When Academic Hall reopened during Homecoming week in October 2013, our campus community welcomed around 4,000 visitors throughout the celebration. The ‘new’ Academic Hall is dedicated to serving and teaching students through state-of-the-art technology.
PART I: ACCOMPLISHMENTS IN 2013-2014

PRIORITY I: ACADEMICS AND STUDENT EXPERIENCE

☐ Accreditations/Re-Accreditations
  • National Association of Schools of Theatre (NAST) for theatre and theatre-related programs
  • National Kitchen and Bath Association (NKBA) for the B.S. in human environmental studies: interior design
  • Council for the Accreditation of Counseling and Related Educational Programs (CACREP) for M.S. in career counseling, M.S. in school counseling, and M.S. in mental health counseling
  • Commission on Sport Management Accreditation (COSMA) for the B.S. in sport management, the M.A. in higher education administration: sport management, and the MBA: sport management

☐ Received approval for changes to academic programs, including addition of a B.S. in mathematics with an option in actuarial science and a number of healthcare initiatives recommended by the Academic Visionary Committee, including undergraduate degrees in health management and healthcare administration and a graduate degree in healthcare management with numerous graduate certificates

☐ Graduated more than 1,000 students – largest group in the history of the University – in the spring, including the first class of cybersecurity majors

ENROLLMENT INCREASED FOR THE 19TH STRAIGHT YEAR

Enrollment increased for the 19th straight year reaching 11,917 students in 2013, making Southeast one of the fastest growing public, four-year universities in Missouri.

☐ Total enrollment for fall 2013 was 11,917, marking the 19th straight year of enrollment growth and the 13th year of record-breaking enrollment. Total undergraduate enrollment was 10,755, an increase of 214 students from a year ago. While total headcount enrollment for graduate students dropped slightly, more were enrolled full-time. As a result, graduate students were enrolled in more credit hours than in fall 2012.

  • African-American enrollment surpassed 1,000 for the first time in fall 2013, and international student enrollment surpassed 1,000 in spring 2014. This progress is remarkable, considering only 316 African-American students enrolled at Southeast in 1996, and international student enrollment was as low as 176 in 2005. Southeast retained these students from freshman- to sophomore-level at a higher rate than the student body as a whole.
Instituted degree mapping for undergraduate academic programs, including career planning, internship and employment opportunities of recent graduates, admission requirements, curriculum checklist, and a sample four-year plan

Redesigned math curriculum to better equip students for graduation and created a 2,600-square-foot math classroom in Memorial Hall with 60 computer stations, an 842-square-foot math tutoring center with 13 computer stations, and a 447-square-foot breakout math classroom

Enhanced scholarship program to reflect recruitment and retention efforts related to housing occupancy, military initiatives, and online programs

Implemented several recommendations from the Academic Visionary Committee and continued to research possible new academic areas of study

Expanded the Information Technology Help Desk to a 24/7 operation and implemented a Web-based tracking system; installed or upgraded more than 690 new PCs across campus; launched a Southeast mobile app in the iTunes store

Implemented the one-to-one initiative—called EDvolution—which provides College of Education faculty and students with an iPad to learn and teach with advancing technologies

Expanded dual credit offerings, making them available online to high school students, regardless of the size of school district, benefiting school districts by responding to emerging shortages of high school teachers qualified to teach dual credit courses; more than 380 students enrolled from 27 school districts

Implemented for faculty and staff a summer grant-writing workshop and research grant program

Dedicated the Miller Reserve, a 27.22-acre property near Commerce, Missouri, which will serve as an outdoor classroom and research site for science and science education students

Launched Associate's PLUS, a partnership with Missouri State University-West Plains, to encourage students at Southeast's three regional campuses to earn a two-year Associate of Arts and at the same time pursue a four-year bachelor's degree without leaving the regional campus or losing credits

Completed for August 2013 move-in, the $24.5 million, 262-bed residence hall (later named the Donald G. and Gloria King LaFerla Residence Hall), featuring suite-style design, learning communities, and a classroom on site

Celebrated the grand re-opening of Academic Hall during Homecoming with open houses and events, resulting in more than 4,000 visitors

Opened for fall classes with a grand reopening during Homecoming, the renovated Magill Hall, featuring state-of-the-art science labs, spacious classrooms, and student gathering areas

Remodeled the Southeast Bookstore and celebrated the grand opening with Follett Higher Education Services, now providing services including e-textbooks, electronic learning materials, and new products; US Bank providing financial services

Participated in the Missouri Completion Academy with eight other Missouri colleges and universities to support internal planning and share best practices in areas such as reducing time to complete a degree, developmental education, and flexible strategies for ensuring student success; and hosted a math summit with 10 colleges and universities, sending a team to share knowledge of current developmental mathematics redesign

Established the Institute for Environmental Health Assessment and Patient-Centered Outcomes, LLC, a wholly owned limited liability company of the Missouri Innovation Corporation, to provide the legal structure to contract and bill for services from organizations interested in an expansion of asthma and health-related work done by Dr. John Kraemer, professor of biology and environmental science and director of the University's Center for Environmental Analysis
- Partnered with four Missouri universities to share in delivery of agricultural course work to produce quality agribusiness graduates across the state
- Placed a record number of interns in Missouri government and legislative positions in Jefferson City
- Launched first-ever summer Camp Redhawk program with approximately 200 students learning about campus resources, traditions, and what it means to be a Redhawk
- Excelling in the classroom as 70 percent of the student-athletes achieved a 3.0 cumulative GPA or higher after the fall semester and 60 student-athletes graduated during the academic year
- Finished first in men's indoor and outdoor track and field, women's outdoor track and field, and baseball, tying for the most OVC crowns in one season in the school's athletic history
- Received state, regional, and national recognition when Southeast students successfully competed in competitions, including:
  - Nine national awards from the Future Business Leaders of America-Phi Beta Lambda National Leadership Conference
  - Three Marketing Club student finalists in the 2014 Collegiate DECA International Career Development Conference and Competition in Washington, D.C.
  - A Southeast accounting student participating in a collaborative team that took first place at the Beta Alpha Psi regional competition in Omaha, Nebraska
  - First place team of business students among eight competing universities at the annual University of Missouri-St. Louis International Case Competition
  - First place cybersecurity students for the second straight year at the Missouri Collegiate Cyber Defense Competition followed by a second-place finish at the 2014 Midwest Regional Collegiate Cyber Defense Competition in Chicago
  - The Southeast Public Relations Student Society of America, one of 27 of the more than 350 chapters nationwide, named a 2013 National Star Chapter
  - Southeast junior Matthew Buttrey who won the Undergraduate Scenic Design Award presented at the Southeastern Theatre Conference's 65th annual convention

- Inaugurated the first football game played in the new St. Louis Busch Stadium when Southeast played SIU-Carbondale in September with excellent attendance and media attention
- Finished third in the Ohio Valley Conference Commissioner's Cup for the second straight year, matching the highest finish in school history; women's gymnastics program finished first in the MIC Championship
PRIORITII: PEOPLE

- Welcomed new gubernatorial-appointed member to the University’s Board of Regents – Mr. Donald G. LaFerla of Carthage, Missouri, a Southeast graduate

- Named Dr. Bill Eddleman, vice provost and dean of the School of Graduate Studies, as provost/chief academic officer for Southeast and Dr. Charles McAllister as vice provost and dean of the School of Graduate Studies

- Welcomed Jeff Harmon as executive director of University Communications and Marketing, responsible for developing Southeast’s brand, vision, strategy, and campaigns to attract students, motivate alumni and donors, and recruit faculty and staff

- Received recognition when a textbook co-authored by Dr. Glen Williams, professor and chair of the Department of Communication Studies, received the Textbook of Distinction Award from the National Communication Association

- Recognized University staff at the annual holiday luncheon including: Angela Meyer, director of Facilities Management, as Employee of the Year; Team A.L.I.C.E., including Lt. Kenny Mayberry, Sgt. Creighton Gould, and Sgt. Thomas Bradley of the Department of Public Safety, as Employee Team of the Year; Kim McElroy, senior accounts clerk in the Office of Residence Life, and Crystal Kaufman, executive assistant for the vice president of Finance and Administration, as CTS Employees of the Year; Joseph Stacke, Facilities Management lead painter, as Bargaining Unit Employee of the Year; and Heather Meng, assistant director for International Admissions, as Professional Employee of the Year

- Celebrated the Board of Regents’ naming of the Jeanine Larson Dobbins Plaza located near the Scully, Rhodes, and Magill buildings, in honor of the First Lady’s contributions as founder and director emerita of the Statewide Early Literacy Intervention Program, significant contributions to the Southeast Missouri University Foundation, and her continuous, tireless service as an ambassador for the University

- Recognized President Kenneth W. Dobbins for appointment to the Board of Directors of the Community Anti-Drug Coalitions of America, the nation’s leading substance abuse prevention organization

- Appointed by Missouri Governor Jay Nixon, President Dobbins selected as a commissioner for the Midwest Higher Education Compact

- Received national recognition when the University’s production of “Murphy’s Law,” written by Dr. Kenn Stilson, professor of theatre and dance, was invited to the Kennedy Center/American College Theater Festival for Region 6, the first such invitation in the history of the theatre program
PRIORITY III: COMMUNICATION

- Collaborated with Student Government to host the Speakers Series including:

  Jillian Michaels, a leading health and wellness expert, author, and television personality

  Blake Mycoskie, founder and Chief Shoe Giver of TOMS, the person behind the idea of One for One, which turned into a global movement

  Clarence B. Jones, advisor to Dr. Martin Luther King, Jr., who helped draft King’s famous “I Have a Dream” speech

  Nicholas Sparks, author of 17 New York Times #1 best sellers

  Diane Rehm, host of “The Diane Rehm Show,” one of public broadcasting’s most popular programs

- Honored Harry and Fran Rediger of Cape Girardeau as the 2014 Friends of the University, the highest honor bestowed by the University Foundation, for their generous support of the University and its events

- Served as a site for fall 2013 casting calls for extras in “Gone Girl” and partnered with the city planning committee for the film’s Oct. 3, 2014 release

- Received national recognition for the Southeast Missouri State University Press book launch and celebration of the anthology, “Proud to Be: Writing by American Warriors, Volume 2”

- Awarded the Missouri College Personnel Association’s 2013 Innovative Program Award for the College Access Partnership Program

- Hosted the FIRST LEGO League robotics competition for children ages 9-14

- Invited to participate in the St. Louis Regional Chamber’s 2025 initiative for degree attainment

- Hosted successful “Southeast Night at Busch Stadium” selling more than 1,300 tickets

- Continued to grow “Redhawks Road Trip” events during second year in communities throughout the I-55 corridor to introduce the athletic program

- Received the University Professional and Continuing Education Association-Central Region 2013 Celebration of Excellence Award for Mature Programs as a partner in the University of Missouri Statewide cooperative Ed.D. program
Completed implementation of a new website content management system; began process of redesigning existing Web content material; and launched a new University website.

Garnered national distinction including:
- For nine consecutive years, Princeton Review included the Harrison College of Business in its list of “Best Business Schools”
- U.S. News & World Report named Southeast a “Best Regional University” in its “2014 Best Colleges” edition
- OnlineU.org ranked the online MBA program as the ninth most affordable online MBA program nationally
- B.S. in technology management ranked among the nation’s top 20 best online B.S. in information technology programs by TheBestSchools.org
- Online MBA program ranked No. 1 in the country in affordability among AACSB programs by GetEducated.com
- Affordable Online Degrees recognized Southeast online degree programs in subject guides, including alternative certification, the B.S. and M.S. in criminal justice, the B.S. in computer information systems, and the M.S. in technology management
- College Database named Southeast among its top colleges in the state for teacher education
- AffordableCollegesOnline.org named Southeast among the “Top 30 Online MBA Programs,” of the nearly 8,000 online programs

Launched first River Campus Community Summer Arts Festival with numerous sponsors, volunteers, outstanding attendance, and an array of activities.

Worked with a consultant to evaluate organizational structure and effectiveness of marketing and branding efforts and subsequently hired a firm to assist with branding study, market research, and implementation.

Developed and launched a social media communications plan and established benchmarks for measurement to leverage the University brand.
PRIORITY IV: FUNDING

- Recommended to the Board of Regents a balanced budget based on a 4 percent increase in state appropriations ($1.7 million), including several academic and non-academic enhancements and a 2.5 percent merit pay increase pool

- Announced withholdings by Missouri Governor Jay Nixon due to state revenue shortfalls resulted in Board actions to balance the $850,000 University budget shortfall, including a $3.50 increase in tuition ($300,000), University fund balance (Rainy Day Fund, $350,000), and a delay in faculty and staff merit pay increases (excluding promotions) until September 1, 2014 ($200,000)

- Set aside $1.2 million to implement recommendations from a salary equity study in which positions were benchmarked with 18 comparable Midwestern state universities and other appropriate salary studies, resulting in 11.5 or 29 percent of the faculty, 106 or 28 percent of the administrative and professional staff members, and 99 or 48 percent of CTS staff eligible for a salary adjustment beginning the first of January 2014

- Announced at Homecoming a $40 million comprehensive campaign, the most ambitious fundraising effort in the University’s history

- Enhanced existing scholarships and established new scholarships through a matching program, allowing $1 for $1 matching funds up to $10,000, resulting in 86 new endowed scholarships and the enhancement of 60 current endowed scholarships for a total of 146 scholarships and $1,128,067 dollars of matching commitments

- Partnered with the National Education Association in approving a discounted incidental fee for online graduate education programs

- Received a $3 million bequest from the estate of the late Ann Draughon Matthews to fund Southeast scholarships for students graduating from Sikeston High School

- Received $750,000 from Charles Stamp Jr. in support of the Creative Labs and Industries Incubator

- Held dedication ceremonies to name the University’s newest residence hall on the north campus - the Donald G. and Gloria King LaFlerla Residence Hall - recognizing their $1.7 million gift to support students pursuing degrees in health care, technology, and education

- Awarded a $500,000 Community Development Block Grant to renovate a building and parking lot in conjunction with the City of Cape Girardeau for the Creative Labs and Industries Incubator program

- Received two federal awards for continued entrepreneurial development, including, through the Missouri Research Corporation, a $1 million loan to establish a revolving, low-interest fund for new and emerging businesses in southeast Missouri

- Awarded a Rural Business Enterprise Grant of $100,000 to construct a greenhouse at the Malden Regional Campus for rice breeding research

- Participating in an agricultural course work project with four Missouri universities as a result of a three-year, $74,872 sub-award from Missouri State University under a $570,000 project grant award by the U.S. Department of Agriculture’s National Institute of Food and Agriculture
PRIORIT Y V: INFRASTR UCTURE

- Continued work on $23.6 million River Campus expansion and residence hall for 180 beds, which includes 90,000 square feet dedicated to academic programming and dining services
- Continued utilizing $59 million in bonds for campus maintenance and repair, along with other construction, maintenance, and repair projects, including:
  - Academic Hall renovations
  - Magill Hall renovation/addition
  - LaFerla Residence Hall
  - Towers Complex dining renovations
  - Show Me Center chiller/boiler plant
  - Broadway/Henderson light signal
  - Transit Nexus construction
  - Perryville Higher Education Center computer lab
  - Scully/Subway outdoor dining area
  - River Campus Cultural Arts Center restroom
  - Kennett regional campus roof replacement
  - Numerous deferred maintenance priorities
  - Renovation/maintenance of Memorial Hall

- Completed repair and renovations for Dempster Hall following a July 15 roof fire
- Began work on priority major capital renovation projects totaling $9.49 million, to be completed over the next two to three years to upgrade the Show Me Center to modern arena standards
- Approved the design concept and budget for the Creative Labs and Industries Incubator to support experiential activities that promote creativity, innovation, and the development of an entrepreneurial mindset among students across disciplines
- Continued sustainability efforts in cutting carbon dioxide (CO₂) emissions from the power plant by 65 percent due to conversion to natural gas and reduced overall carbon emissions for the University by 25 percent due to renovation of Academic and Magill halls
- Reduced vehicle transportation by completing the Transit Nexus, adding additional bicycle parking racks and motor scooter parking spaces across campus
PART II:
DRAFT STRATEGIC PLAN
GOALS FOR FY 2014-2015

Please note that this is a DRAFT Strategic Plan. The Strategic Plan Steering Committee is continuing to work toward finalization of this Strategic Plan. And while the Strategic Plan is in DRAFT form, the goals under each objective have been finalized and the campus community will be working toward achievement of these goals for the 2014-2015 academic year.

The background and introductory paragraphs to this Strategic Plan were added due to input from the Board of Regents. The Strategic Plan Steering Committee will continue to meet during the fall 2014 semester to review the Mission Statement, Vision, and Values. The entire document will be shared with the campus community in a variety of methods, including open forums, to garner input for possible revisions. The goals under each objective have been developed through input from the various divisional and college retreats and meetings. Responsibility for the objectives is listed in parentheses at the end of each and indicated with the following key: AA=Academic Affairs; EM=Enrollment Management and Student Success; AD=Advancement; FA=Finance and Administration; AT=Athletics; CM=Communications and Marketing; ALL=all divisions.

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, engagement, research, 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, research, and creative activities integrated into impactful academic and co-curricular programs that offer students a transformative educational experience.

Access and Diversity – Southeast Missouri State University values access to affordable, high-quality education with a diverse student body, faculty, and staff that respect and celebrate 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 internationalization and demographic shifts in the student population, and other transitions. We continue to address many of the issues that were present during the development of the 2008 Strategic Plan. Several priorities have changed, and others remain constant. We will be challenged over the next five years to build on our strengths 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, and increasing the number of graduating students by more than 25 percent over the past five years.

Southeast has greatly improved its physical plant and enhanced the student experience with the opening of the spectacular River Campus, the addition of five 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 partnership 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, winter intersession, and innovative and responsive academic programs such as cybersecurity and entrepreneurship. 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 one of the leaders 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 20 academic programs receiving accreditation or re-accreditation during the past five years.

PRIORITY I: THE ACADEMIC EXPERIENCE

Southeast prepares students by providing a comprehensive educational investment in 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 be a judicious model by regularly evaluating the success of current undergraduate and graduate programs through internal program review (Faculty Advisory Committee for Academic Program Review), performance-funding measurements, and external demand. The Academic Visionary Committee will continue to seek out new programs, such as cybersecurity, and health care administration that will meet the current and future needs of our multi-state region.

- Re-examine University Studies course requirements (AA)
- Collaborate/cooperate in education program curricular redesigns (AA)
- Work with the Academic Visionary Committee to complete implementation of new health sciences and explore other programs (EM, FA, CM, AA)

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.

- Work with cybersecurity businesses and contacts to secure NSA Academic Center of Excellence distinction (AA, AD)
- Explore other academic accreditations where appropriate, such as agriculture and global cultures and languages

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 Washington D.C.’s Center for Strategic and International Studies, SEMO Food Alliance, and internships in the University Press and in the state Capitol.

- Formulate and execute a campus engagement plan to involve strategic St. Louis businesses and corporations (AA, CM)
- Execute a fall 2014 and spring 2015 Executive Forum presentation within the Harrison College of Business (AA, AD)
- Increase the number of students who participate in legislative and government internships in Jefferson City and Washington, D.C. (AA, AD)
- Expand students’ media and journalism experiences and student learning with a collaborative program among Southeast, KFVS12, and Rust Communications (AA)
- Expand service-learning opportunities for students across the University for inclusion in the President’s Higher Education Service Learning Honor Roll (AA, EM)

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

- Begin student exchanges with Katholische University Hogeschool as per agreement beginning with the spring 2015 semester (AA, EM)
- Expand “International Week” activities by collaborating with the schools and colleges to offer more academic experiences (AA, AD, EM)
- Expand international cooperative agreements as well as ventures in entrepreneurship/innovation for the commercialization of product ideas (AA, EM, FA)
- Evaluate student short-term study-abroad programs and investigate expansions where possible (AA, EM)
- Continue expansion of education opportunities for students within the College of Education in Chilé (AA)
- Explore additional markets to continue to diversify the international student population (AA, EM)
- Investigate and institute procedures and guidelines for improving the consistency and uniformity of the study-abroad experience for all students (AA, EM)
Objective V:
Evaluate and enhance degree completion through flexible course offerings, program-to-program articulation agreements, inter-institutional programs, and competency-based credits.
- Examine various options for course loads for college completion (AA, EM)
- Assess progress in alleviating bottleneck courses (AA)
- Develop graduate degree maps (AA, EM)
- Evaluate initiatives for expanding Missouri Reverse Transfer, community college, and 2+2 degree articulations (AA, EM)
- Explore options for implementing an accelerated bachelor's to master's degree (AA, EM)
- Provide faculty development opportunities to implement Quality Matters guidelines for all online courses beginning with the 2015-2016 winter intersession courses (AA)

THE STUDENT EXPERIENCE
Supporting and strengthening the student experience, from first contact through becoming alumni, are 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 honors program. We have expanded student experiences with leadership programs and academic programs, including “Engage in Eight” and partnership with the prestigious Washington, D.C., Center for Strategic and International Studies where our students tackle international issues. Southeast collaborates with four Missouri universities to expand course offerings, using interactive television and online instruction. More than 40 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 opening of Starbucks and Subway on campus.

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 co-curricular 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.
- Implement appropriate recommendations from the Academic Advising Evaluation report (AA, EM)
- Expand support for pedagogy for students with disabilities (AA, EM)
- Increase the focus on first-year students by faculty and academic departments (AA, EM)
- Enhance support for graduate online advising, especially in view of the possible influx of students from the NEA Academy (AA)
- Initiate a campus discussion and subsequent plan to intervene with at-risk students (AA, EM)
- Research the role of student loan debt and net cost in college choice and student success (EM)
- Implement Campus Violence Prevention Training Program to assure compliance with Title IX and the Campus Sexual Violence Elimination (SaVE) Act (ALL)
- Support Campus Life and Event Services in continuation of Safe Zone training/campus education and use of the new LGBT Resource Center, located in the University Center (EM)
- Open and promote the permanent location for the Office of Military and Veterans Services (EM, FA)

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.
- Increase involvement of Academic Affairs and Academic Support Centers in the Residential Learning Communities (AA, EM)

Objective III:
Enrich the Southeast experience and develop an even stronger sense of community and pride among all students.
- Implement a "Responsible Redhawks Campaign" to promote student responsibility within their community and publish the "Responsible Redhawks" guide by Opening Week 2014 (EM)
- Implement the Student Involvement Ambassador Program (EM)
- Evaluate opportunities to expand Camp Redhawk in summer 2015 (EM)
• Optimize use of library funds and focus on development of a Scholars' Commons (AA)
• Continue to educate student-athletes, through social development activities and an involvement goal of more than 3,000 hours of community service (AT, EM)

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; support recruitment and marketing efforts; and increase graduation rates for students at each campus.

• Complete the analysis of factors that impact retention and use results to develop appropriate student success plans (AA, EM)
• Complete implementation of the military enrollment initiative (AA, EM, FA)
• Complete student success action plans including support for first-generation and low-income students; coordinate communication with the students; use data to predict success in majors and courses by adding milestone courses to degree maps (AA, EM, FA)

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

• Evaluate the Title IX Review of Athletics and implement recommendations as appropriate (AT, FA)

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—its students, faculty, staff, benefactors, and the employers of its 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:
Aggressively recruit high-quality faculty and staff to represent our diverse student population while creating a responsive succession plan.

• Evaluate health benefit requirements for part-time employees to comply with the Affordable Care Act (ALL)
• Identify organizational structure and role and fill Diversity/Title IX Coordinator (ALL)
• Analyze current staffing diversity levels by division for use in setting future campus goals (ALL)
• Review and initiate succession plans within each division/department including cross training of staff at all levels and transitional challenges (ALL)

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

• Revitalize the commitment to the Teacher-Scholar Model (AA)
• Investigate possibilities for establishing Centers and Institutes of Excellence under the umbrella of the Missouri Innovation Corporation (AA, FA)

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

• Educate and involve faculty in retention and degree completion efforts (AA, EM)
• Complete a review of Title IX policies and procedures and implement necessary changes, including implementation of new Clery Act reporting requirements and Title IX and the Campus Sexual Violence Elimination (SaVE) Act (ALL)
• Increase staff and faculty awareness and training and precautions on the power of social media (ALL)
• Educate and involve faculty and staff in customer service training and new customer service initiatives (ALL)
Objective IV:
Cultivate innovative strategies to recognize and reward faculty and staff for activities and services which enhance and expand the student experience.

- Continue reviewing requests and rewards for designation of Master Faculty Advisor

EXTERNAL ENGAGEMENT
As regions throughout the Midwest aggressively organize to compete in this economy, it is more imperative than ever for Southeast to expand its external reach and further strengthen campus-community partnerships going forward. Since the 2008 Strategic Plan, Southeast has partnered with the Missouri National Guard to provide the Show Me Gold Program for officer training. The Douglas C. Greene Center for Innovation and Entrepreneurship is nationally recognized for innovative, co-curricular 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 it serves. Through mutually beneficial partnerships with business, industry, government, education, and nonprofit organizations, the University will extend the expertise of its faculty and staff, the accomplishments of its alumni and donors, and the contributions and passion to learn of its 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:
Seek additional funding to expand and improve the River Campus Summer Arts programs, including a Summer Arts Festival (AA, AD)

Objective III:
Utilize the St. Louis Outreach Plan to continue progression toward online recruitment goals, particularly criminal justice, RN-BSN, education, and management programs (AA, EM, AD)

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

- Facilitate the inclusion of Southeast Missouri State University into the Missouri Hawthorn Foundation to assist in talent promotion and economic development opportunities across Missouri (AD)
- Launch the Creative Labs and Industries Incubator, a one-of-a-kind program designed to bring together creative and artistic students and members of the community to design innovative product and service concepts in a creative environment and test their business models in the modern commercial marketplace (ALL)

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

- Complete the branding and market research study with Ologie and successfully launch a new Southeast brand promise, positioning statements, word mark, identity, and brand guideline book (ALL)
- Proliferate new branding across the campus, community, and region so the University is represented in a consistent, unified voice (ALL)
- Restore and/or build relationships with a variety of media contacts in St. Louis, Kansas City, Memphis, and Chicago, and tell the Southeast story effectively (CM)
- Leverage Southeast’s membership in the St. Louis-based Higher Education Consortium Television (HEC-TV) through the airing of music, theatre and dance programs, speakers, etc. (AA, CM)

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

- Research and develop activities to increase engagement with alumni, corporations, faculty, and staff (ALL)
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 toward $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 University 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 must continue to partner with stakeholders to identify new funding sources that support its mission, its innovative programs, and its 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.

- Optimize the amount of funding available to defray faculty search costs (AA, FA)
- Evaluate the faculty and staff search process to streamline the process and optimize the costs without diminishing the quality of the searches (ALL)
TECHNOLOGY AND INFRASTRUCTURE

As technology advances, Southeast increasingly expands its bandwidth and wireless networking, embracing the new mobile device environment and updating our Web presence, software systems, and server hardware. We implemented DegreeWorks to assist in the scheduling and planning processes and migrated to a new learning management system. In response to crumbling 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 three 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.

- Monitor the student support and success system implementations in progress or planned in FY15 to assure all features are utilized and outcomes data is available (AA, EM, FA)
- Work with MOREnet to upgrade the fiber backbone serving both the main campus and the regional campuses (FA)

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.

- Implement Web-based credit card payment for student accounts to provide another student payment option and to realize cost savings for Southeast (FA)
- Investigate and test implementation of a purchasing/travel card program to address issues such as vendors who do not accept purchase orders and employees who must “front” travel expenditures and to reduce individual invoices processed (FA)
- Enhance software programs to include the Ellucian Recruiter program for Admissions, financial aid scholarship management software, and enhancements to the University’s mobile app (EM, FA)
- Increase the IT HelpDesk to a 24/7 operation with a tracking system to meet faculty, staff, and student needs (FA)
- Investigate appropriate outdoor areas for expansion of the Southeast wireless system (FA)

Objective III:

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

- Complete roll out of the College of Education iPad one-to-one Initiative (EDEvolution), including procurement and management of the devices and development and implementation of policies on student rental and invoicing (AA, FA)
- Launch the Math Emporium in Memorial Hall to foster degree attainment through the redesigned developmental mathematics curriculum (AA, EM, FA)

Objective IV:

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

- Complete major facility space utilization studies and develop comprehensive plan with funding sources, including space utilization projects, Show Me Center upgrades, and regional campus assessments (ALL)
- Complete major construction projects including Memorial Hall renovation, Boiler Plant exterior upgrades, Brandt Hall staircase repair, Creative Labs and industries Incubator construction, River Campus Center, Sikeston irrigation project, Kennett horticulture Incubator, and Kent Library elevator replacement (FA)
- Upgrade athletic facilities including football filming tower, tennis court and track resurfacing, and weight room upgrades (AT, FA)

Objective V:

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

- Research the possibility of creating a bike-share program for the campus (FA)