



2014 STRATEGIC PLAN  
MISSION STATEMENT, VISION, VALUES STATEMENT,  
AND PRIORITIES

MISSION STATEMENT

**Southeast Missouri State University provides student-centered education and experiential learning with a foundation of liberal arts and sciences, embracing a tradition of access, exceptional teaching, and commitment to student success that significantly contributes to the development of the region and beyond.**

VISION

**Southeast Missouri State University strives to be one of the nation's most academically competitive regional comprehensive universities, recognized for excellence in education, research, engagement, and creativity.**

Values

**Student Success** – Southeast Missouri State University values student-centered education and experiential learning through engaged and adaptive modes in and beyond the classroom in a safe, friendly, supportive environment that offers academic and career achievement for our students.

**Excellence** – Southeast Missouri State University values sustained commitment to quality teaching, service, research, and creative activities integrated into impactful academic and cocurricular programs that offer students a transformative educational experience.

**Access and Diversity** – Southeast Missouri State University values access to high quality, affordable education with a broadly representative student body, faculty, and staff that respects and celebrates a diverse learning community in a global society.

**Community** – Southeast Missouri State University values an engaged campus learning community committed through shared purposes and service; sustained by respect, accountability, and adaptability; and strengthened through collaborative partnerships that extend the expertise and accomplishments of faculty, staff, students, and alumni beyond the campus.

## INTRODUCTION

Southeast Missouri State University faces a new horizon defined by technological innovation, shrinking fiscal support from the state and federal governments, increased globalization and demographic shifts in the student population, and other changes. Since our last strategic plan, developed in 2008, several priorities have changed, while others remain constant. We will be challenged over the next five years to build on our strengths and pride as a comprehensive public university.

We have achieved many successes since the last strategic plan, including record-breaking enrollments with increases of more than 10 percent, registering more than 1,000 African-American students for the first time in our history, building international enrollments to 1,084, and increasing the number of graduating students by more than 25 percent over the past five years.

Southeast has greatly improved our physical plant and enhanced the student experience with the opening of the spectacular River Campus, the addition of four residence halls, the renovations of the iconic Academic Hall and Magill Hall, and major maintenance and repair projects for a number of campus infrastructures.

In alignment with our strategic plan, we developed a number of departmental and internal guidelines for our future, including The Athletics Strategic Plan, The Strategic Enrollment Management Plan, and The Information Technology Committee Strategic Plan.

We are consistently recognized by *U.S. News and World Report*, *Princeton Review*, and others as one of the top regional public universities in the Midwest. Our accomplishments since the last strategic plan help us continue our rich tradition of excellence.

### **The Academic Experience**

Since the 2008 Strategic Plan, Southeast has enhanced the academic experience through the development of Southeast Online, Wintersession, and innovative and responsive academic programs such as cybersecurity, entrepreneurship, and healthcare. With construction of the University Autism Center for Diagnosis and Treatment, we not only assist a population in need of regional services but also provide education and training for students seeking certification in Autism Spectrum Disorder and Applied Behavior Analysis. We are a leader in the state in academic program review and innovative approaches to teaching and learning. We continue to stress the importance of academic quality with more than twenty academic programs receiving accreditation or re-accreditation during the past five years and with Quality Matters certification for all online courses.

#### **PRIORITY I: THE ACADEMIC EXPERIENCE**

Southeast prepares students by providing comprehensive and diverse experiences including experiential and service learning opportunities, cutting-edge technology, and exceptional instruction that prepares students for civic responsibility and professional careers or advanced graduate education.

##### **Objective I:**

Continue to serve as a judicious model by regularly evaluating the success of current undergraduate and graduate programs through internal program review, performance-funding

measurements, and external demand. The Academic Visionary Committee will continue to seek out new programs, such as cybersecurity and healthcare administration, that will meet the current and future needs of our multi-state region.

**Objective II:**

Showcase current national accreditations and achieve national accreditation for programs when available and appropriate. Programs without accrediting opportunities will continue to conduct internal reviews to strengthen their academic offerings.

**Objective III:**

Promote the many opportunities for student experiential learning and service learning university-wide, such as in the President's Leadership Academy, seminars in the Washington, DC, Center for Strategic and International Studies, SEMO Food Alliance, and internships in the University Press and in the State Capitol.

**Objective IV:**

Continue to globalize the campus by expanding study-abroad experiences, engaging international students, and encouraging students on campus and abroad to explore cultural interaction.

**Objective V:**

Evaluate and enhance degree completion through flexible course offerings, program-to-program articulation agreements, interinstitutional programs, competency-based credits, and prior learning assessment.

## **The Student Experience**

Supporting and strengthening the student experience, from first contact through their becoming alumni, is critical to the success of our students and our University. The student experience encompasses all aspects of student life: academic, social, well being, and support. Since the 2008 Strategic Plan, Southeast has enhanced student recruitment and support programs such as military and veterans' services, international programs, student support services, and the Jane Stephens Honors Program. We have expanded student experiences with leadership programs and academic programs, including "Engage in Eight" and partnership with the prestigious Washington, DC, Center for Strategic and International Studies where our students grapple with international issues. Southeast collaborates with four Missouri universities to expand course offerings, using interactive television and online instruction. More than forty nationally acclaimed speakers have visited campus through our popular University Speakers Series, and we have enhanced our students' environment with the construction of Vandiver, Merick, and LaFerla Residence Halls, and the River Campus Center.

### **PRIORITY II: THE STUDENT EXPERIENCE**

Southeast challenges students to expand their education both in and beyond the classroom by providing diverse, valuable experiential-learning and community-service opportunities that cultivate a commitment to the growth and success of students as well as the surrounding community. Students benefit from both Southeast's engaging cocurricular experiences and highly personalized attention from student-centered faculty, advisors, and staff who help shape their future professions.

#### **Objective I:**

Create a healthy, safe, and inclusive learning environment for students by providing a complete array of support services including academic and career advising, recreation, counseling, and health and wellness education to enable students to get the full benefit of their academic and personal development.

#### **Objective II:**

Encourage student engagement in Southeast's many cultural activities, such as the University Speakers Series and River Campus performances, that promote awareness, understanding, and unity among the student population.

#### **Objective III:**

Enrich the Southeast experience and develop an even stronger sense of community and pride among all students.

#### **Objective IV:**

Update and implement the Strategic Enrollment Management Plan to establish the optimal size, quality, and diversity of the student body; strengthen student transitions and retention; increase graduation rates for students at each campus; and support recruitment and marketing efforts.

**Objective V:**

Enhance the quality of Southeast's NCAA Division I Ohio Valley Conference athletic programs, more than 150 student organizations, and engaging cocurricular activities to amplify the benefits of the student and community experience.

## **Faculty and Staff Experience**

Dedicated and talented faculty and staff provide Southeast students with a meaningful experience and strong, personalized education, ensuring that Southeast remains one of the top regional public universities in the Midwest. Since the last strategic plan, the Board of Regents, University administration, and Faculty Senate have worked collaboratively to revise the Faculty Handbook, including policies that increase faculty tenure and promotion pay and support our commitment to tenure-track faculty on campus. The University also implemented recommendations from a salary equity study, which positively impacted 320 faculty and staff.

### **PRIORITY III: FACULTY AND STAFF EXPERIENCE**

Southeast is an engaged learning community that recognizes and values the people who make it possible—our students, faculty, staff, benefactors, and the employers of our graduates. These essential individuals actively participate in the pursuit of our core mission surrounding student learning and success, scholarship and creative activity, and service to the multi-state region, nation, and world.

Objective I: Continue to recruit high quality faculty and staff to reflect our diverse student population while creating a responsive succession plan.

Objective II: Foster faculty and staff innovation and research by providing opportunities for research that will bring recognition to the University and contribute to academic disciplines.

Objective III: Nurture a campus culture that promotes open communication, shared governance, and active collaboration to continue to build trust and mutual respect among faculty, administrators, staff, students, and the public.

Objective IV: Cultivate innovative strategies to recognize and reward faculty and staff for activities and services which enhance and expand the student experience.

## **External Engagement**

As regions throughout the Midwest aggressively compete in this economy, it is more imperative than ever for Southeast to expand our external reach and further strengthen campus-community partnerships. Since the 2008 Strategic Plan, Southeast has partnered with the Missouri National Guard to offer the Show Me Gold Program for officer training. The Douglas C. Greene Center for Innovation and Entrepreneurship is nationally recognized for innovative, cocurricular student programs and outreach, such as the award-winning Operation JumpStart Program. Our Department of Public Safety staff reinforced emergency preparedness by delivering active shooter training to more than 80 school districts and other groups. KRCU celebrated 20 years as a National Public Radio station on campus, and expanded coverage to include KSEF in Farmington. Southeast hosted the first-ever collegiate football game in the new Busch Stadium, resulting in our largest alumni gathering off campus.

### **PRIORITY IV: EXTERNAL ENGAGEMENT**

Southeast is proud to be an engaged learning community that contributes significantly to the educational, economic, cultural, and social development of the people and multi-state region we serve. Through mutually beneficial partnerships with business, industry, government, education, and non-profit organizations, the University will extend the expertise of our faculty and staff, the accomplishments of our alumni and donors, and the contributions and passion to learn of our students to improve the quality of lives, organizations, and communities in the multi-state region, nation, and world.

**Objective I:** Advance educational engagement within the multi-state region by providing access to lifelong learning; collaborating with P12 stakeholders; and extending the expertise of faculty, staff, and students through applied research, experiential and service learning, and outreach.

**Objective II:** Expand economic engagement within the multi-state region by providing leadership in planning and development, and by accelerating innovation and entrepreneurship that improve the quality of lives, businesses, organizations, and communities.

**Objective III:** Enhance opportunities for faculty, staff, and students to engage in cultural, social, and community challenges and to expand our cultural, artistic, and public service activities.

**Objective IV:** Develop and convey a distinctive institutional brand that engages and instills pride among our internal and external audiences.

**Objective V:** Leverage current and seek new partnerships with state and federal agencies and other private entities to increase external funding for applied research and services.

**Objective VI:** Build increasingly robust relationships with alumni, businesses, foundations, and private donors through strengthened external stakeholders' engagement with faculty, staff, and students.

## **Fiscal Resources**

The past five years have been fiscally challenging for the University, but faculty, staff, and students worked together to establish a budgetary plan and to move towards \$17 million of the \$20 million savings goal by implementing additional operational efficiencies and increasing revenues. The University Foundation celebrated 25 years of success with announcement of the Honoring Tradition–Inspiring Success Campaign to raise \$40 million, the largest such endeavor in the University’s history. The Foundation received almost \$25 million over the past five years, and the University received several major gifts, such as a seven-figure amount for the David M. Barton Agriculture Research Center.

### **PRIORITY V: FISCAL RESOURCES**

Southeast is a fiscally responsive institution that provides high-quality, affordable education and will continue to partner with stakeholders to identify new funding sources that support our mission, our innovative programs, and our services to meet the changing needs of students and the multi-state region.

#### **Objective I:**

Continue to implement fiscal strategies for efficient management of the University’s limited resources, while exploring alternative funding models to augment and develop strong, innovative academic programs.

#### **Objective II:**

Develop and implement a strategy to increase existing and create new fiscal opportunities for the support of undergraduate, graduate, and faculty research, and to expand and promote support services and resources to the University community and the multi-state region.

#### **Objective III:**

Evaluate fundraising outcomes and develop a framework of strategies that cultivates an environment of private and public giving to realize University initiatives.

#### **Objective IV:**

Educate and inform elected representatives about the economic impacts of the University in order to increase fiscal allocations that preserve and enhance the quality of academic programs and services to the multi-state region.



## **Technology and Infrastructure**

As technology advances, Southeast increasingly expands bandwidth and wireless networking, embracing the mobile device environment and updating our web presence, software systems, and server hardware. We implemented DegreeWorks to assist in course scheduling and planning processes, and migrated to a new learning management system. In response to aging infrastructure and deferred maintenance and repair issues, the University community worked together to fund a \$59 million bond project for such projects as the renovation of Academic Hall, renovation and additions to Magill Hall, and the power plant's conversion to natural gas. Since 2008, we have constructed the University Autism Center and four new residence halls.

### **PRIORITY VI: TECHNOLOGY AND INFRASTRUCTURE**

Southeast embraces rapidly changing technologies to serve the needs of the University community, to enhance the institutional experience, and to provide technological support and training for students, faculty, and staff. Southeast has an aesthetically pleasing campus that must continue to promote safety, accessibility, and sustainability, and to lead regional efforts to protect the environment and conserve natural resources.

#### **Objective I:**

Ensure that the University continues to implement rapidly changing academic and non-academic technologies to anticipate student and programmatic needs.

#### **Objective II:**

Optimize technology support resources and services to be responsive to the needs of students, faculty, and staff who live and learn in a 24/7 environment.

#### **Objective III:**

Integrate technology across the curriculum to enhance learning and inspire academic engagement among faculty and students.

#### **Objective IV:**

Continue to upgrade campus infrastructure to create flexible living and learning spaces that support the evolving nature of higher education.

#### **Objective V:**

Enhance and strengthen strategies to promote ecological sustainability, protect the environment, and conserve natural resources.