Illinois Board of Higher Education to increase the number of minority faculty. One will be aimed at increasing the supply of minority faculty by identifying highly promising undergraduates who will be assisted and directed in pursuing doctoral work with the expectation that they will return to SIUE as members of the faculty. The other will seek funding to bring minority group members to the campus as visiting faculty in performing areas such as music, art, and creative writing. These fields have large numbers of persons who could be excellent role models for students but who, because of other commitments, would not be available as continuing members of the faculty.

Student Recruitment and Retention

SIUE will continue with implementation of the Recruitment and Retention plan adopted in 1989. The Enrollment Planning Committee will be appointed in Fall, 1989, and charged with setting an overall enrollment goal for the University and goals by specific student characteristics.

Consistent with the goal of providing the best undergraduate education in Illinois, SIUE will expand its student recruitment activities outside the immediate service region. Doing so will alter the campus climate, with an increased emphasis on the needs of resident students. The University will also seek to increase the number and proportion of students with superior high school preparation. To that end, the University will implement rigorous course-specific high school preparation requirements effective Fall, 1990. In implementing these new admission requirements, the University will develop mechanisms to ensure access while strengthening its commitment to academic excellence.

To improve student retention, the University will pursue several strategies. Experimentation will continue with University 100, The University Experience, a course focusing on developing awareness of the University’s educational, social and cultural activities, acquisition of key academic skills, and educational and career planning. By Fall, 1990, the University will have developed and implemented a new comprehensive orientation program which will more fully acclimate all new students and their parents to the University and its mission, history, policies, requirements, resources, and opportunities. An Honors Academy, planned for partial implementation in Fall, 1990, and full
implementation in Fall 1992, will assist in the recruitment and retention of well prepared students.

To better serve the growing number of part-time and nontraditional students, the University will continue to improve services for evening and weekend students. To do so, office hours will be extended for appropriate units and evening course offerings increased to make possible orderly progress toward a degree.

More than half of SIUE students are women, at both the undergraduate and graduate level. Many of these women are commencing college work after an intervening absence from classrooms of any kind. Others are entering fields traditionally reserved for men. Such students have a greater need for mentoring and for social support than do traditional students. In response to this growing need, SIUE is considering a proposal for a Women’s Center that will assist in the recruitment and retention of women students and support the academic life of women students. As part of this proposal, the University would seek additional funding for the Women’s Studies Program to permit the development and offering of additional courses.

In recognition of the need for growth outside the classroom, the University developed the Student Leadership Development Program. The program will be strengthened and expanded so that students develop a sense of their responsibilities to the needs of society, and so that they have opportunities to develop the skills necessary to become effective community members and leaders. In 1990, the University will implement also a Student Leadership Summer Institute for high school students.

**Human Resource Management**

Over the next three years, the University will implement plans to broaden the opportunities for employee advancement. Workshops will be offered to develop a variety of skills. Supervisors will be encouraged to develop skills to enable them to help their employees to develop and advance within the institution. A mentoring program for civil service and professional staff will aid employees, in particular women and minority group members, in advancing in the University structure. An employee assistance program will help employees with family, drug, and alcohol problems.

The University will create a Human Relations Office to assume the functions of the present Central Affirmative Action Office, and to encourage recognition on the part of the members of the University community of the values of a racially and culturally diverse institution. The University’s recently concluded Affirmative Action Audit resulted in a positive program of suggested initiatives to promote the harmonious functioning of a diverse campus community. In addition to Affirmative Action oversight, the Director of Human Relations will develop and implement programs to help overcome barriers to communication between diverse groups, prevent misunderstandings, and promote constructive working relationships.

None of the University’s fine programs can fully succeed unless the campus presents to all faculty, staff, and students a safe and supportive environment. This implies that all members of the University must respect and welcome diversity of all kinds. It further implies that the University must take every necessary step to deter violence against any of its members,
and that it understands and accepts its responsibility for the provision of such features as adequate parking, full lighting, and secure buildings and grounds.

The next ten years will be marked by a significant number of faculty retirements. The University will continue its practice of assisting faculty in their retirement planning, including, where possible, provision for part-time, post-retirement employment. At the same time, the University will help departments to identify new faculty needs in an orderly fashion, and will seek to fill faculty positions in a manner that assures the growth of racial and cultural diversity. That this increased need for new faculty occurs at a time likely to be marked by a growing shortage of qualified candidates heightens the challenge for SIUE.

Capital Development, Physical Facilities, and Computing

The University will seek, over the next several years, the expansion and improvement of its physical plant. Achieving excellence in engineering education requires a new building. The University is requesting construction funds for 1992. A new building, in addition to meeting the needs of engineering, will permit the return of space in the Science Building to science departments. The space currently occupied by engineering was designed for the science departments and is needed for their instructional programs and for the expansion of funded science research.

The continued development of University Park will enrich the physical environment of the campus. As an interim measure to partially address the space problems of the School of Engineering while funding is sought for a permanent facility, the University will enter into a short-term lease with a developer who will construct a building in the Park. In addition to providing space for engineering, this building will likely be the first to be constructed in the Park and should be a stimulus to other construction. Construction of the first building has been found to be a stimulus to other development in similar parks in the nation.

The University will seek release of the recently appropriated funding for the consolidation of music programs and a further appropriation to complete the consolidation. The music programs at SIUE have an international reputation which will be strengthened by improved physical facilities. However, even with the consolidation, the University will still lack adequate performance space. Accordingly, in the next decade the University will seek to secure funding through private sources for a performing arts facility. Such a facility would not only enhance the quality of the academic programming, but would also further establish the University as the focal point for cultural activities in southwestern Illinois.

Construction of an Art and Design building will begin in 1990 with an expected occupancy date of Fall, 1991. Consolidation of the art programs on the main campus will provide the opportunity to review the future of the Wagner complex. If Contract Archaeology and storage for The University Museum, which are now located at the Wagner site, were relocated, the complex could be used for non-University purposes and the University could reduce its cost of maintenance and operations.
The first-phase renovation of the old dental clinic building in Alton will begin in 1990 with completion scheduled for late 1991. The renovated facility will provide a preclinical laboratory and classroom. A second-phase renovation, which is not yet funded, will provide an additional preclinical laboratory and faculty offices. With completion of the project, tract houses now used as faculty offices can be closed.

SIUE has had on-campus student housing available to students since the late 1960's, consisting of apartment-style facilities at the Tower Lake complex. The very earliest and the present campus land use plans include designated areas for additional housing. Consistent with its mission and the goal of being the best public undergraduate institution in Illinois, the University needs to develop additional student housing, particularly housing appropriate for undergraduate students. The University has initiated planning for construction of a residence hall to be located south of the University Center. That location will provide students easy access to the academic, recreational, and food services of the campus central core.

The growing number of adult women students, faculty, and staff has increased the need for child care. Accordingly, SIUE will explore the feasibility of an addition to the Early Childhood Center to increase access to the University.

SIUE lacks adequate recreational facilities for its students, a situation exacerbated by the loss of the inflatable gymnasium. Such facilities, while important now, will be increasingly important as the number of resident students increases. Within the next year, the University will develop plans to expand its recreational facilities through the construction of a permanent facility to be located adjacent to the Vadalabene Center.

In conjunction with University Park, SIUE is considering plans which could lead to construction of a championship golf course on the campus. The course would be built and financed by an external party at no cost to the University. The University would realize income from the course and, more importantly, would obtain a very valuable athletic facility that would be useful in support of its academic programs, intercollegiate athletics, student, staff, and faculty recreation, and the development of University Park.

While relatively new and extremely attractive, the infrastructure of the SIUE campus is beginning to develop symptoms of aging. High temperature lines, the chilled water distribution system, the waste water treatment facility, and roadways are all developing problems resulting from twenty-five years of use. The University will seek funds to maintain the campus infrastructure. In addition, the University will institute a five-year plan for the scheduled maintenance of facilities at Edwardsville, Alton, and East St. Louis.

Over the next several years, the University plans to expand its administrative and academic computing resources. Enhancement of mainframe facilities will permit complete implementation of the Human Resource System (HRS) and the Student Information System (SIS) and provide increased faculty and student access to computing. HRS will increase efficiency in the various aspects of personnel planning and budgeting. SIS will provide the University with a modern system for handling student records and the various tasks associated with advisement and registration.
The Academic Computing Council will submit plans in early Fall, 1989, to enlarge and to reorganize the operation of the University's computing laboratories to improve services to students in elementary and advanced courses. In addition, the Council will sponsor a series of monthly presentations on the use of technology in the instructional and learning environments.

University Image

SIUE has been referred to as "the best kept secret" in the St. Louis area, in Illinois and, indeed, in higher education. A number of individuals and programs of the University have developed national or international reputations. Nevertheless, as an institution, SIUE remains either relatively unknown or underappreciated nationally, statewide, and even locally. The reasons for its lack of prominence are varied. Being young, it lacks a large cadre of well established alumni. The demographic and economic composition of the region focuses media attention on Missouri, not Illinois. Without a major athletic program, the University does not receive the attention that often accompanies intercollegiate athletics. Without extensive student housing, it has not recruited widely to become better known to the citizens of Illinois.

SIUE needs to develop a public image consistent with its capabilities, accomplishments, and aspirations. As a first step, the University will conduct a study during 1990 to measure its current perception by its various publics. The resulting data will serve several purposes: a quantitative indicator of current perceptions; a baseline against which to measure change; and a source of ideas for action.

While strategies for enhancing the reputation of the University will depend partially on the results of the study, the focus will likely be upon excellence in undergraduate education, particularly as that excellence can be demonstrated by the results of the assessment process. The University's leadership role in economic development and public service, its growing research capability, University Park, and its successful, if modest, athletic program, are all themes that can be used in enhancing the perception of the University throughout the region, state, and nation.

The SIUE alumni, now over 40,000 in number, can play a significant role in advancing the University. Through their accomplishments they enhance the public's perception of the quality of the academic programs. Through their efforts in recruiting they can assist in attracting highly qualified students. Through their own organizations, they can assist in placing graduates. And, through a variety of services to departments and schools, they can advance the quality of the academic programs. Individual schools, in conjunction with Alumni Services, are developing plans to integrate the alumni into a wide range of activities. The SIUE Foundation will continue implementation of its plans to further decentralize fund raising activities, particularly with regard to the alumni.

CONCLUSION

Southern Illinois University at Edwardsville is proud of its past and excited about its prospects for the future. Highly qualified faculty and staff, an expanding inventory of academic programs, and a sound physical plant will all play vital roles in expanding the University's vision and accomplishments. We look forward to the last decade of this century with enthusiasm.