State of the University
Fall 2008

2008-2009
A Year of
Progress, Pride, and Planning

Academic Hall
September 18, 2008
"A Year of Progress, Pride, and Planning"

It is exciting to be able to report that we have experienced two years in a row of record freshmen enrollments, including substantially increasing our enrollments of international students and our enrollments at the regional campuses. Those increases are a tribute to the faculty and staff at Southeast who work so diligently to support Southeast and our mission.

Today we celebrate the progress we have made. In addition to our enrollment growth, we have increased our academic community by 17 full-time faculty and nine part-time instructors. Our students came to us better prepared, with the average ACT increasing to almost 22.9. Over the past year, we have opened new facilities, including the River Campus, the Student Aquatic Center, the dental hygiene lab at the Sikeston Regional Campus, and new science labs here on campus. We added the newly renovated Henderson House to our residence hall system, air conditioned Dearmont, began construction of a new residence hall, and completed the planning for a new autism center. These accomplishments and many more are briefly outlined in this report.

We look with great pride at what has been completed this past year. A quick overview of those achievements is found in the “Year in Review” video which will be available on our website.

This academic year will also be one of planning, as we assess our progress and continue the development of our strategic plan. Too often we are reactive instead of proactive. The strategic planning process gives us the opportunity to study the Board of Regents-approved long-range priorities for Southeast and to devise objectives, strategies, and tasks to help achieve those priorities. There are many different aspects of the strategic planning process, including development of a new campus facilities master plan, planning for faculty and staff transitions due to increased retirements, and the continued development of a branding and strategic marketing plan. It is my belief that your participation in this long-range planning will assure the continued success of our University.

We must be ever-mindful that while we celebrate our progress, we continue to face a number of challenges because our University is a dynamic institution operating in an ever-changing environment. Southeast is an outstanding University, and with your help, we can plan for our future and continue being the University of First Choice, first choice for students; first choice for faculty and staff; and first choice for employers who hire our graduates.

It is an honor and privilege to experience with you a year of progress, pride, and planning.

Sincerely,

Kenneth W. Dobbins
President
2008 Progress/Pride

- Enrolled largest freshman class and had the largest overall enrollment in the history of Southeast
- Substantially increased enrollments at the regional campuses
- Added 17 new full-time faculty
- Began revising University Strategic Plan
- Inaugurated and opened the River Campus for classes and performances
- Doubled the number of majors in the Holland School of Visual and Performing Arts
- Approved a new Faculty Senate bill that combined the tenure and promotion to associate professor process
- Completed second phase of science lab upgrade project
- Completed the renovation of Kent Library into an Information Commons concept
- Purchased and renovated Henderson House residence hall
- Completed design and began construction of a new residence hall
- Completion and grand opening of dental hygiene lab at Sikeston Regional Campus
- Completed two AQIP projects dealing with academic advising and indicators for the University of First Choice
- Forged partnerships with Southeastern Illinois College and Dyersburg State Community College (TN) to offer entrepreneurial training classes in more areas of the region
- Implemented online student account payments, including enrollment in an installment plan and detailed account activity, with enhancements for sending reminders/messages and allowing students to register for direct deposit
- Implemented changes to the federal Academic Competitiveness Grant & SMART financial aid program, and implemented state Access Missouri Scholarship Program, resulting in 1,705 more Southeast students receiving need-based financial aid
- Added three new options (MBA – Entrepreneurship; BS in Engineering Physics - Mechanical Applications; and BSBA in Management – Entrepreneurship) and three new minors (BSBA - Management Information Systems; Commercial Photography; and Companion Animals)
- Doubled the size of the Golden Eagles Marching Band
- Developed a minority recruitment program for faculty and staff with a marked increase in number of minorities employed
- Increased alumni communication with the use of iAMsoutheast, alumni online community, and e-newsletters
- Established a "Southeast Center" for regional economic research and related services
- Increased private funding by 43 percent over last fiscal year for a total of $5.11 million
- Received the Small Business Advocate of the Year Award from the Southeastern Illinois Workforce & Small Business Development Center at Southeastern Illinois College
- Completed and opened the Student Aquatic Center and Wheking Alumni Center and dedicated the Kem Statuary Hall
- Began construction of the first phase of the student-designed central corridor project (Scully-Rhodes Plaza)
- Acquired strategic properties for increased parking and University use
- Completed first phase of campus-wide energy usage plan
- Completed five-year strategic enrollment plan (2008-2014)
- Completed Greek Life strategic review
- Opened new Department of Public Safety satellite offices at River Campus and in Towers
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<tr>
<th>Date</th>
<th>Event Description</th>
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<tr>
<td>August 23-</td>
<td>Convene Strategic Planning Steering Committee to review strategic vision and five priorities approved by Board, consider the objectives required to achieve the priorities, draft limited number of specific objectives for each priority to be achieved during the planning period, and establish timeline</td>
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<td>September 12</td>
<td>Steering Committee to edit above</td>
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<td>September 18</td>
<td>As part of &quot;State of the University&quot; message, update campus on progress toward Strategic Plan, provide draft list of objectives for each priority as developed by the Steering Committee, announce forums to discuss objectives. Invitations to forums and copy of draft plan are mailed to off-campus constituents who attended the Feb. 18 forum</td>
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| September 24 | Open forums for Priority One (Academics & Student Experience), facilitated by Bill Eddleman, Sarah Snyder, and Shuju Wu  
  * Noon, UC Indian Room  
  * 4:00 p.m., UC Indian Room |
| October 1     | Open forums for Priority Three (Communication), facilitated by Dieter Jedan and Ruth Vetter  
  * Noon, UC Indian Room  
  * 4:00 p.m., UC Indian Room |
| October 7     | Perryville campus forum w/advisory council (7:30 a.m.), facilitated by Dieter Jedan                                                                 |
| October 8     | Open forums for Priority Two (People), facilitated by Shelba Branscum and Willie Redmond  
  * Noon, Crisp 125  
  * 4:00 p.m., UC Program Lounge |
| October 15    | Open forums for Priority Five (Infrastructure), facilitated by Margaret Dalton and Liz Reisenbichler  
  * Noon, UC Patty Room  
  * 4:00 p.m., UC Patty Room |
| October 21    | Kennett campus forum w/advisory council (4:00 p.m.), facilitated by Margaret Dalton                                                             |
| October 22    | Open forums for Priority Four (Funding), facilitated by Gerald McDougall and Cathy Roeder  
  * Noon, Dempster Hall, Glenn Auditorium  
  * 4:00 p.m., UC Program Lounge |
<p>| October 22    | Sikeston campus forum w/advisory council (10:00 a.m.), facilitated by Liz Reisenbichler                                                           |
| October 23    | Malden campus forum w/advisory council (5:30 p.m.), facilitated by Gerald McDougall                                                             |</p>
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<tr>
<td>October 25 through</td>
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<tr>
<td>November 25</td>
<td>Steering Committee develops first draft of final Strategic Plan, including objectives under each priority based on open forum input.</td>
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<td>November 25</td>
<td>First draft is placed on Web site, Newswire, and student Portal invite faculty, staff, and students to review draft and attend campus forum scheduled for</td>
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<td>December 3. Invitations to forum and copy of draft plan are mailed to off-campus constituents who attended the Feb. 18 forum.</td>
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<td>December 3</td>
<td>Campus-wide and community forum held, provide input to Steering Committee on possible revisions of draft (noon, Academic Auditorium)</td>
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<td>December 5</td>
<td>Steering committee makes final revisions to draft plan</td>
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<tr>
<td>December 12</td>
<td>Final draft of plan sent to Board of Regents</td>
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<tr>
<td>December 19</td>
<td>Board of Regents considers approval of plan</td>
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**Strategic Planning Steering Committee Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tr>
<td>Brad Bedell</td>
<td>President, Board of Regents and Committee Chairperson</td>
</tr>
<tr>
<td>Willie Redmond</td>
<td>Harrison College of Business</td>
</tr>
<tr>
<td>Margaret Dalton</td>
<td>College of Education</td>
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<tr>
<td>Shelia Branscum</td>
<td>College of Health &amp; Human Services</td>
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<tr>
<td>Dieter Jedan</td>
<td>College of Liberal Arts</td>
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<tr>
<td>Bill Eddleman</td>
<td>College of Science and Mathematics</td>
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<tr>
<td>Shujie Wu</td>
<td>School of Polytechnic Studies</td>
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<tr>
<td>Cathy Roeder</td>
<td>Kent Library</td>
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<tr>
<td>Gerald McDougall</td>
<td>Council of Deans</td>
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<tr>
<td>Liz Reisenbichler</td>
<td>CTS Council</td>
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<tr>
<td>Ken Dobbins</td>
<td>Executive Staff Contact &amp; Vice Chairperson</td>
</tr>
<tr>
<td>Ruth Vetter</td>
<td>Professional Staff Council</td>
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<tr>
<td>Sarah Snyder</td>
<td>Student Government President</td>
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MISSION STATEMENT

Southeast Missouri State University provides professional education grounded in the liberal arts and sciences and in practical experience.

The University, through teaching and scholarship, challenges students to extend their intellectual capacities, interests, and creative abilities; develop their talents; and acquire a lifelong enthusiasm for learning. Students benefit from a relevant, extensive, and thorough general education with a global perspective; professional and liberal arts and sciences curricula; co-curricular opportunities; and real-world experiences. By emphasizing student-centered and experiential learning, the University, in collaboration with other entities as appropriate, prepares individuals to participate responsibly in a diverse and technologically advanced world, and in this and other ways contributes to the development of the social, cultural, and economic life of the region, state, and nation.

STRATEGIC VISION

Becoming The University of First Choice

Southeast Missouri State University will be the university of first choice for students, faculty, staff, and employers in a geographical area that includes eastern Missouri and surrounding states. The University will be nationally recognized as a leader among all area higher education institutions in serving the agriculture, arts, business, education, health, human service, science, and technology needs of that region.
PRIORIT Y 1: ACADEMICS and STUDENT EXPERIENCE

To be the university of first choice for a multi-state region centered in Cape Girardeau, Southeast must be nationally recognized for a high-quality undergraduate and graduate student experience that includes academic excellence, a strong liberal arts foundation, and a wealth of "real world" learning opportunities preparing students for professional careers or advanced graduate education. The University must provide to its students a supportive, student-centered environment that challenges them, treats them with dignity, and helps them to grow and succeed.

DRAFT OBJECTIVES:

Objective I:
Maintain or enhance the current quality of all academic programs, including achieving national accreditation for any unaccredited programs for which such national standards are available, enhancing opportunities for experiential learning, strengthening student transitions and retention programs, internationalizing the campus and the curriculum, and identifying undergraduate and graduate academic programs required to meet the needs of the multi-state service area.

Objective II:
Evaluate and improve the support of faculty research and creative activities to enhance the student experience and outreach to our multi-state region.

Objective III:
Enhance the educational experience of students by evaluating and improving student support services, advising, extra- and co-curricular activities, and campus life to improve the recruitment, retention, and graduation of students.

Objective IV:
Enrich the Southeast experience and increase pride among students, faculty, and staff by improving campus life (e.g., athletics, cultural activities, speaker series, Student Research Conference, etc.).

Objective V:
Update and implement the Strategic Enrollment Management Plan that establishes an optimum size, quality, and diversity of the student body.
PRIORITY II: PEOPLE

To be the university of first choice for a multi-state region centered in Cape Girardeau, Southeast must recognize and value the people who make it possible – its students, faculty, staff, benefactors, and the employers of its graduates. These individuals are essential, even more important than physical assets and financial resources.

DRAFT OBJECTIVES:

Objective I:
Improve the ability of the University to attract and retain highly qualified faculty and staff by offering competitive salaries, benefits, and professional development opportunities.

Objective II:
Develop succession plans for recruiting and retaining excellent and diverse faculty and staff due to an increased number of projected retirements.

Objective III:
Continue to cultivate meaningful relationships with potential benefactors and employers to expand economic development initiatives and advance the region’s economic appeal and strength.

Objective IV:
Maintain structures for shared governance that value input from students, faculty, and staff.

PRIORITY III: COMMUNICATION

To be the university of first choice for a multi-state region centered in Cape Girardeau, Southeast must not only be an outstanding public comprehensive university, but also must be recognized as such by the general public. This message must be communicated internally, as well as regionally, nationally, and globally to the University's alumni, the employers of its graduates, prospective donors, government officials, and others.

DRAFT OBJECTIVES:

Objective I:
Define, develop, and market a unique Southeast brand based on the University's attributes, resources, mission, priorities and objectives.

Objective II:
Develop and implement an integrated marketing plan which improves both internal and external communication.
PRIORIT Y IV: FUNDING

To be the university of first choice for a multi-state region centered in Cape Girardeau, Southeast must partner with stakeholders to identify alternative funding sources to support its mission, to initiate innovative programs and services that meet the changing needs of students and the region, and to continue providing high-quality education at a reasonable cost.

DRAFT OBJECTIVES:

Objective I:
Maintain and/or enhance fiscal responsibility and the proper stewardship of the University's limited resources.

Objective II:
Enhance private fund-raising through strengthened focus, alignment, and planning among the Foundation and the University to include developing and building relationships with alumni, corporations, foundations and private donors.

Objective III:
Evaluate the need and rationale to establish differential fees to support high-cost and/or high-demand academic programs.

Objective IV:
Develop, enhance, and strengthen strategies to educate and inform local, regional, state, and federal-elected officials about the financial needs of Southeast Missouri State University, with special emphasis on needed capital expenditures to maintain and enhance the quality of academic programs.

PRIORIT Y V: INFRASTRUCTURE

To be the university of first choice for a multi-state region centered in Cape Girardeau, Southeast must offer its students, faculty, and staff an aesthetically pleasing campus and access to state-of-the-art facilities and technology. The University must also promote safety and sustainability and lead the region's efforts to protect the environment and conserve natural resources.

DRAFT OBJECTIVES:

Objective I:
Update the Campus Master Plan (all six campuses) to include the need for and/or the use of physical facilities, land, landscaping, construction, maintenance, and capital improvements, taking into consideration energy efficiency and sustainability.
Objective II:
Update the University Information Technology Strategic Plan to incorporate new academic and non-academic technologies, applications, and programmatic needs.

Objective III:
Update the Technology Village Master Plan, addressing areas such as infrastructure, construction, and maintenance to support economic development and provide faculty and student applied-research opportunities.

MAJOR TASKS FOR 2008-09
As the Strategic Planning Steering Committee works to finalize the major objectives for the Board of Regents-approved priorities, the students, faculty and staff, through subcommittees and divisional retreats, have agreed on major tasks for 2008-09.

Priority I: Academics and Student Experience

Major Tasks:

- Identify new academic programs and options to meet the needs of our multi-state service region
- Establish new timelines and new formats using a common data set and an online template for Program Review, Assessment, and Key Performance Indicators
- Complete NCATE self-study and prepare for fall 2009 team visit
- Implement University Studies program recommendations of University Studies Council and complete mathematics review
- Focus on University Studies goal nine (function responsibly in natural, social, and political environment) by expanding the Center for Strategic and International Studies (CSIS) initiative into American Democracy Project
- Respond to recommendations from AQIP project to strengthen academic advising and define indicators for the University of First Choice
- Implement first phase of the co-curricular transcript
- Complete phase two of the personal financial responsibility initiative
- Investigate the development of a University reading program
- Implement and evaluate the first year of the major speakers program
- Implement Banner program to allow access of student financial aid award letters online
- Develop a master plan for the first floor of Academic Hall to enhance “one-stop shop” concept for student services
Priority II: People

Major Tasks:

- Provide much-needed services and resources to the region through construction and operation of the Southeast Missouri State University Autism Center for Diagnosis and Treatment
- Develop a customer service training program.
- Develop a retention program and succession plan for faculty and staff.
- Develop a faculty and staff recruitment program with emphasis on diversity in anticipation of increased retirements among employee ranks.
- Continue and expand local, regional, and national partnerships with complementary organizations, businesses, and agencies interested in research and economic development.
- Complete Community Leadership Training Program in six rural communities to encourage positive steps for improving the economy and the community.
- Ad Hoc Committee on Smoking Policies & Procedures will begin establishment of designated campus smoking areas, communication plans, and tobacco usage cessation programming.
- Complete online video training modules for Banner training.

Priority III: Communication

Major Tasks:

- Develop strategies, tactical plans, and implementation plans for overall marketing and branding of the University.
- Review and revise, as necessary, the emergency communication plan.
- Engage the Foundation board members and deans in development processes and in marketing messages, key events, master calendar, and funding plans.
- Engage Advancement’s corporate advisory group in activities to enhance matching gift programs, identity branding, career services, and special events.
- Complete first phase of customized delivery of management information to desktops.
- Investigate and expand technology communication tools such as iAMSoutheast, online communities, social networking, and the Web.
- Investigate and expand technology communication tools for crisis communication.
- Develop specific management training programs to assist managers in communicating with employees and faculty to reduce issues.
- Develop and implement new work order/planned schedule modification.
- Update Business Policy and Procedure Manual and provide online for easy employee access.
Priority IV: Funding

Major Tasks:

- Expand private funding to exceed $7 million
- Double participation and giving in annual giving
- Explore, evaluate, and implement new funding initiatives for science laboratories, including submission of U.S. Department of Education Title III grant application for science lab upgrades
- Implement new financial aid programs including the federal TEACH program, state Returning Heroes veterans’ tuition program, and requirements of the federal Higher Education Opportunity Act.

Priority V: Infrastructure

Major Tasks:

- Continue development activities for University Technology Village and former University farm property
- Create and implement Facilities Strategic Plan for scheduled maintenance, renewal, and long-term capital plans, allowing for capital budget planning
- Complete construction and plan for opening of new residence hall and related parking
- Implement Phase I of Indoor Warning System, bringing announcement capabilities to residence halls
- Complete construction of the Scully-Rhodes Plaza
- Research, design, and implement a Center for Energy Efficiency in cooperation with the School of Polytechnic Studies
- Design and construct a state-of-the-art science lab at the Perryville Area Higher Education Center
SEE REVERSE SIDE FOR ACADEMIC AFFAIRS DETAIL