

**CENTER FOR ECOLOGY**

**Southern Illinois University Carbondale**

**Report of the External Review Team**

**December 14 & 15, 2010**

**Prepared by External Review Team:**

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The external review Team, consisting of John Briggs and Richard Schultz met with members of the Center of Ecology (CFE) and Internal Review Team, Deans of the Colleges of Agriculture, Liberal Arts and Science and the Vice Chancellor for Research & Graduate Studies and the Provost and Senior Vice Chancellor on December 14 and 15, 2010. John Briggs was unable to be at these meetings in person because of weather travel problems but was available for a number of the discussions through telephone. In addition, Briggs and Schultz discussed the documents and the visit over the phone after the meeting and cooperated on this report. The specific itinerary of the meetings is attached in the appendix of this report.

Prior to visiting the campus members of the External Review Team were provided with Center of Ecology Self Study and the Report of the Internal Review Team. The External Review Team report will rely heavily on the outline and content of the Report of the Internal Review Team and will refer to portions of it rather than re-write parts of it.

This report contains an executive summary, the full report with recommendations and an appendix that contains the Report of the Internal Review Team and the Itinerary for the External Consultants.

## **02. EXECUTIVE SUMMARY**

The External Review Team concurs with the findings of the Internal Team that the Center has four major areas of strength: 1) strong collaboration and communication among faculty across the university with interests in ecology; 2) a strong two tiered multi-departmental seminar series; 3) an impressive portfolio of grants, contracts, and publications by the ecology faculty, and 4) excellent opportunities for graduate and under-graduate students interested in ecology. We found that the seminar series is the premier activity of the CFE. It has been very important in providing and identity for the Center and a platform for communication. In addition to having secured significant grant money and high rates of publication as individuals, the faculty has used the CFE to secure two prestigious grants from the National Science Foundation.

We believe that one the real strengths of the Center is that it has been developed as a grass-roots effort beginning with a core of highly motivated faculty who saw the need and potential for such a Center. Their commitment and efforts have brought the Center to the five year point as a successful Center that has met its original goals but, its continued success will now require commitment and more support from the SIU administration.

Appointment of a formal director is needed if the present momentum of the Center is to be maintained. We believe that the Center is not yet well enough established to attract the kind of outside leader that is needed for such a Center. An full- or part-time director, ideally with administrative experience, could be selected from within the university. Many of the faculty that have been energized by the formation of the Center are top-notch scientists and teachers who could lose interest in the Center and SIU if it does not move forward and it is imperative that a

director be supported by SIU. Appointment of an administrative leader would allow development of the context, mission statement, goals and a strategic plan

One of the major challenges for the CFE is to strengthen its identity. This needs to be done by describing the context within which the Center operates, its mission and its next set of short-term goals and a strategic plan to accomplish its mission and goals. As external reviewers we felt that the Center needs to clearly describe the unique regional ecosystem that it is working in. A clear statement of the requirements and responsibilities for membership should be developed. As the Internal Review Team suggested, this may be a good strategy at the initiation of a Center but the CFE has moved to a point now where it needs to clearly define membership requirements and responsibilities that are in line with its mission, goals and strategic plan. As the Internal Review Team also mentioned a clear definition of membership could be the first step in providing a money stream from the Vice Chancellor for Research in the form of overhead recovery costs that could be used to help support activities of the Center. We believe that the PhD program in Ecology should be administered through the Graduate Dean's office and that the interdisciplinary PhD presently available through that office might be considered as the best avenue for the immediate future.

After reviewing the documents and conducting on-campus interviews the External Review Team strongly recommends that the CFE be continued with full support by SIUC and the IBHE.

### **03. Program Strengths**

The External Review Team concurs with the findings of the Internal Review Team that the Center has four major areas of strength: 1) strong collaboration and communication among faculty across the university with interests in ecology; 2) a strong two tiered multi-departmental seminar series; 3) an impressive portfolio of grants, contracts, and publications by the ecology faculty, and 4) excellent opportunities for graduate and under-graduate students interested in ecology. These strengths parallel the major objectives the Center as proposed in the Reasonable and Moderate Extension that was approved in 2005.

#### **a. Collaboration and communication among faculty across the university with interests in ecology.**

The Internal Review Team report points out that there are faculty member from eleven departments in four colleges engaged in activities of the CFE. They point to the communication that has taken place as part of the seminar series, several major collaborative grants that have been received and a centralized listing of ecology oriented courses over the past five years as evidence. They also point to an active listserv that has allowed all interested members to interact with each other as a strength. We concur with this analysis based on our discussions on campus and our review of the CFE Self-Study. In addition, we believe that one the real strengths of the Center is that it has been developed as a grass-roots effort beginning with a core

of highly motivated faculty who saw the need and potential for such a Center. Their commitment and efforts have brought the Center to the five year point as a successful Center that has met its original goals but, its continued success will now require commitment and more support from the SIU administration. As with many groups of collaborators there is a core of members who keep the Center moving with no formal recognition for their leadership. Our sense is that for the CFE that core consists of 4-5 key members who want to make the Center a reality with 15-20 active participants and numerous others who are “signed on” but primarily in name only. The key core members have done an outstanding job of organizing and energizing the Center to allow it to reach its initial five year goals.

**b. Strong two tiered, multi-departmental seminar series**

The External Review Team also found that the seminar series is the premier activity of the CFE. Everyone that we talked to spoke very highly of the series and its organization into a primarily on-campus series of local speakers in one semester followed by an external series in the following semester that has a specific focused topic that attracts major scientists from across the United States and around the globe. They pointed to such presenters as Nancy Rabalais, Gene Likens and others as examples of the quality of presenters they were able to attract. One of the strengths that we noticed with the series is that a different department or group of faculty are asked to organize each semester series to spread the topics across the disciplines to make sure that many CFE members attend the seminars. It also seemed to us that this venue provided an opportunity for CFE group discussions between Center faculty and students in an organized setting.

We did hear a few concerns that topics or seminar themes are too focused which limits attendance to those interested in the specific theme for the semester.

**c. Grants, contracts and publications**

The CFE Self-Study presents a picture of a faculty that has a very strong record in securing grants and publishing the results of the research in strong peer reviewed journals. The faculty that make up the Center are very productive and many are well known in their respective fields. The question could be raised if the presence of the CFE has actually increased either of these activities or if the faculty would have been equally productive without the Center.

The faculty has used the CFE to secure two prestigious grants from the National Science Foundation. One of the grants is the GK-12 Fellowship Program and the other the IGERT in watershed science and policy. A number of faculty told us that the listserv and discussions at the seminars had helped them identify faculty with whom they could collaborate both in grant writing and in sharing research equipment. We were also told that some of the faculty are listing the affiliation with the Center on their publications. These actions indicate that the CFE has accomplished another of the goals it set out for itself at its inception.

**d. Opportunities for graduate and undergraduate students**

The Center has attracted a number of good graduate students to the University by having a presence on the internet, by word of mouth and because of the

outstanding faculty members at SIU. While there is presently no formal graduate program in ecology, the CFE has cross-list numerous ecology related courses in several departments and across several colleges. Ecology tracks have recently been developed for the Environmental Resources and Policy, Plant Biology and Zoology PhD programs. Graduate students have also benefited from the contact and interaction with faculty and other graduate students through the listserv and the seminar series.

At the undergraduate level an ecology track has been developed in the Biological Sciences degree program. Center members have worked with the Illinois Department of Natural Resources and the Illinois Clean Energy Community Foundation to sponsor internships for CFE students. This program has grown from two internships in 2005 to six in 2010.

#### **04. Program Challenges**

As we mentioned earlier, one of the major strengths of the Center is that it has evolved as a grass-roots effort being driven by a core of highly dedicated and very competent and productive group of faculty with strong teaching and research commitments. This group has provided the leadership that has brought the CFE to the point it is at today. This group, as it is structured at present, does not have the time or administrative interest to provide the kind of leadership that is needed for the Center to move to the “next level”. The Center needs formal leadership that will require a long-term commitment on the part of the SIU administration.

Appointment of a formal leader is needed if the present momentum of the Center is to be maintained. Many of the faculty that have been energized by the formation of the Center are top-notch scientists and teachers who could lose interest in the Center and SIU if the Center does not move forward and it is imperative that a director be supported by SIU. These high quality faculty could easily leave SIU for other universities with strong collaborative ecology programs.

##### **a. Center director**

The CFE is in need of a part-time or full-time administrative leader to move forward. However, without resolution of a number of issues the Center is not ready to seek a strong outside leader. Some of these issues include a strong mission statement, a strategic plan, a clear statement of membership requirements and responsibilities, and identification of the chain of command relationship of the Center to the University administration. Each of these will be addressed below. It would seem most feasible to appoint an administrator from inside the university who has knowledge of the Center and university conditions. From our discussions with faculty and administrators there seem to be two possibilities. The first would be to provide one of the core members of the Center with some administrative and support staff time coupled with release time of their present departmental duties to lead the Center. Our sense, however, is that the members of the core group, while dedicated to the success of the Center are more focused on their present research and teaching responsibilities and really do not want to take on potentially heavy administrative duties. The second option would be to appoint someone with

previous administrative experience within the university, to provide part-time leadership of the Center. In numerous discussions, the former acting Provost and Senior Vice Chancellor was mentioned as a possibility. His possible appointment was supported by administrators as well as faculty members of the Center. This appears to be a logical choice.

**b. Mission statement and strategic plan**

One of the major challenges for the CFE is to strengthen its identity. This needs to be done by describing the context within which the Center operates, its mission and its next set of short-term goals and a strategic plan to accomplish its mission and goals. As external reviewers we felt that the Center needs to clearly describe the unique regional ecosystem that it is working in. There is no other university in the region or country conducting as extensive and impressive research in the unique ecosystem of the Mississippi – Ohio River confluence region. This is an area of convergence of four major physiographic regions, one of the largest complexes of riverine swamps and wetlands in the country, and is home to many threatened and endangered wildlife and plant species. The CFE is working in this unique area and yet does not highlight it on its web page or in any printed literature about the Center that we saw. We think that mention of this information would be a draw for potential graduate students and faculty and would help guide the development of a mission statement and goals.

Appointment of a part-time administrative leader would allow development of the context, mission statement, goals and a strategic plan. It would also provide the opportunity for hiring support staff who could work on the CFE website and printed materials, a need also expressed by numerous people that we interviewed.

**c. Membership Criteria**

At present there are no specific criteria for membership in the CFE. Simply identifying an interest is enough to become a member. As the Internal Review Team suggested, this may be a good strategy at the initiation of a Center but the CFE has moved to a point now where it needs to clearly define membership requirements and responsibilities in context with its mission, goals and strategic plan. As the Internal Review Team also mentioned a clear definition of membership could be the first step in providing a money stream from the Vice Chancellor for Research in the form of overhead recovery costs that could be used to help support activities of the Center. This step must be clearly defined and carefully executed because, if done poorly, it is possible for the CFE to be seen as an “exclusive” group that newer faculty members might not seem open to them.

**d. Graduate student education**

There is a strong desire among the core Center members and others to develop a PhD program in Ecology. However, there seems to be concern among some of the deans and department heads of the impact of such a degree on PhD programs already established within their various administrative units. There was a lot of discussion about the possibility of integrating the PhD program into the already existing Environmental Resources and Planning program. Our sense was that this

degree program attracts students more interested in policy and planning than in pure, basic and applied ecology. Our understanding was that there is now an Ecology track in the ER&P program as there is in the Plant Biology and Zoology PhD programs. Concern was also expressed on how a potential PhD program should be administered, should it be administered jointly by several colleges or through the Vice Chancellor for Research and Graduate Dean's office. Again having a director would be useful in helping guide this endeavor.

**e. Center infrastructure**

At present there is no office space for the CFE, no place for prospective students to visit to get information about the Center. While there seems to be a lot of sharing of research equipment between collaborating faculty in the Center, there was discussion about developing a centralized research laboratory for the Center on campus. The new Middle Mississippi River wetland Field Station was also identified as acting as the Field Station for the Center. This Station could help attract potential graduate students and new faculty and could be used to showcase on going field studies.

**05. Recommendations**

The following are recommendations that the External Review Team has based on on-campus interviews, the CFE Self-Study document and the Internal Review Team report.

**a. Center Director**

The CFE has accomplished all of the goals it set out to accomplish in its first five years of existence and as required by SIU and the Illinois Board of Higher Education. To make further progress the Center now needs a full or part-time administrative director. We believe that director should come from within SIU to help facilitate rapid progress in establishing the ground rules of the Center within the context of the SIU and the IBHE. At present the Center is lacking the basic foundational structure and track record that is needed to hire an outstanding external director.

While core-members of the CFE could be provided with a buy-out of their teaching and research activities to provide the administrative leadership we feel that the Center would be better served by a person from within the University with prior administrative experience. We believe that such a person may exist, one who is supported by both the administration and the core members of the Center.

**b. Develop a strong mission statement, goals and strategic plan**

The first duty of the director should be to help the Center develop a mission statement, a clear set of goals and a strategic plan to accomplish those goals. As part of this activity a strong statement of the unique setting and research opportunities that exist for Center members and potential graduate students should be prepared and distributed on the Center website and in printed material. Reference to the MMRWFS Field Station and other unique sites should be clearly identified.

### **c. Definition of requirements and responsibilities for membership**

A clear statement of the requirements and responsibilities for membership should be developed. These could include such things as: 1) demonstrated interest in ecology as indicated by on-going research and/or teaching activities; 2) willingness to collaborate in research and teaching activities. For example, a core of courses might be developed in which a variety of members in the Center could take an active role – an example is one interdisciplinary program that has a required 10-14 day field trip to a unique ecosystem in North America led by a different set of faculty each year and is required of anyone pursuing an MS or PhD degree in the program. 3) willingness to support graduate students affiliated with the Center – this could be expressed as a willingness that students follow one of the existing ecology tracks or a potential graduate degree(s) unique to the Center and that recognition of the Center would be included on any activity related to the research conducted by the students – to remain an active member of the Center a requirement that a member support at least one graduate student in the program in any five year or other designated period; 4) willingness to indicate affiliation with the Center on published and other materials, submitted grants, etc.; 5) willingness to serve on committees that the Center will undoubtedly establish. New members could be voted on once the inaugural group has been identified.

### **d. Funding activities**

Once membership requirements have been established a funding stream through F&A cost returns seems likely to occur and if it does a mechanism for its use needs to be developed. This could include money for travel and meeting registrations, graduate student tuition waivers and/ or part-time assistantships for the first year (example: an interdisciplinary program offers  $\frac{1}{4}$  time support for the first year to help faculty attract quality students – the faculty must show strong indication of continued funding after the first year), etc.

### **e. Educational goals**

While there are several ecology tracks available to graduate students at the present time, development of a PhD program unique to the Center should be pursued. Discussions on campus would suggest that the degree could be unique enough not to overlap existing programs within SIU or the University of Illinois. With SIU's prominent research program in the Mississippi and Ohio river basins an ecology degree unique to the Center should be supported by the SIUC administration and the IBHE. We believe that the PhD program should be administered through the Graduate Dean's office and that the interdisciplinary PhD available through that office might be considered as the best avenue for the immediate future. On-campus discussions suggested that the model of joint administration by several colleges would be cumbersome and not as efficient for the Center. One of the major concerns of the colleges and departments is the counting of students in support of their administrative units. Since students in the Center will most likely be housed in a specific department, that supporting department as well as the Center should receive credit for that student.

We agree with the Internal Review Committee Report that the Center should also review the possibility of offering Master of Science and/or Professional Science Master degree programs. Much of the research being conducted by members of the Center are focused on field applications that are used and needed by natural resource and agricultural management agencies who need staff to apply them.

**f. Center Recommendation**

After reviewing the documents and conducting on-campus interviews the External Review Team strongly recommends that the CFE be continued with full support by SIUC and the IBHE.

**05. Appendix**

**CENTER FOR ECOLOGY**

**Southern Illinois University Carbondale**

**Report of the Internal Review Team**

**December 7, 2010**

**Prepared by Internal Review Team:**

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## **02. Executive Summary**

The Center for Ecology (CFE) was established via the submission of an initial RME (“Reasonable and Moderate Extension”) to the IBHE in Fall 2003, with approval in summer 2005. In the original proposal the Center’s primary goal was “...to produce an umbrella organization that brings together ecology-oriented faculty and students from across campus.” The Center was approved by then-President James E. Walker on August 25, 2005, with an understanding that the Center would be reviewed after five years to assess the level of achievement of the RME-specified outcomes.

The documentation provided in the self-study and the comments provided during the internal reviewer meetings suggest that many of the original projected outcomes, including enhanced “external funding and publication among an already very active group of participating faculty,” “a measureable increase in the overall quality of graduate student applicants,” and “streamlining of course offerings in ecology” have been achieved. In addition, notable accomplishments of the Center include: establishment of a successful seminar series including both internal and external speakers, recruitment of large numbers of faculty member participants, establishment of a broadly distributed email listserve, creation of an internship program for students, establishment of a website, and winning at least two interdisciplinary federal research grants for which the Center played a pivotal role.

The biggest challenge faced by the CFE at present is the establishment of a clear pathway forward. Although the Center has evolved successfully over the last five years into a reasonably well-defined group of highly active faculty with research and education interests in the broadly defined area of ecology, it is also apparent that the Center has reached something of a plateau. Leadership of the Center, in the form of a director, is recognized by all constituencies with which the internal review team met as essential to move the Center forward. A Director of the CFE could reasonably be expected to (1) establish criteria and expectations of membership in the Center; (2) coordinate efforts to improve collaboration among Center members; (3) constitute an external advisory board to provide guidance on future directions for the Center; and (4) continue to align both undergraduate and graduate educational programs across departments with an eventual goal of establishing degree programs in ecology.

The internal review team recognizes, however, that the current financial constraints faced by the university may preclude a search for such a director at the present time and would urge the current Center leadership to develop a short-term strategic plan directed at solidifying the positive momentum associated with the CFE. Development of such a plan can only advance the interests of Center members and will certainly be viewed positively when the opportunity to search for a Center director becomes possible.

### **03. Program Strengths**

Review of the CFE self-study document and interviews with its departmental representatives, the Vice Chancellor for Research, and a sampling of interested faculty members and graduate students revealed consensus on four major areas of strength: meaningful collaboration and communication among faculty with ecological interests across multiple academic units, a successful ongoing seminar series, an impressive portfolio of grants, contracts, and publications by ecology faculty, and significant educational and vocational opportunities for undergraduate and graduate students interested in ecological issues. These strengths correspond closely with the major objectives of the CFE, as articulated in its 2005 RME.

#### **a. Collaboration and communication among faculty with ecological interests across multiple academic units.**

Comprising faculty in eleven departments in four colleges across the university and reporting to the central campus administration, communication and collaboration among ecology-oriented faculty is a major ongoing objective of the CFE, and its demonstrable success over the past five years is a clear strength. The seminar series, collaborative grants, and course offerings discussed below are each direct examples of this essential core objective. Further, an active listserv allows for timely communication on ecology-related subjects that has resulted in shared knowledge and equipment among faculty and graduate students on campus.

#### **b. Multi-departmental ecology seminar series.**

The seminar series was repeatedly cited in interviews and surveys with members, students, and administrators as a primary strength of the CFE. Fifty-six SIUC faculty members have made at least one presentation to the seminar. Since 2005, major figures in the field of ecology have participated in an external seminar series, organized and expanded in 2009 around specific themes (“Water in a Changing World,” “International Ecology and Management,” and “Watershed Effects on the Ecology and Economics of the Mississippi River”), with increased funding from the OVCR. In a representative opinion, one current Ph.D. student interviewed called the CFE seminar series “brilliant,” and contends that the information presented and discussed in these seminars, and the opportunity to interact with important scholars in the field has done more than any single departmental lecture series to further his studies at SIUC. The dual emphasis on dissemination and discussion of current research by both SIUC and external scholars, and intellectual and social interaction with ecology-minded faculty, students, and ecologist in the region has created a unifying “center” for the CFE.

#### **c. Grants, contract activity, and publications.**

In the opinion of at least one faculty member, CFE faculty tend to be among the most productive in their respective departments, an observation supported by the documented grants, research, and publications over the past five years. The self-study reports over \$38 million in external research funding by faculty associated

with the CFE (note that this list includes faculty in the Wildlife Cooperative and in Fisheries). Affiliated faculty have recently been involved in securing two particularly prestigious interdisciplinary grants from the National Science Foundation, the GK-12 Fellowship Program to support graduate training in ecology, and the IGERT in watershed science and policy. Since 2005, CFE faculty have published over 650 peer-reviewed articles on ecology and ecology-related subjects in venues ranging from regional and specialist subfield journals to high-visibility publications such as *Science*, *PLOS*, *PNAS*, and others.

#### **d. Opportunities for students.**

The success and visibility of Center faculty in their respective fields have had a positive impact on attracting excellent graduate students to SIUC. Correspondingly, educational and career-training opportunities in ecology have increased significantly for both undergraduate and graduate students across campus. The Illinois Department of Natural Resources and the Illinois Clean Energy Community Foundation have regularly sponsored undergraduate summer internships for CFE students, with numbers increasing from two in 2005 to six in 2010. The BS Program in Biological Sciences now offers an undergraduate track in Ecology, numerous courses are now cross-listed among two or more departments, and the CFE website publicizes a list of ecology-related courses offered on the undergraduate and graduate level across campus. Communication through the listserv and seminar series has increased graduate students' contact with relevant faculty outside their departments.

### **04. Program Challenges:**

Although, strictly speaking, very few weaknesses can be identified within the CFE as it currently exists, it appears to be equally true that the Center has reached something of a plateau and is in need of a clear strategic plan for moving forward. The job of defining this strategic plan would ideally be that of a formally appointed Director of the Center for Ecology and it was broadly recognized among the groups meeting with the internal reviewers that such an appointment, with contingent resources, is needed. The current faculty-based leadership of the Center has neither the time, nor the administrative insight, to move forward a broad, long-range strategic vision for the future of the Center. In the absence of such a director, however, there are a number of areas which can be addressed to better define and promote the Center and these goals should be seen as supporting the ultimate goal of hiring a Center director.

#### **a. Undefined Center membership criteria**

Presently, membership in the CFE is established simply by a faculty member expressing interest in being considered a member. While this egalitarian approach certainly encourages the broadest participation it also limits the ability to assign resources to Center members. Specifically, the Vice Chancellor of Research has indicated that a portion of the F&A (overhead cost recovery) funds could be

returned to the Center if the qualifications and expectations of membership could be more rigorously defined. Depending on the magnitude of the return rate this source of revenue could be used to address a variety of interim needs of the Center including updating the Center website, expanding external seminar speaker participation, social activities intended to bring members together, travel support for graduate students, summer support of a faculty member to develop strategic goals, etc.

#### **b. Vaguely defined Center mission and strategic plan for the future**

Many of the faculty respondents to the Program Review survey indicated that they were unclear as to the mission and goals of the CFE. This spectrum of responses is undoubtedly related to the existing open-door policy for Center membership mentioned above. In association with the development of Center membership criteria the faculty co-leaders should work to more clearly define a short term vision and set of goals for the CFE. The goal of this activity should not be to “set in stone” the future direction of the Center so much as to establish specific goals that can be achieved in the near term through the collective efforts of the Center faculty.

### **05. Recommendations:**

The following recommendations offered for consideration are largely derived from the observations described above or from information developed in the Program Self Study. These will be most expeditiously carried out if the Center has a director, but even without such leadership some of these recommendations could be effected.

#### **a. Short-term strategic plan**

Regardless of the availability of a director, the leadership core needs to develop at least a short-term plan for moving the Center forward in such a way that it would be attractive to likely candidates for a directorship. The Center’s current leaders recognize that they do not presently have much of anything in terms of resources that would make the directorship attractive other than enthusiastic participation and successful grantsmanship. Thus a short-term plan should incorporate various activities that will position the CFE for successfully hiring an external “star” as director. This plan might include the following:

- **Membership:** At a minimum this plan should provide clarity as to the qualifications and expectations of Center membership. The Simmons Cancer Institute of the School of Medicine Springfield has a form for membership applications; perhaps this could be borrowed and modified as appropriate for the CFE.
- **Funded activities:** If a revenue stream can be provided through F&A cost returns or other mechanisms via memberships, a plan needs to be developed for how such monies will be used.

- **Mission statement:** Even without a director, the four departmental representatives should develop a mission statement for the Center. Such a statement could easily be begun by reviewing the language in the original RME by which the center was established, by reviewing online statements of other respected ecology centers around the nation, and by consideration of future directions.
- **Goals:** As part of this planning process, the Center needs to identify its goals for the short- and long-term. Next time the CFE is reviewed, what will the self-study point to as accomplishments? More of the same?

### **b. Educational goals**

The Center leadership needs to consider carefully their current goal of offering a doctoral degree program in ecology, given the current climate at SIUC, in the state of Illinois, and in the nation.

- Would state authorities see such a degree as overlapping or duplicating, in some way, the doctoral degree in the ER&P program?
- Similarly, consideration should be given to where most of the jobs in ecology are – besides university teaching, what is the market for ecologists in state and federal employment? Are other degrees likely to serve these markets better – degrees such as a Professional Science Master's?
- Should the Center develop distance-learning courses?

## **06. REPORT APPENDIX**

### **Materials Reviewed by the Internal Review Team:**

Center for Ecology 2010-11 Program Review Self-Study document

Center for Ecology website (<http://www.ecology.siu.edu/>)

### **Interviews Conducted by the Internal Review Team:**

November 17, 2010: Meeting with the CFE Departmental Representatives David Gibson (Plant Biology), Karl Williard (Forestry), and Matt Whiles (Zoology); Sara Baer not present

November 23, 2010: Meeting with John Koropchak, Vice Chancellor of Research and Graduate Dean

December 1, 2010: Open meeting with interested faculty and students:

Faculty:

Laurie Achenbach

Microbiology; Dean's Office

Sara Baer	Plant Biology
Mike Eichholz	Zoology
Jim Lovvorn	Zoology

Students:

Adam Behney	Zoology (CWRL)
Rachel Goad	Plant Biology
Ryan Klopf	Plant Biology
Ryan O'Shaughnessy	Zoology (CWRL)
Rich Schultheis	Zoology (CWRL)

## **SOUTHERN ILLINOIS UNIVERSITY CARBONDALE 2010 PROGRAM REVIEW**

### **Center for Ecology**

#### **Itinerary for External Consultants**

Professor & Director John Briggs  
Department of Ecology/Konza Prairie  
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Professor Richard Shultz  
Department of Natural  
and Management  
Iowa State University  
Ames, IA 50011

#### **Monday, December 13, 2010**

Dr. John Briggs arrives at St. Louis International Airport on American Airlines Flight 1578 at 4:00pm. He will then drive to the Holiday Inn Express Carbondale, 549-2600. Hotel confirmation number is 64659119.

Dr. Richard Schultz arrives at Holiday Inn Express Carbondale, 549-2600. Hotel confirmation number is 64659658. (Dr. Schultz will be driving down with his own vehicle so no-one is needed to meet him at the airport.)

#### **Tuesday, December 14, 2010**

7:45 a.m. **Dr. Sara Baer (Plant Biology)** meets reviewers at hotel and escorts to Student Center Iroquois Room.

8:00 a.m. Breakfast and meeting with the Internal Review Team (Pru Rice and Stacey Sloboda) in *Student Center Iroquois Room*.

- 9:00 a.m. **Rose Bloise (Ph.D. Student)** escorts Dr. Briggs & Dr. Schultz from Student Center Iroquois Room to the Zoology Conference Room.
- 9:15 a.m. Meet with the Center Departmental Representatives (Sara Baer and Karl Williard) in *Zoology Conference Room*
- 10:30 a.m. **Dr. Karl Williard (Forestry)** escorts Dr. Briggs & Dr. Schultz to the Fisheries Annex Conference Room.
- 10:45 a.m. Meeting with Chairs and Directors of Center Affiliated Departments and Units in the *Fisheries Annex Conference Room*
- 11:30 a.m. **Ryan Klopff (Ph.D. Student)** escorts Dr. Briggs & Dr. Shultz from Fisheries Annex Conference Room to Old Main in the Student Center
- 11:45 noon Lunch with graduate students in the *Student Center* (Old Main). Ryan Klopff (Plant Biology), Jodi Vandermyde (Zoology), and Leah Berkman (Wildlife)
- 1:00 p.m. **Jodi Vandermyde (M.S. Student)** escorts Dr. Briggs & Dr. Schultz to Plant Biology Computer Room.
- 1:15 p.m. Break Plant Biology Conference/Computer Room (Coffee available in the department's lunchroom)
- 1:45 pm **Jason Willand (Ph.D. Student)** escorts Dr. Briggs & Dr. Schultz from Plant Biology Conference/Computer Room to Agriculture building Room 201.
- 2:00 pm -2:45 pm Meet with Todd Winters, College of Ag Dean's Office, *Agriculture Building Room 201*
- 2:45 pm **Dr. Eric Holzmueller (Forestry)** escorts Dr. Briggs & Dr. Shultz to from Ag. Dean's Office to Agriculture Conference Room, 209
- 3:00 pm – 4:30 pm Meet with Center Faculty in Agriculture Conference Room, Ag. 209
- 4:30 p.m. or as appropriate **Dr. Laurie Achenbach (College of Science)** escorts Dr. Briggs & Dr. Shultz to the hotel.

6:30 p.m. Sara Baer meets reviewers at hotel and escorts them to Global Gourmet.

6:45 p.m. Dinner @ Global Gourmet with Jim Lovvorn, Marjorie Brooks, Sara Baer, and Justin Schoof.

### **Wednesday December 15, 2010**

7:45 a.m. **Dr. Matt Whiles (Zoology)** meets reviewers at hotel and escorts to the Longbranch

8:00 a.m. Breakfast with Matt Whiles and Matt Therrell at Longbranch.

8:45 a.m. **Dr. Matt Therrell (Geography)** escorts Dr. Briggs & Dr. Schultz to 220 Anthony Hall.

9:00 a.m. Meet with Dr. John Koropchak, Vice Chancellor for Research & Graduate Dean (of graduate program), 220 Anthony Hall.

9:45 a.m. **Ben Wodika (Ph.D. Student)** escorts Dr. Briggs & Dr. Schultz from 220 Anthony Hall to Anthony Hall Room 125.

10:00 a.m. Meet with Dr. Gary Minish, Provost and Senior Vice Chancellor, 125 Anthony Hall.

10:30 a.m. **Amanda Rugenski (Ph.D. Student)** escorts Dr. Briggs & Dr. Schultz from 125 Anthony Hall to Neckers Room A157.

11:00 a.m. Meet with Dr. Jay Means, Dean of the College of Science, & Dr. Alan Vaux, Dean of the College of Liberal Arts, Neckers Room A157

11:45 a.m. **Dr. James Allen**, Director for Office of Assessment and Program Review, escorts Dr. Briggs & Dr. Schultz to the Student Center, Old Main.

12:00 noon Lunch and meeting with Dr. James Allen, Old Main, Student Center

1:00 p.m.  
Anthony Hall.

**Dr. James Allen** escorts Dr. Briggs & Dr. Schultz to

1:15-1:45 p.m.

Exit interview with the Internal Review Team, Provost's  
Conference Room, 125 *Anthony Hall*.

1:45-2:15 p.m.

External Reviewers meet.

2:30 p.m. or as appropriate

**Dr. Heidi Rantala** meets the review team in Anthony Hall  
Rm. 125 and escorts Dr. Briggs & Dr. Schultz to either  
hotel to pick up their cars or Williamson County airport.