

**Association of Public and Land-grant Universities**  
**Commission on Innovation, Competitiveness, and Economic Prosperity**  
**Innovation and Economic Prosperity Universities Designation Program**

2014 Documentation Reporting

2015 Re-Submission

**SOUTHERN ILLINOIS UNIVERSITY CARBONDALE**

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Southern Illinois University Carbondale (SIU)**

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**Disclaimer**

Because many members of the University community contributed to this process over the past two years, there will be, almost inevitably, errors and unacknowledged borrowings from public sources, despite the best editorial oversight. All readers are invited to identify these problems so they can be corrected and posted to the <http://csly.siu.edu>, with links to the APLU supplemental documentation materials.

## **PART 1: INTRODUCTION AND PROCESS NARRATIVE**

### **1.1 Introduction**

Proud of its longstanding intellectual, economic, and cultural contributions to a distinctive region, the Heartland Delta, Southern Illinois University Carbondale is uniquely situated to develop corresponding institutions, research, and project-based initiatives in keeping with the legacy of Buckminster Fuller and his widely known Design School. Thus, SIU is deeply associated with *innovation*, with key programs dedicating exemplary focus on creative- and technology-based economic development. The goals for SIU and its constituents are to strategically and collaboratively advance the economic well-being and quality of life in this special part of the country.

Five years ago, Southern Illinois University's administration realized how a series of short-term University administrations, dramatic business climate changes affecting manufacturing and coal mining, and the overall economic situation of the region had negatively impacted the University's priorities in southern Illinois. The results of this epiphany have been centered upon reconnecting with stakeholders, communities, and citizens in the region. It has involved looking at this economically distressed area through a different lens. As a major beneficiary, the region looks to SIU for engagement, ideas, and support. The stark realities of counties with high unemployment, communities with growing low-income populations, and the effects of several devastating natural disasters helped the University and its outreach programs coalesce around a new focus—innovation, creativity, engagement, and entrepreneurship. During the last five years, SIU has fashioned a new framework for engagement and outreach that addresses not only adopting an innovation culture on campus but on investing in an innovation ecosystem with its economic development stakeholders and partners. This review and analysis highlights the steps that SIU has taken to improve its community outreach and engagement, the positive signs that reflect the success of this investment, and opportunities for the University and its partners to bridge today's activities into tomorrow's successes.

### **1.2 The University**

Since Southern Illinois University's inception in 1869, community and economic engagement has been a vital component of the institution. Embraced by its recent *Pathways to Excellence—A Strategic Plan*, SIU was founded on principles of access and regional engagement, and these principles are central to its future: "*Southern Illinois University Carbondale, now in its second century, is a major public higher education institution dedicated to quality academic endeavors in teaching and research, to supportive programming for student needs and development, to effective social and economic initiatives in community, regional, and statewide contexts, and to affirmative action and equal opportunity.*"

The University's strategic plan reiterates "*a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our*

*communities, and transform lives.*” As a Carnegie Foundation research institution (high research activity) emphasizing applied as well as advanced research, SIU addresses the state’s commitments with distinct capacities to *“better integrate educational, research, and innovation assets to meet economic needs of the state and its regions.”* The result has been programs that meet and are developed upon identified industry and regional needs.

With this commitment to place in mind, the University works closely with its local partners, most of them in the southern third of the state and more than 300 miles from Chicago. But the University’s regional reach extends across state boundaries to include the opposite shores of three rivers—the Mississippi, the Ohio, and the Wabash—that bound this portion of Illinois. Consequently, SIU also collaborates with the economic development efforts of southeastern Missouri, northwestern Kentucky, and southwestern Indiana because regional economic development successes and challenges do not begin and end at the state’s boundary rivers. The major focus of the University’s efforts, however, includes Jackson County and the other 20 southern Illinois river delta counties, where a major share of the institution’s business partners operate in tourism, land management, healthcare, technology, and energy. These counties benefit the most from SIU’s research, expertise, and financial resources, especially because SIU is the principal employer and economic engine for the region. Situated in Carbondale, the area’s educational hub, SIU is indeed both the economic steward of and catalyst for development in southern Illinois.

### **1.3 Process Experience**

#### **Research Design: Tiered, Multi-dimensional Strategy (Embedded Case Study)**

SIU assembled a Task Force of campus talents to coordinate the IEP-designation application and to develop a better understanding of the University’s economic engagement activities. During the past year, SIU has received its Carnegie Foundation Community Engagement designation and the primary outreach programs, the Center for Service Learning and Volunteerism (CSLV), the Office of Community Health and Service (OCHS), and the Office of Economic and Regional Development (OERD), have worked more closely together than in the past. This institutional collaboration, bringing together three disparate offices both on and off the Carbondale campus, has made possible more cohesive and complete engagement in the region. This has resulted in a renewed commitment to and emphasis on the University’s role in the region’s economic, innovation, and entrepreneurship ecosystem.

#### **Engaging Stakeholders**

The Task Force began with a rigorous inventory of area stakeholders and the program self-studies to which the APLU assessment tools could be applied. The Task Force surveyed key players with significant knowledge and/or active engagement in the University’s outreach and collaboration within the region. Taking an embedded approach, the Task Force conducted first-person interviews and public forums to supplement the assessment tools, to extend University inventory capacities and to foster community interaction.

Given its place-oriented approach, the Task Force team worked to fine-tune and focus programs on mutually strategic goals. This approach also led to the identification of new,

more productive avenues and multi-dimensional capacities that the region needs in order to fully address its unique and complex concerns. Notably, the team took advantage of SIU's Paul Simon Public Policy Institute, which engaged regional community stakeholders with its *Quality of Life Polls - Jackson-Williamson Counties Survey* (JWCS) and a series of public events designed to convey outcomes and to foster dialog. Its key event was the *Building a Creative Economy* symposium, which introduced innovative approaches to key issues.

### APLU Assessment Tools and Survey Analyses

For the self-study, the SIU survey followed the protocol established by the APLU to generate data and outcomes derived from an objective tool. The survey was distributed online via *surveymonkey.com* in mid-March 2014, with data collected for analysis in mid-April. The results within each question group were analyzed and the averages were compared for the internal and external groups, both in different categories and in overall averages. The overall average response value was a measure of the total average within one group (internal or external) of one response measure (importance, SIU performance or gap score). Also important was the response rate declines from beginning to end of the survey.

By examining the total average values, both the internal (N=45) and external (N=67) groups believe the measures proposed in the survey instrument are of high importance on average. Because the survey scale ranged from 0 to 7 for both importance and performance, 3.5 represents a median. Both groups had the measures nearly 1.5 points higher than the middle-point. For each individual category, the SIU performance values for each question were compared with the total average value. If the value was higher than the *total* average, it was highlighted in green. If it was lower, it was highlighted in red.

Engages and Asserts Institutional leadership by:	Internal			External		
	Important	SIU	Gap	Important	SIU	Gap
Emphasizing contributions to economic growth as one of its priorities	6.03	4.03	2	6.04	4.06	1.98
Assessing the strengths and needs of regional industry and aligning Southern Illinois University's key research assets with these strengths and needs	5.76	3.76	2	6.02	4.16	1.86
Working with government and community leaders in the region and/or state to identify economic development priorities and aligning key research strengths with these priorities.	6.03	3.79	2.24	6.04	4.45	1.59
Working alongside business and community leaders to identify actionable economic growth priorities	5.92	3.73	2.19	6.05	4.57	1.48
Working alongside government officials to determine actionable economic growth priorities.	5.95	3.59	2.36	5.83	4.31	1.52
Actively engaging senior campus leadership in regional economic growth initiatives.	5.86	3.28	2.58	5.81	4.23	1.58
AVG	5.925	3.70	2.228333	5.965	4.30	1.668333
<b>Total Avg</b>	<b>5.97</b>	<b>3.56</b>	<b>2.40</b>	<b>5.93</b>	<b>4.27</b>	<b>1.66</b>

*Internal stakeholders* found SIU performance to be on average right around the median, with an overall average score of 3.56. This total-value says little without investigating in which areas the group believed SIU was performing poorly, average or well. These stakeholders viewed the importance of measures within this category to be near the total average importance value of 5.97. For SIU performance, five of the six measures in this category were rated above the total average value, and the category average was also

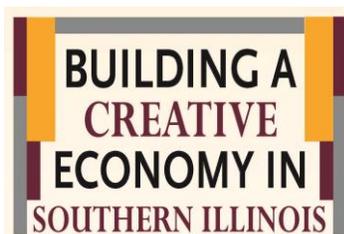
higher than the total average (3.70 compared to 3.56). This split may be caused by a generally self-critical mind-set of faculty and staff that SIU simply could be doing more, as evidenced by workshops and community meetings where this became a central topic. The University acknowledges that economic issues may be too ill-defined or intertwined with other campus issues to address separately.

*External stakeholders* found the performance of SIU to be, on average, slightly above the mid-point with an overall average score of 4.27. Again, this value says little in itself. However, on average, external stakeholders believe the University is performing at a higher level than is believed by internal stakeholders. These stakeholders similarly viewed the importance of measures in this category to be near the total average importance value of 5.97. For SIU performance, three of the six measures were rated above the total average and three of the six were rated below. The highest SIU performance value came from the measure *working alongside business and community leaders to identify actionable economic growth priorities*. The relatively high value for this measure reflects the greater community's trust in SIU, because of its long history of collaboration and known successes in which it continues a responsible role even during challenging times.

Likewise, there is room for improvement. Of particular importance to the stakeholders are *advancing priorities towards products of economic growth* and *realigning the institution's key research assets to the strengths and needs of regional industries*. These challenges are already recognized, but they are reminders that formalized working strategies are essential. Related to these issues, the University has been collaboratively *engaging senior campus leadership in distinct regional economic growth initiatives* as well as enacting new campus policies and procedures.

#### **1.4 Broadening Engagement: Documentation of Events/Workshops**

There were 43 business and community development seminars and workshops coordinated by OERD in collaboration with internal and external stakeholders in 2014. The events were held at the SIU Research Park and topics included *Starting a Business in Southern Illinois*, *Selecting the Right Legal Entity for Your Business*, the *Basics of Small Business Innovation Research (SBIR) Grants*, *Intellectual Property Issues*, and *Patent Reform*, to highlight a few. A total of 707 individuals attended the seminars and workshops.



One of many SIU events and workshops, the *Building a Creative Economy* symposium (held April 29, 2014) was developed and promoted by the Paul Simon Public Policy Institute, in collaboration with the City of Carbondale, the OERD, and other regional planning constituencies. SIU's chancellor and directors outlined SIU's economic activities and its connections with the region's very real problems, highlighting the dichotomies between growth and decline. Keynote speaker Sean Creighton presented the "creative region initiative," where universities take on big picture leadership roles as catalysts to retain talent, reach out to constituents, and be informed from many points. "Communication, collaboration, and coordination" are key components of effective development.



[http://www.creativeclass.com/v3/creative\\_class/author/index.php/sean-creighton](http://www.creativeclass.com/v3/creative_class/author/index.php/sean-creighton)

*The Quality of Life Polls - Jackson-Williamson Counties* was presented in the context of both the Carnegie and APLU goals. This extensive poll was designed to better understand citizens' attitudes about varying subjects, ranging from community education and culture to economic issues to quality of life and environmental issues. The poll was an occasion for participants to speculate about such matters in the region. Several Paul Simon Public Policy Institute Research Fellows presented possibilities for further study. Creative "place-making" and "engaged citizenship" were key concepts discussed, and included challenges such as how to retain an educated class of residents. Paraphrasing the mantra, "*a good place contributes to the good standing of the university,*" the imperative is now to build successful university town—gown relationships.



This presentation was followed by panel discussions from key regional economic leaders and an open dialog with SIU representatives. Aspects of SIU's ongoing community engagement initiatives were discussed. The conversation included connecting the components of the APLU, Carnegie, University and Paul Simon Institute's goals to mutually support each other.

Key outcomes of the event included discussions of innovative, even radical approaches toward economic development in the region's communities and downtowns. The results have been shared widely and will be incorporated, not only by the University, but by businesses, government entities, educators, institutions, and others for general knowledge and to better target long-term strategic planning initiatives.

### **Reshoring: An Opportunity for Innovation in Southern Illinois**

During the past four decades, southern Illinois has been challenged by numerous national and world economic factors. The reduction of coal-mining due to the 1980 Clean-Coal Act resulted in a loss of thousands of jobs to the region. More recently, the closure of the

Spartan Printing Plant in Sparta, Maytag Manufacturing Plant in Herrin, and other plants elsewhere have further stressed this struggling economy. In addition to plant closures, the outsourcing of white- and blue-collar employment to other countries has eliminated hundreds of jobs throughout the region.

Because of the above challenges, southern Illinois counties have primary economic distress criteria that show that unemployment and various measures of per capita money and personal income lag behind the United States average in all categories. Furthermore, the statewide data show that six of the State's ten poorest counties, including number one Jackson County (home to SIU), are in this region.

In addition to a commitment made by the University, the Economic Development Administration made a serious investment in solutions to regional economic challenges. The purpose of this investment was to facilitate re-shoring, the process of outsourcing work domestically, as an economic development tool in the economically distressed southern 20 counties of Illinois. Ultimately, the hope is to reverse the region's shrinking economic conditions and to halt the loss of and provide growth opportunities for manufacturing, technology and business services jobs.

Surveys were sent to 821 southern Illinois businesses to identify products and or services that are currently outsourced or are being considered for outsourcing in 2014. Approximately one-half of these businesses were manufacturers; the majority of the responses were manufacturing-related, followed by mining-related activities. Of the responses, eighteen percent reported that they were currently outsourcing. Top reasons for this disturbing trend were overhead costs followed by labor costs and greater flexibility.

A regional reshoring event was hosted at the Dunn-Richmond Economic Development Center in the SIU Research Park on March 25, 2015. Attendees included small businesses, regional planning and development commissions, local economic development agencies, and other key stakeholders in southern Illinois. Participants were introduced to the concept of reshoring and gained a deeper understanding of the supply chain process in business and its importance to southern Illinois businesses. The program included a presentation titled "*Optimizing your Supply Chain*" based on the total cost of ownership in the supply. The panel discussion addressed varying definitions of supply chain optimization and highlighted the steps that potential suppliers can take to win a company business. The panel concluded with the positive implications of adopting a reshoring strategy in a company's business model.

As a result of the study, an initiative is being implemented to address reshoring as a viable economic development strategy in southern Illinois. Identified tasks include:

- *Establish a regional reshoring task force;*
- *Conduct survey follow-up;*
- *Create a reshoring marketing plan;*
- *Create a venue to allow regular interaction of southern Illinois manufacturers and related businesses;*

- *Encourage local community development agencies to establish business retention and expansion programs;*
- *Utilize the SIU Center for English as a Second Language (CESL) and SIU Economic Development to establish a pilot program to encourage foreign direct investment and business communication training;*
- *Embrace supply chain optimization as part of a regional reshoring strategy; and*
- *Support all regional educational efforts at supplying skilled labor and knowledge workers.*

## **1.5 Economic Engagement Enterprise**

Drawing on definitive concepts from the University's Carnegie classification, SIU "*promotes attention to the mutuality and reciprocity of the partnerships within the region.*" With service as one of the three pillars of SIU's mission, the University and community constituents consistently develop partnerships built upon mutual benefit and shared responsibility. It is this synergy of achievement that *Forbes Magazine* identified as the University's strength last summer when it recognized SIU as the 37<sup>th</sup> most entrepreneurial institution of higher education in the nation. The only other Midwestern university to receive this top 50 honor was Northwestern University in Evanston, Illinois.

Reporting directly to the Chancellor, the Office of Economic and Regional Development drives the University's goal to stimulate economic development through learning, research, and entrepreneurial activities. OERD's mission is to establish and support an environment to foster innovation, commercialize University discoveries, and advance entrepreneurship and economic development within southern Illinois and throughout the region. OERD also coordinates closely with the Center for Service-Learning and Volunteerism, the Vice Chancellor for Research, and the Office of Assessment and Program Review. SIU invests direct cash support in regional development as visible in OERD's initiative, *Connect SI*, to that has supported Internet connectivity in underserved areas of southern Illinois since 2008. Enhancing the region's economic fabric, OERD's *Community Development and Outreach* program exercises leadership by its *Champion Community Investments (CCI)*, which offers low-interest loans to small-enterprises and start-ups. OERD's Center for Delta Studies has a mission of collaborative regional development within the 16 Illinois Delta counties and the greater Mississippi Delta region. The Center is dedicated to serving as a platform for research and service by the faculty and staff of SIU to the Delta region. As such, it is strategically positioned to be a productive linkage between the people of the Delta and the capacity-building resources of the University. Additionally, OERD regularly conducts workshops on developing effective community initiatives where reciprocity is central.

Five years ago, SIU's leadership had an epiphany; it realized that campus and community innovation was a critical piece in moving our communities and institution forward together. The University made a deliberate decision to focus on innovation and entrepreneurship, not just in academics but in campus culture as well. This includes faculty members incorporating innovation and entrepreneurship into their classroom curricula and experiential learning projects, the technology transfer staff becoming more proactive in supporting commercialization of University intellectual property, and economic development units more actively promoting entrepreneurship and regional business

development services. One of the highlights during this timeframe was funding received from VentureWell (formerly National Collegiate Inventors and Innovators Alliance). This seed funding was utilized to observe best practices of a number of select innovative universities for adaptation and adoption at SIU.

Building upon the VentureWell initiative, two SIU students are participating in a national program that is providing them with the tools and know-how to help increase entrepreneurship and innovation among students across the campus. The National Center for Engineering Pathways to Innovation (Epicenter) selected these students as University Innovation Fellows for 2015. The program is funded by the National Science Foundation and directed by Stanford University and VentureWell. There are now a total of 291 fellows at 114 schools. The program is designed to stimulate science and technology invention, innovation and entrepreneurship. SIU's Innovation Fellows are learning best practices from students at other universities, making credible contacts through networking, identifying gaps in programs and activities and applying much of what they learn to increasing and enhancing SIU's innovation and entrepreneurship opportunities. They hosted their first student-led design-thinking event on April 25, 2015.

SIU understands that the noticeable economic impact of universities in large metropolitan regions may not be as profound as in rural areas, especially those experiencing varying levels of economic decline. SIU, in fact, is the engine of economic growth in southern and southcentral Illinois and through its School of Medicine (SoM) contributes significantly to the economy of central Illinois. The recently established Office of Community Health and Service (OCHS) centralizes the SoM's civic engagement in Springfield and throughout the communities surrounding the Illinois capital. Working in conjunction with the School of Medicine's Community Health Policy Committee, the OCHS coordinates all health-related outreach and partnerships.

## **1.6 Economic Engagement Planning**

### **Curricular Changes**

The University sustains a commitment to research and instruction on problems and policy issues related to the region; it supports the economic, social and cultural development, and it strives to meet the area's healthcare needs. SIU's strategic plan calls for expansion of community-engaged programs through increases in service-learning, community development, and co-curricular student life. SIU has created centers of innovative action, community design, and collaborative research corresponding to regional applications.

The Center for Service-Learning and Volunteerism coordinates the University's curricular community engagement by its research faculty. The Center's active collaboration with OERD and the Provost ensures that activities are properly documented and assessed in each academic unit on regular and sustained review cycles. CSLV staff also provide updates on civic engagement for SIU's President's office.

SIU understands that success in these areas depends on mutual benefit within the community. This reciprocity is the object of assessment efforts and sustained by the Illinois Board of Higher Education's reviews, which promotes service in the interest of community

partners. This standard is also emphasized in degree-specific accreditation reviews for programs whose standards are set by their professions, such as Teacher Education, Social Work, Architecture, Engineering, Allied Health, Business, Medicine, and Law.

While curricular changes at the University level are highlighted above, SIU is instilling a spirit of entrepreneurship and innovation at the high school level. The Midland Institute for Entrepreneurship was created to replicate the successful Effingham (Illinois) Creating Entrepreneurial Opportunities (CEO) model throughout the Midwest. Working with business leaders throughout the region, OERD brought the CEO program to southern Illinois. Presently, there are five counties in southern Illinois which will launch the CEO program in the fall of 2015. While the programs have not yet held their first class, scores of businesses in each of the counties have embraced this economic development strategy and invested funds to develop and sustain each county-wide program. Business leaders will also be engaged with these high school students by providing home bases for their experience, serving as guest lecturers, offering business tours, and becoming mentors to each of the participating students.

### **Tenure and Promotion and Hiring Changes**

The Provost has created the Task Force on Employment Policies and Procedures with broad representation from each academic unit, including the Schools of Law and Medicine, which have explicit commitments to public service in regard to hiring, tenure, and promotion practices. Chaired by the Associate Provost for Academic Programs, this Task Force has as its charge the review of University policy and the recommendation of appropriate changes to employment guidelines for implementation next fiscal year. Further details of varying units' missions, policies, and practices are posted on the University's webpage, as part of SIU's Carnegie Designation for Civic Engagement reporting.

### **Resource Allocation Mechanisms**

SIU Carbondale follows the NACUBO functional definition of Public Service (most of which is budgetary in nature), which "includes expenditures for activities that are established primarily to provide *non-instructional* services beneficial to individuals and groups external to the University." Through this accounting function, the institution identified \$35,999,658 (5.87 percent) of its operating budget of \$613,027,800 for public service in FY14. This budget includes appropriated/internal funding (\$4,837,558), grants (\$26,137,000), overhead (\$1,247,300), and self-supporting (\$3,777,800) sources for both the Carbondale and Springfield campuses. These items are the University's recurring budgetary commitments. Furthermore, in 2013-14 (the latest year for which we have reliable data), 125 service-related projects received federal, state, and/or private funding, totaling \$22,728,169, for single- and multi-year projects.

The University expended \$2,002,267.01 for WSIU radio and TV service activities and \$1,396,387.01 for the School of Medicine's Rural Health Initiative, the first- and second-largest public service items in FY14. The SoM's support for the International Alzheimer's Symposium that same year totaled \$534,486.06, the year's third-largest expenditure. This funding was exclusively provided by overhead and self-generated funds.

## 1.7 Public Promotion and Communication



SIU engages not only in promotion and communication, but also in upgrading the region's access to communication technologies and information services. SIU collaboratively conducted a series of 'listening-sessions' in the southern 20 counties to ascertain connectivity needs, concerns, and opportunities for improvement for area schools, agencies, businesses, and community organizations.

- *Website.* During the past five years, SIU has regularly highlighted community engagement, including the Chancellor's *Weekly Column* (simultaneously published in *The Southern Illinoian*, the region's newspaper); notes on Research, Accomplishments, and Announcements; *SIU Today*, SIU's on-line news page; the Economic Development page; and the Paul Simon Public Policy website.
- *SIU's marketing and communications services* emphasize experiential learning opportunities through service activities, internships, and research-based projects that focus on regional issues and needs. The *Pathways to Excellence* encourages "connections with the broader community to enhance service learning, public service and cultural and artistic mindfulness." Collaborative marketing efforts highlight the "THIS IS WHERE WE [insert action here]" vision and "This is Carbondale" campaign and promotional film.
- Most academic and service units have varying levels of media communication infrastructures. These media include individualized Facebook pages, Twitter feeds, YouTube channels, LinkedIn, partnership links, and others. The SIU Technology Transfer site provides links that foster interactivity between units and keep the public up-to-date on current events and success stories.



## 1.8 Advancing University Economic Engagement

The Office of Student Involvement and Leadership Development (OSILD) provides opportunities for students to enhance their leadership capacities and strengthen their engagement in the local communities. Through environments that are socially and economically just, culturally engaged, and civically involved, the Office enriches students' educational experiences, with goals to contribute to a better world for the University and its neighbors.

The Paul Simon Public Policy Institute provides SIU students with special opportunities to pursue careers in public service. Besides its mission as an action-oriented organization seeking positive results and concrete actions, the Institute seeks to engage young people as constructive change-agents.

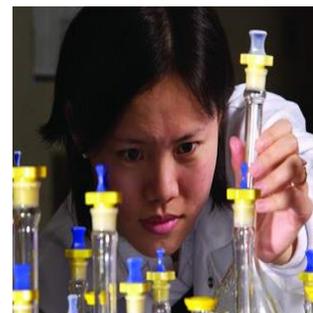
The APLU self-study indicates that the broader community views SIU in high regards for its regional leadership in economic development. SIU is committed to a greater community of engagement, having formed long-standing collaborative relationships with key leaders, communities, governmental entities, and institutional agencies. As a model, SIU has formed

vital partnerships with other educational institutions within the region. Engagement in these areas is evident in measurable outcomes of expenditures, effects, products, and research outcomes presented in journals and conference proceedings, as well as functional strategic plans.

### **1.9a. Overall: Innovation**

In the APLU self-study, internal stakeholders also found SIU performance in regard to *maintaining technology transfer capacity for licensing/patenting University discoveries* to be significantly (20%) higher than the total average value. As documented on the Technology Transfer website,

*“SIU is committed to encouraging, facilitating, and promoting development of patentable or copyrightable intellectual property and know-how to benefit the inventor, the educational mission of the University, and the people of Illinois. Significantly, the majority of this innovation is directly related to regional economic growth, quality of life, and/or general functional developments in relation. [...] Since 1996, SIU Carbondale and the School of Medicine have disclosed 379 inventions, issued 84 licenses/options, filed 196 patent applications with a resulting 63 issued patents, and received \$7.26 million in royalties.”*



In FY 2014, SIU generated \$61.7 million in research grants, with 63 total patents awarded.

SIU continues to strengthen its research mission through new initiatives in three areas experiencing major growth regionally and nationwide: biotechnology, nanotechnology, and technology transfer/commercialization. SIU is the only comprehensive research university in the southern half of Illinois, and its research contributions are improving the economy of the region through enhancing agricultural productivity, improving human health, and creating new jobs.

### **1.9b. Overall: Economic Prosperity**

Southern Illinois faces many challenges. Socioeconomically, this is a rural region with a population that has been plagued for many years with high unemployment, high poverty, outmigration of educated youth, and healthcare service deficiencies. Southern Illinois was negatively impacted by two severe storms, flooding, straight-line winds, and tornadoes in 2009 and again in 2013. FEMA disaster declaration DR1991 resulted in more than \$28 million in damage assistance to individuals and businesses to while DR4157 assistance topped \$21 million.

The twenty-county southern Illinois region has experienced a variety of plant closures and force reductions within the last five years including the closings of BRP US, Inc. in Franklin County (310 workers), Willow Lake Mine in Gallatin County (408 workers), Kroger in Perry County (65), and Illinois Central School Bus in Massac County (50). Jackson County has been hit harder than most counties with the 2013 closing of Chartwells Dining Services (72) and the 2014 shut down of Illinois Central School Bus Services (76) and Rehab and Care Center of Jackson County (109). Many local and regional small businesses continue to

face failure as their markets decrease and their dependence on a shrinking manufacturing base rises. Local governments are stretched to make payroll and provide essential services because of the reduced tax base affected by plant closures over the last ten years. The two most significant events that have caused a fundamental structural change in the economy of the region, however, have come within the last several years. In July 2012, the Governor of the state of Illinois initiated a permanent closure of three correctional facilities in the region, for a total loss of 418 jobs.

The region continues to experience higher than average poverty rates compared to the state of Illinois as a whole. In 2012, the majority of counties (14 of 20) had a higher percentage of residents living below the poverty level than the rest of the state. Jackson County comes in at 29.4 percent—double the rate for all of Illinois. In addition, the region has not kept up with the rest of Illinois in population growth. The period between the 1990 Census and the 2013 estimated population shows Illinois with 1.4 million new residents. Within the same timeframe, 15 of the 20 counties experienced a long-term population decline. The region as a whole lost 4,892 residents, for an effective growth rate of -1.16 percent. Unemployment issues continue to plague southern Illinois, compared to the state of Illinois, with unemployment rates (as of September 2014) as high as 8.9 percent in Franklin and Hardin counties, compared to the state average of 6.6 percent. While many counties in Illinois are enjoying reduced unemployment, more than half of southern Illinois counties continue to struggle to put their citizens back to work. By comparing the 1990 Census data for unemployment with the 2010 data, the region is shown to be experiencing a long-term deterioration of jobs/employed residents.

While the southern Illinois economy has its challenges, the Department of Economics and the Office of Economic and Regional Development led an effort to assess SIU economic impacts on the region. That publication, released in 2011, has been a solid source of information to the community and a reference document leading to current research. Entitled *The Economic Impact of Southern Illinois University Carbondale in the Region and the State of Illinois*, the report provided badly-needed information to leaders relative to the importance of the University to the socioeconomic fabric of the region. Its executive summary states:

*[SIU], in its second century, is the largest employer in southern Illinois and is the engine of economic growth in southern and central Illinois. The Southern Illinois University School of Medicine (SOM) has its primary educational and research facilities in Springfield and Carbondale; a clinical campus in Springfield; regional patient care and resident training in Springfield, Carbondale, Decatur, and Quincy; and patient care and educational outreach sites throughout central and southern Illinois. The SOM has affiliations with teaching hospitals in Springfield, Carbondale, Decatur, and Quincy. Thus, SIU is not only the engine of economic growth in southern Illinois but contributes significantly to the economy of central Illinois and the State of Illinois.*

The total economic impact of the University in the region exceeds \$1.4 billion a year to help grow an economically hard-hit region in the country.

## **PART 2: SUMMARY OF ACCOMPLISHMENTS**

### **Three Synergistic and Collaborative Initiatives**

Southern Illinois University aspires to achieve the APLU's inclusive **Economic Prosperity Connections** designation, for exemplary overall economic engagement, and demonstration of making connections across efforts in **Talent, Innovation, and Place**. The University is strong in **Talent**, being classified as a top Carnegie Foundation *research intensive* institution, which fosters *exemplary focus on education and workforce development*.

In addition to its direct contributions to the local economy, SIU provides extensive community service activities to the region and the state of Illinois. Community service activities may be classified broadly in terms of economic development, health and social services, and culture and volunteerism. In CY2014, the Office of Economic and Regional Development assisted 57 businesses in southern Illinois to start or expand their companies, worked with 529 clients in the process, and provided in excess of 3,500 business consulting hours. OERD's Small Business Development Center assisted in packaging over \$7.8 million in financing during the same time period to these clients.

OERD connected ten faculty researchers and scientists for collaborative research and business opportunities. The International Trade Center coordinated two international trips for clients connecting regional businesses to potential global buyers and to worldwide trade shows. In 2014, the Small Business Development Center received recognition as a Center for providing 30 years of entrepreneurship assistance to the region. It is estimated that during this time frame, more than 6,500 unique clients have been provided with business consulting and training services.

There are four components to the Small Business Incubator programs within OERD. The traditional program has served 115 start-up companies and emerging research activities since its inception in 1990. The Incubator's affiliate program provides an opportunity for home-based businesses to transition beyond the bedroom or garage to the Incubator on a limited basis. The Saluki Innovation Lab offers lab space and equipment dedicated to proof-of-concept, serving both on-campus and regional researchers and inventors. Finally, the Saluki Ventures student innovation incubator provides opportunities for SIU students to start a business prior to graduation. Saluki Ventures leverages its activities with Saluki CEO Corps, a registered student organization supported by OERD.

This past year, more than 3,600 students provided 50,965 hours of service to regional not-for-profit organizations. As part of SIU's civic commitment, the University was named a lead institution in the Civic Learning and Democratic Engagement Initiative sponsored by the National Association of Student Personnel Administrators - Student Affairs Administrators in Higher Education (NASPA). SIU is one of 50 colleges and universities selected out of more than 1,400 NASPA member institutions.

## SOUTHERN ILLINOIS RESEARCH PARK - A COMMUNITY OF INNOVATION



In coordination with the OERD, the SIU Research Park's is committed to a comprehensive program of service to the region as well as the promotion of technology and knowledge-based enterprise development. The Research Park is a member of the Association of University Research Parks. It enables enterprises to locate and expand at the SIU Research Park's site and the region through recruitment and expertise. It also houses multiple organizations that aid in economic development and community outreach. Besides the SIU Small Business Development Center, these organizations include the Illinois Manufacturing Excellence Center, Business Innovation and Research as well as Community Development and Outreach. In addition to the on-site programs and organizations, collaborative-innovative research endeavors are facilitated with SIU Technology Transfer, the office of the SIU Vice Chancellor for Research, and the SIU College of Business. The Research Park also fosters partnerships with local and national governmental agencies and works closely with the City of Carbondale to provide additional benefits to the immediate area.

The Illinois Manufacturing Excellence Center (IMEC) is a statewide non-profit serving as a catalyst for transforming the state of manufacturing in Illinois. IMEC links long-term plans with on-site implementation services by identifying performance gaps, developing solutions for these gaps, and building a culture to support sustained improvements. IMEC helps manufacturers optimize operating capacity, implement advanced product and process innovations, increase sales and enter new markets, and improve profitability. SIU is one of four higher educational institutions partnering with IMEC. In 2014, IMEC assisted 446 companies, resulting in 834 value-added services and products, 1,581 jobs created/retained and had an aggregate impact of \$178 million to the state of Illinois.

There are vibrant areas of civic learning and democratic engagement across all units on campus and within the community. These programs build on SIU's legacy as a pioneer in the fields of experiential education and community engagement. Two units in particular—the SIU School of Medicine and the SIU School of Law—and several programs including Architecture, Social Work, and Dental Hygiene, have rich and long traditions of integrating service and learning.



Future entrepreneurs brainstorming at the Innovation HUB

Other units, such as the School of Journalism and the Departments of Workforce Education, Health Education and Recreation, and Geography and Environmental Resources, have multiple service-learning, field practicum, and service opportunities as part of their curricula. In addition, the College of Mass Communications and Media Arts offers programs that link with regional communications operators like public radio and television, local newscasters, and various regional news and media publications. Many of these programs work collaboratively to take multifaceted approaches to complex problems and vital connections to the region. The overall impact, according to *The Economic Impact of Southern Illinois University Carbondale in the Region and the State of Illinois* report is outlined below:

### **SIU Impact on the Southern and Central Illinois Economies**

- SIU activities contribute approximately \$1.4 billion, 17,707 jobs (directly and indirectly) and \$837.8 million in personal income to the southern and central Illinois (32 counties) economy.
- Every \$1.00 appropriated by state, generates roughly \$4.65 worth of economic activity in the southern and central Illinois region.
- Annually, around \$66.83 million in state and local taxes are attributable to the southern and central Illinois regions, i.e., for \$1.00 appropriated by the state, this region returns around \$0.23 in the form of state and local taxes.

### **SIU Economic Impact in Southern Illinois**

- SIU contributes approximately \$859.1 million of total economic activity in the southern Illinois region, directly and indirectly supports 12,402 jobs, and generates approximately \$551.5 million in personal income.
- Every \$1.00 appropriated by the state to SIU generates approximately \$2.90 of economic activity in the southern Illinois region.
- \$43.12 million in state and local tax revenues are generated by the SIU activities in the southern Illinois region.



The School of Medicine and the Simmons Cancer Research Center advance cancer research technologies through their health facilities. Again, according to *The Economic Impact of Southern Illinois University Carbondale* report, “The School of Medicine provides a significant amount of community service via specialty and primary care at 100 outreach sites in nearly 50 communities. The SoM routinely provides a number of public education programs throughout the region addressing cancer, diabetes, back pain, sports medicine, Alzheimer’s disease, Parkinson’s disease, and more. The SoM also regularly holds continuing medical education sessions for physicians and other healthcare providers.”

The School of Medicine’s economic impact, according to the economic report, states that:

- During FY 2010, the SIU School of Medicine contributed approximately \$331.8 million in total economic activities (output) in the ten-county region;
- A total of 3,801 jobs (direct, indirect and induced) were created as a result of the SIU School of Medicine; and
- SoM activities generated \$14.5 million in direct and indirect (households, corporations, indirect business tax and employee compensation) taxes to the state of Illinois.

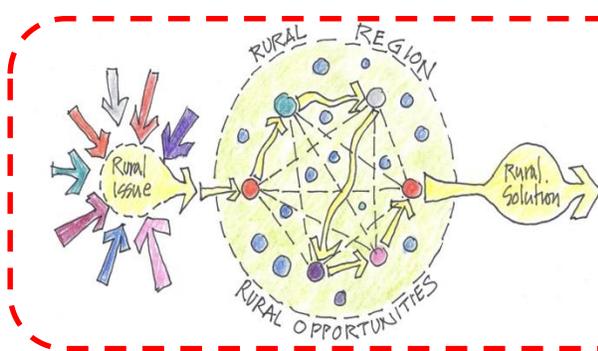


The School of Allied Health also operates internship-based programs in Health Care Management, Radiological Sciences (including Medical Dosimetry), Physical Therapist Assistant, and Mortuary Science and Funerary Service, which have additional positive economic impacts in the region by offering free or reduced-cost services to the public. The students, who are learning their professions, also offer free labor to the facilities. The Community Dental Clinic, for example, accepts patients from all over Illinois, primarily addressing the health needs of a sizeable medically underserved population. Last year, it provided services to 898 patients. Additionally, the Dental Sealant Program saw approximately 1,500 students at local schools for dental exams, cleanings and protective sealants. The Dental Hygiene Clinic saw 1,873 patients for exams and cleanings during the same period. Moreover, many community members came to the Radiology Labs to obtain x-rays to take back to their personal dentists because the clinic makes it more affordable for them, and thus reduces economic burdens on many of the local residents, without insurance, who could not otherwise afford these costs.



Community Dental Services and Outreach

The College of Applied Sciences and Arts (CASA) also has accredited and distinguished programs in Architecture that emphasize interdisciplinary outreach and community engagement, particularly with communities facing economic decline and natural disasters like flooding and tornadoes. Recent projects include the City of Carbondale with its Main Street Downtown Design Center, Olive Branch's relocation efforts, and managing the construction of a nonprofit animal shelter in Murphysboro. SIU also hosts programs in Information Systems and Technology, Electrical Engineering, and Computer Science whose programs are dedicated to technological advancement, and are engaged in studying systems ranging from homeland security to social technologies and gaming. Also in CASA, the recently developed Transportation Education Center (TEC) shows additional promise of industry-engaged research and innovation, as well as in bringing advanced automotive and aviation technologies to the southern Illinois region, thus increasing possibilities for new tech-industry jobs.

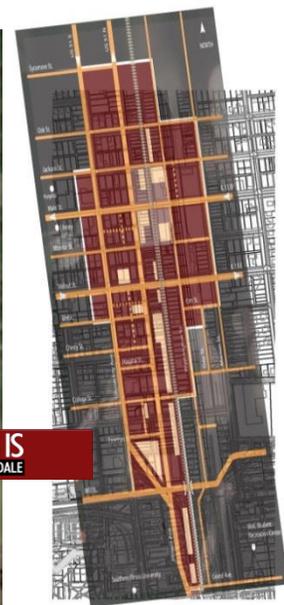


CONNECTING THE DOTS!!

Following University of Minnesota – Dewey Thorbeck's Rural Design Center Process



SIU Faculty Members elbowing-up with community members at the Olive Branch Recovery and Rebuilding Design Charrette



School of Architecture – Urban Studio students' work on Carbondale's Historic Downtown areas at part of the Community-in-Transition project at the Carbondale Main Street - Downtown Design Center

To the subject of **Place**, Southern Illinois University has a distinct, reciprocally-supporting connection with its region and local community. The faculty, staff, and students focus on social, cultural, and community development as primary goals. Highlighted below, these cases illuminate the collective and collaborative **talent, innovation** strategies, and their critical connections within the unique regional **place**, SIU's home in southern Illinois and the Mississippi-Ohio Delta Heartland. Here, **place** is also defined in active terms as the momentum that drives the University and the region forward. The case studies include ***Innovation and Economic Engagement, Community Transformation and Economic Development Initiatives, and Community Health and Economic Regeneration.***

Beyond this overview and the Summary of Accomplishments Table below, expanded reports of these initiatives are described in further detail in a supplemental report labeled *APLU 2014 Innovation, Design, and Community Cases* and posted to the Center for Service Learning and Volunteerism homepage.

## Summary of Accomplishments Table

Areas of Accomplishments	Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
<b><i>Innovation and Economic Engagement</i></b>	<i>Office of Economic &amp; Regional Development (OERD)</i>	Connections—innovation & technology, applied activities, talent development, technical assistance, & community engagement	Developed in 1989	University financial resources used to leverage grants & contracts	Number of clients consulted, start-up firms, outreach to region, loans & equity packaged, training programs, nonprofits assisted
	<i>Southern Illinois Research Park (SIURP)</i>	Innovation—translational research & technology entrepreneurship assistance	Incorporated in 2001	Investment from SIU, state & federal governments, private sector	Infrastructure investment, number of firms in park, economic impact, inventions
	<i>Innovation HUB</i>	Talent & Innovation—applied activities, executive leadership, interdisciplinary courses & activity	Facility completed in 2013	University-wide & College of Business	Number of interdisciplinary activities, wicked problems addressed
	<i>Saluki Ventures Student Innovation Incubator</i>	Talent & Innovation—multi disciplinary student start-ups	Program began January 2013	USDA/DRA seed money grant, SIURP & OERD	Number of students enrolled, mentor matches, number of start-ups, business & industry partners
	<i>Saluki Innovation Lab</i>	Innovation—Proof-of concept shared equipment lab	Completed October 2011	USDA, DRA, SIURP, Small Business Incubator program	Number of users, research grant activity, inventions
	<i>University Innovation Fellows (VentureWell)</i>	Innovation—hands-on student leadership in innovation, creativity & entrepreneurship	Awarded March 2015	VentureWell, SIURP, OERD	Student Fellows, creativity & innovation activities, collaborative events
	<i>CEO High School Programs</i>	Talent—entrepreneurship & innovation education & industry partnerships in high schools	Completing first two years of planning; 1 county in fall 2014 & 4 in fall 2015	OERD, SIURP, USDA/DRA, high schools, private sector	Number of participating high schools & students, mentors, private sector investors, businesses created, students remaining in and/or returning to southern Illinois
	<i>Research Speed</i>			First event held	Vice Chancellor

	<i>Dating</i>	Innovation— matches new researchers with experienced researchers, similar to “speed dating” events; integrates research, innovation & commercialization potential	in 2013; held annually	for Research, Technology Transfer, OERD, SIURP	Number of researchers participating, interdisciplinary projects, commercialization opportunities
	<i>Operation Mousetrap (Technology Entrepreneurship Training)</i>	Innovation & Talent— translational research & talent development; ability to understand commercialization	Three cohorts consisting of 25 scientists have participated in this 12-week program since 2011	Vice Chancellor for Research, Small Business Development Center, Tech Transfer, SIURP	Number of scientists trained, university spin-outs, capital acquisition, jobs created
	<i>Technology &amp; Innovation Expo</i>	Innovation— applied activity showcasing University research, technology development & spin-outs	Organized in 2009, one-day celebration of University discoveries annually	Vice Chancellor for Research, SIURP, OERD, colleges, Tech Transfer, faculty, research students	Number of attendees, private sector involvement, alumni participation
	<i>Innovator in Residence Program</i>	Innovation— applied activity pairing faculty/staff entrepreneurs with regional and alumni innovators	Started January 2015	Illinois Dept. of Commerce & Economic Opportunity, OERD	Number of innovators served, technology assessments, market assessments, SBIR & STTR activity
	<i>Business Innovation &amp; Research (OERD unit)</i>	Innovation— technology entrepreneurship, business research services, workshops	Started in 2010	OERD, SIURP leveraged by grants & contracts	Number of programs, researchers assisted, spin-outs, SBIR/STTR grants, new programs
	<i>Saluki CEO Corps</i>	Innovation & Talent—student-led organization interacting with and providing assistance to regional businesses	Initiated in 2009; works during fall & spring semesters	OERD, SIURP & College of Business	Number of students involved, business & community engagements, national elevator pitch participants
	<i>Meet-up Space</i>	Innovation— casual collaboration space for University & town ideation	Opened January 2015	OERD, SIURP	Number of activities and meet-ups

<b>Community Transformation and Economic Development Initiatives</b>	<i>ConnectSI Listening Sessions</i>	Place—community development & engagement	Conducted six listening sessions to better understand the region in 2013; follow-up activities ongoing	Community Development & Outreach, OERD, Connect SI Foundation	Number of attendees, follow-up reports, new initiatives & projects
	<i>Community-in-Transition (CiT) Carbondale Main Street Downtown Design Center</i>	Place & Talent—integration of several university departments, applied activity, talent development	Started in 2013; ongoing activities	Architecture, Art & Design, OERD	Revitalization of downtown Carbondale
	<i>Alexander Recovery and Rebuilding Initiative (Regional Community Development)</i>	Place & Talent—integration & new connections, applied activity, talent development, building resilient communities	Charette began in 2011; activities are ongoing	Geography, Architecture, Water Sciences, Public Policy, Community Development (more than 20 SIU disciplines)	Relocation of Olive Branch, diversification of regional economy, published strategic plan and redevelopment drawings
	<i>Champion Community Investments</i>	Connections—regional loan program & investments, entrepreneurs, innovation, & community development	Community Development Financial Institution designation by US Treasury in 2013, small business lending	OERD, Community Development, Small Business Development Center, regional communities	Number & amount of loans made to businesses, establishment of venture capital investments
	<i>Gigabit Community Project</i>	Connections—more robust innovation ecosystem, technology job development, community development	Award announced in 2013	Information Technology, Community Development, ConnectSI Foundation, Frontier Communications	Number of users, speed/bandwidth, business improvement, job creation
	<i>Lead SI (Leadership Training for High School students)</i>	Talent & Place—development, technical assistance, community development	Started in 2009, 3three-day activity held annually	OERD, ConnectSI Foundation, various SIU departments	Number of students participating, students matriculating to SIU
	<i>Re-shoring Initiative</i>	Place & Talent—job retention & expansion, increased local manufacturers & service firm development	Focus study concluded March 2015; manufacturing initiative being established April 2015	Economic Development Administration, OERD, ManTraCon, regional planning commissions	Number of participating agencies for strategy, jobs reshored in southern Illinois, increased sales
	<i>Transportation</i>	Connections—	Building	Aviation	Number of students

	<i>Education Center (TEC)</i>	talent development, collaboration with industry, and technological advancement	process for years; TEC completed two years ago; airport location being developed as a technology-focused industrial park	Management & Technologies, Automotive Technologies College of Applied Sciences & Arts, state & federal grants, Jackson Growth Alliance, SI Airport Authority	enrolled, number of students graduated, build-out of industrial park based on transportation cluster
	<i>Imagining Geographies</i>	Connections—community development, talent development, translational research	Program kick-off in 2012; ongoing activities throughout the region	WSIU TV & Radio, College of Mass Communications & Media Arts, other SIU departments & regional communities	Number of students enrolled, number of activities, sponsored projects, & community involvement
<b>Community Health and Economic Regeneration</b>	<i>Tele-health</i>	Place & Talent—community development, leveraging technology for health	Building process for years	SIU School of Medicine, regional healthcare providers	Number of users, frequency of usage
	<i>Rural Medical Transportation Network</i>	Place—community development, social, technical assistance	State grants transitioned to separate not-for-profit in 2013	Center for Rural Health & Social Service Development, MedTrans, SI Healthcare, Heartland Hospital, I-DOT	Number of stakeholders, usage
	<i>Dental Hygiene Clinic</i>	Place & Talent—community development, talent development, social services	Building process for years	Dental Hygiene Program, College of Applied Sciences & Arts	Number of users
	<i>Nurse-Aide Testing Program (Illinois CNAs)</i>	Talent & Place—technical assistance, education, certification, applied activity	Building process for years; 53 sites in Illinois, advancing to on-line testing	Department of Workforce Education & Development, College of Education & Human Services	Number of testing sites, number of applications, number of certifications

### **PART 3: GROWTH/IMPROVEMENT PLANS AND CONCLUSION**

#### **Multiple Identifiers**

As part of a series of connected studies on campus, including the APLU and Carnegie Community Engagement self-studies and the SIU Paul Simon Public Policy Quality of Life surveys, a number of issues and challenges were revealed from multiple sources and brought into public dialog. Reviewing these studies together, the methods involved basic content analysis of the responses and comparative cross-studies. The APLU assessment tools provided impetus to build an identifiable and usable inventory of University assets, centers, institutions, resources, stakeholders, and programs. This process proved invaluable and unexpected connections appeared. An inventory of economic successes indicated where existing strengths were, but also indicated emerging opportunities. The survey also stimulated public interest, as indicated by a reasonable response to the survey. The APLU assessment tools were supplemented with additional questions, which invited narrative responses. Many of these answers were critical to the SWOT analysis.

The Carnegie self-study identified similar trends to explore further in the University and to share them with community stakeholders. For example, the University's response to the self-study of Civic Learning and Democratic Engagement in Spring 2013 resulted in the following findings and recommendations that coincide with goals for economic development:

***Community engagement defined and planned for in the strategic plans of the institution***

- Pro-active steps should establish increased number and variety of courses in the University Core Curriculum that engage community and/or economic development issues;
- Areas of excellence need to be publicized and highlighted as exemplars. Products and stories from model programs should be disseminated to the campus and community. In addition, we should draw on the collaborative expertise of faculty, staff, students and community members to further engagement efforts; and
- Efforts should be made to leverage enthusiasm in student life to enhance engagement across the University. Provide pathways for continued engagement in academic service-learning and research opportunities.

***Community Engagement Often Happens in Isolation: Recommendations***

- While there is outstanding work across campus, much happens in isolation as individual courses, programs, research projects or events. There are limited connections among departments as well as among curricular, co-curricular, research, and economic development work. While part of this isolation is only perceived or conceptual, a more robust framework that capitalizes upon SIU's mission would help integrate this work;
- More collaboration is needed between the several units on campus that focus on community engagement or engaged pedagogy—the Center for Service-Learning and Volunteerism, Center for Teaching Excellence, Office of Economic and Regional Development, Office of Sponsored Projects Administration, the Honors Program,

Continuing Education and Outreach, Sustainability Council, Alumni Association, Center for International Education, and Student Life (Center for Inclusive Excellence, Student Leadership Development, Residence Life/ Living and Learning Communities). Directors of each unit should meet each semester to facilitate useful connections and collaborative projects; and

- Connected clearinghouses or key hubs for engagement activities and to facilitate partnerships across units and with the community are needed. With these, centralized, systematic documentation, data, and analyses of SIU's overall involvement and partnerships (e.g., quantitative data of partnerships and participation; types of partnerships - research, innovation, as well as, service; on-site / organization's induction, monitoring, supervision, assessment of student / faculty engagement) can be housed.

### ***The need for institutional structures and support***

- Community engagement and application should explicitly be included in hiring, tenure, promotion and merit policies;
- Greater incentives should be offered in terms of awards and grants for community and economically engaged scholarship, teaching, and service; and
- SIU Research Park's footprint should be expanded. A funding request has been submitted to double the footprint of SIU Research Park.

The Paul Simon Public Policy Institute's *Quality of Life* surveys reiterated the same themes, but also set this analysis in a broader community context. Moreover, the surveys generated productive dialog through its *Building a Creative Economy* forum, which brought various stakeholders together to discuss ideas for creative economic development and how we might approach economic issues regionally, or even globally.

From across these composite views, three main themes emerged:

- Increased need for alignment or synergy of efforts, resources, and support, inclusive of communicative practices, management, collaboration, and institutional re-organization;
- Need for new or increased forms of creative or innovative approaches to economic development in direct relation to regional challenges; and
- Increased mechanisms for translating innovative ideas or creative knowledge into collective application, implementation, or effective action within the University or inter-institutional system, the greater region, or even in global arena.

Since the region is a closely networked set of small, rural communities, creating stronger links within the system is a vital concern and worthy of working strategies that the University, as a key stakeholder, can best facilitate. If successful, it is hoped that new forms

of more resilient, if not flourishing communities may emerge in the region from their present state. We will create model solutions in key places.

The three top barriers to successful implementation are closely connected and systemic. First, there is a continued drop in economic resources provided by the state as a result of overall and on-going economic decline in many areas. In addition, the region will continue to face repeated crises resulting from flooding and planning problems, which exacerbate the issues. Hence, there is a need to align resources with mutual goals, and to develop management plans for continued alignment, resource allocation, and implementation directed toward key, strategic developmental areas.

Second, there are deeply rooted mindsets to overcome. One of these includes that of insularity, both within departmental research silos and in a region generally isolated from national as well as global initiatives. In light of this isolation, as brought to light by the Paul Simon poll, there seems to be a general acceptance of or apathy toward the current state of affairs, with otherwise little desire for action to better it. Separating internal and external stakeholder components, we were able to see in the APLU survey that the community generally sees us in better light than we see ourselves, bringing in highly self-critical levels of how the institution views success. However, this may also suggest an overall view of external stakeholders as complacent toward identified issues or of the region as too heavily reliant on the University. Increased communication and interaction with global best practices may lead to approaches that realign perceptions towards the issues-at-hand, provide approaches for long-term solutions, and establish stark checks and balances to measure outcomes in relation.

Third, the University has conducted research drawing on the expertise and needs of its faculty, community and industry partners as well as peer institutions to identify the need for new degree programs, resource allocations, and institutional policies to research and action directed toward economic development. All of these efforts should be applied to meet 21<sup>st</sup>-century needs of the greater community. As such, the University is in the process of realigning practices toward creative inter- or even trans-disciplinary research, problem-solving, and service-learning, wherein few avenues for reward and promotion were traditionally supported. The following Growth and Improvement Table outlines these endeavors.

**Growth and Improvement Table**

Growth/Improvement Goal	Objective	Activities	Timeline	Resources	Indicator/Measure of Success
<i>Goal 1: Aligning the university &amp; region to enhance innovation &amp; entrepreneurship</i>	1.1 Leverage the talents of leaders across campus and the region to prepare, collaborate, translate & align resources & processes to strengthen the regional culture of innovation	1. Create a Chancellor’s council to facilitate university & regional partners 2. Support efforts for the newly-formed interdisciplinary research task force	1. 12 months  2. Ongoing	Chancellor, Vice Chancellor for Research, Provost, OERD, SIURP, other University units and regional partners	Establishment of the Council and increased interdisciplinary research funding and activities

	1.2 Champion efforts by faculty, students and staff working in entrepreneurship and innovation areas	1. Establish a Faculty Innovation Fellow on a rotating basis 2. Create a section of entrepreneurship & innovation in UCOL 101 curriculum	1. 12 months  2. CY 2016	Provost, OERD, Chancellor, Student Affairs	Establishment & sustainability of Innovation Fellow program, recurring curriculum for UCOL 101
	1.3 Provide necessary resources to support innovations within the region	1. Develop open, on-line entrepreneurship training modules 2. Coordinate risk capital activities (angel network, V.C. fund) for the region 3. Establish Entrepreneur-in-residence program for traditional and student start-ups.	1. 18 months  2. Ongoing  3. 18 months	OERD, SIURP, College of Business, Vice Chancellor for Research	On-line training modules in place, amount of usage of training modules, coordination of risk capital, volume of activities, number of participants in Entrepreneur-in-residence programs
<b>Goal 2: Building &amp; supporting a regional focus for creative economic &amp; social development</b>	2.1 Create a repository of social & economic conditions to quantify & assess southern Illinois	1. Provide current economic indicators for the region 2. Monitor the impact of SIU on the region 3. Collaborate with municipalities, e.g., SI Metropolitan Planning Organization	1. 12 months  2. 18 months  3. Ongoing	Economics Department Chair, OERD, SIURP	Regional indicators in place, conduct an economic impact study of the campus, formalize interaction with municipalities
	2.2 Collaborate with local, regional, & state partners to further develop southern Illinois into a global economy, based on creative and/or innovation-based industries	1. Collaborate with regional high schools to introduce entrepreneurship & innovation into curriculum 2. Establish partnerships with other regional universities for multi-state initiatives 3. Participate with regional planning commissions' planning & development activities	1. Ongoing  2. 12 months	Provost, OERD, SIURP, regional business & industry leaders	Number of high schools & students who have introduced entrepreneurship & innovation, presence of inter-university partnerships, collaboration with regional planning commissions
	2.3 Improve	1. Create an	1. 12 months	Chancellor, Vice	Formation of the

	industry collaborations & increase industry funding	Innovation External Advisory Board 2. Establish a database of current & past industry partners related to sponsored research. 3. Solicit new research from those identified partners	2. 6 months  3. Ongoing	Chancellor for Research, Office of Sponsored Projects Administration, OERD, SIURP	advisory board, creation of the database, amount of sponsored reach activity in the university
<b>Goal 3: Supporting the translation of university ideas into innovation or effective action</b>	3.1 Effectively organize and manage University's commercialization services	1. Identify & reach multiple constituencies to whom this message must be communicated	1. Ongoing	Vice Chancellor for Research, Tech Transfer Office, OERD	Number of disclosures, patents filed & awarded, number of IP licensing agreements
	3.2 Measure the impact of innovators & innovations launched by SIU	1. Create a database of SIU innovations 2. Establish a mapping model locating these innovations	1. 12 months  2. 18 months	Economics Department Chair, Geography, OERD, Tech Transfer Office	Number of innovations to be tracked, promulgation of these innovations

## Conclusion

Formalizing these initiatives in SIU's mission, the *"Pathways to Excellence: A Strategic Plan reflects our time-honored commitments to access and opportunity and to enhancing the health and well-being of the communities we serve."* A visionary plan, it places academic preparation, research advancement, and regional service at the center of its goals to *"enhance research, scholarly and creative activity productivity to the benefit of students, community and other University stakeholders"* and to *"enhance our value to and our collaboration with the broader community in our mutual goals of research translation, workforce education, and economic development."* Particularly pertaining to this APLU designation, its key values include:

- *We pride ourselves on innovative in research and creative activity, and outstanding teaching.*
- *We understand our role as a regional economic leader and catalyst for economic development.*

As a Carnegie High Research Activity Institution, SIU has committed new resources in service to southern Illinois (primarily economic in nature because of the particularities of the region), as explained the *Strategic Plan*. The University is

*Committed to the concept that research and creative activity are inherently valuable, the University supports intellectual exploration at advanced levels in traditional disciplines and in*

*numerous specialized research undertakings, some of which are related directly to the southern Illinois region. Research directions are evolved from staff and faculty strengths and mature in keeping with long-term preparation and planning.*

Building upon these desires, the *Strategic Plan* advocates key objectives:

*Optimize the impact of our research activities on the region and state and become a leader in basic, applied, translational research in key focus areas where the University already has noticeable strengths and that build on our commitment to outreach to our broader community.*

- *Increase cooperation and coordination among the Office of Sponsored Projects, Technology Transfer Office, and the Office of Economic and Regional Development.*
- *Engage faculty [...] to seek interdisciplinary solutions to local community problems.*

*Engage employers and industry partners in our pursuit of offering relevant high-quality degree programs that develop highly prepared graduates.*

- *Encourage academic programs to solicit input from advisory boards regarding the knowledge, skills, and awareness employers are seeking from our graduates.*
- *Revise curriculum to prepare students for cutting-edge jobs.*
- *Increase community and public awareness of research.*

Clearly, the University's strategic planning commits SIU to the goals of the APLU's designation that this application has demonstrated. Building upon SIU's traditional status as a key component and driving force within the region, the *Strategic Plan* expresses SIU's long-term aspirations to play a prominent role in the *vitality* and *stewardship* of the economy and culture of the southern Illinois region. Maintaining the positive symbiosis that exists is essential for the community, region and the University. Maintaining the positive relationship also requires an investment of time, energy and resources from each.

## APPENDIX

The SIU website contains a wealth of additional information in support of this application for the Innovation and Economic Prosperity University Economic Prosperity Connections designation. Specific units and pages that contain additional documents in support of this application are linked below.

APLU 2014 self-study survey analysis [cslv.siu.edu/aplu](http://cslv.siu.edu/aplu)

Board of Trustees *Policies*

[policies.siu.edu/employees\\_handbook/chapter1/cdalecampus/misscarb.html](http://policies.siu.edu/employees_handbook/chapter1/cdalecampus/misscarb.html)

Carnegie application documents [cslv.siu.edu/carnegie.html](http://cslv.siu.edu/carnegie.html)

Economic & Regional Development [econdev.siu.edu](http://econdev.siu.edu)

Paul Simon Public Policy Institute [paulsimoninstitute.org/index.php](http://paulsimoninstitute.org/index.php)

Research Park [researchpark.siu.edu](http://researchpark.siu.edu)

Technology Transfer Office [techtransfer.siu.edu](http://techtransfer.siu.edu)

Vice Chancellor for Research [vcresearch.siu.edu/](http://vcresearch.siu.edu/)

Other organizational websites referenced in the submission are shown below.

America's Most Entrepreneurial Universities

[www.forbes.com/sites/liyanchen/2014/07/30/startup-schools-americas-most-entrepreneurial-universities/](http://www.forbes.com/sites/liyanchen/2014/07/30/startup-schools-americas-most-entrepreneurial-universities/)

Midland Institute (CEO program) [www.midlandinstitute.com](http://www.midlandinstitute.com)

This is Carbondale campaign <http://vimeo.com/66854549>