



**SOUTHEAST MISSOURI**  
STATE UNIVERSITY · 1873<sup>®</sup>

# STRATEGIC ACTION PLAN

2022-2025





SOUTHEAST



LOVE

HOME

BAR



# LETTER FROM THE PRESIDENT

I am pleased to present the Southeast Missouri State University 2022-2025 Strategic Action Plan. Many areas of significant, quantifiable progress have already been made as a result of the implementation of prior planning efforts. As we forge our Southeast future together, we do so celebrating that the progress of our past is the result of the talent and dedication of our extraordinary faculty and staff. I believe this Strategic Action Plan reinforces that student learning and success will continue to be our core priorities. This new action plan affords us an opportunity to work innovatively and energetically together to take control of our future and realize these outcomes.

We undertook a comprehensive approach to strategic planning, engaging Board of Governors members, students, alumni, faculty, staff, and members of our community. Dedicated individuals from the campus community served on a steering committee that was charged with developing a plan that was focused, concise and actionable. The result of this effort was the identification of a shared vision for Southeast Missouri State University's future. This is a living document that will be reviewed annually and updated as necessary over the next three years.

As the landscape of higher education changes at a rapid pace, I believe Southeast will continue to be a destination institution. I was initially drawn to SEMO's culture of student-centered learning and a feeling that people care about one another, the University, and the communities we serve. This Strategic Action Plan reflects this genuine commitment to these values. I know our best days are ahead of us as we work together to positively impact student success.

With Redhawk Pride,

Carlos Vargas  
University President



# MISSION, VISION, AND VALUES

## MISSION

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.

## STATEWIDE MISSION

Southeast Missouri State University is designated as an institution of higher education with a statewide mission in the areas of computer science, cybersecurity, and visual and performing arts.

## 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 + 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.



# OUTCOME 1

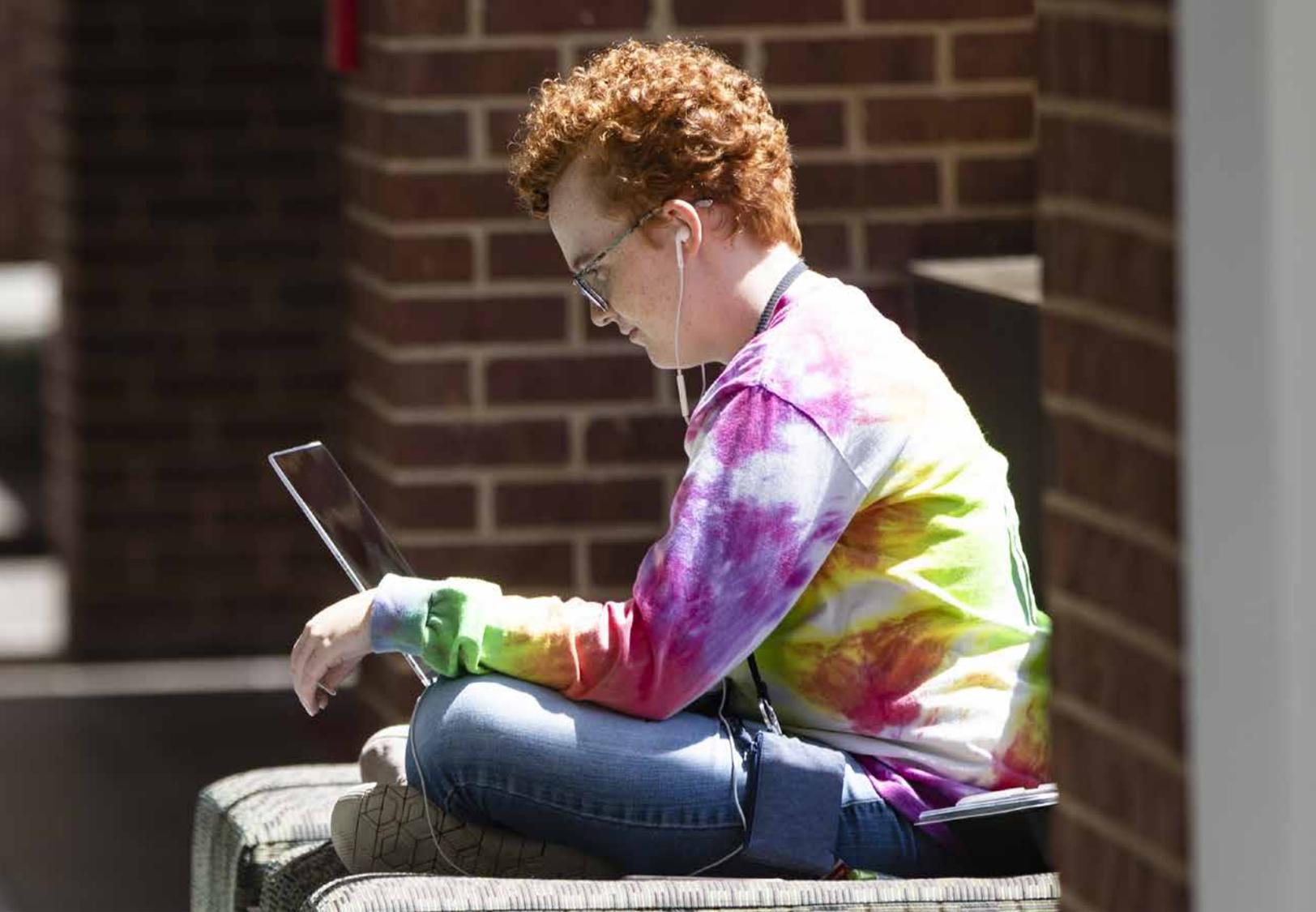
Educate students to succeed and make positive impacts in their communities.

## 1.) Improve academic programs continuously.

- / Recruit and retain qualified, diverse, and culturally competent faculty and staff.
- / Develop and enhance unit-level diversity and inclusive excellence plans.
- / Provide and support equitable opportunities for faculty and staff, allowing for appropriate career progression.
- / Showcase current national accreditations and achieve national accreditations for programs when appropriate.
- / Integrate career exploration, career readiness, and experiential learning opportunities into academic programs.
- / Increase faculty-student mentoring opportunities.
- / Teach a multicultural, inclusive, and equitable curriculum.

## 2.) Support a range of opportunities for engagement, skill development, and persistence for all students.

- / Expand academic, community, and alumni partnerships that provide valuable experiential learning opportunities.
- / Support faculty and student research and creative endeavors.
- / Increase multicultural and international collaborative activities.
- / Ensure a wholistic education, leading to essential skill development and proficiency.
- / Promote engaging and healthy student life experiences.
- / Increase academic support in foundational courses.



### 3.) Increase the number of degrees and certificates awarded to students.

- / Develop and strengthen student degree completion pathways and transfer partnerships.
- / Enhance flexible modes of instructional delivery for student coursework engagement.
- / Increase the accessibility of credit for prior learning.
- / Expand certificate, bachelor, master, and accelerated degree options.
- / Provide both in-person and virtual access to program-related software, hardware, laboratories, equipment, instructional materials, advising, and academic support.

### 4.) Align curricula with areas of employer demand and embed industry recognized credentials throughout.

- / Build academic programs to meet existing, traditional, nontraditional, and emerging employment opportunities.
- / Emphasize to students, parents, and employers the value and potential of Southeast's academic programs for post-graduation success.



# OUTCOME 2

## Stabilize Southeast's enrollment and graduate a diverse community of learners.

### 1.) Reduce equity gaps and improve overall student persistence and completion.

- / Improve the onboarding and professional development of faculty and staff to optimize academic and business processes.
  - / Strengthen the transition from professional to departmental advising.
  - / Increase faculty and staff student mentoring opportunities, resulting in enhanced student success.
- / Enhance support for students navigating university academic and business processes and reduce barriers to student success.
- / Promote student participation in university cocurricular activities (honors program, arts, athletics, Greek life, leadership programs, residential learning communities, study abroad, student organizations, and student employment).
- / Improve relationships with current students through enhanced communication.
- / Utilize early alert protocols and systems to provide timely intervention with students who need assistance.

### 2.) Increase enrollment of historically underrepresented racial and ethnic groups, Pell-eligible students, and first-generation college students.

- / Identify and breakdown barriers to admissions and enrollment.
- / Promote opportunities that foster community inclusiveness.
- / Expand pre-enrollment and summer programs for historically underrepresented student groups.

### 3.) Maintain enrollment market share for domestic undergraduate new, first-time, and transfer students.

- / Increase partnerships with community-based organizations, business and industry, school districts, and alumni to engage prospective students and their families.
- / Evaluate the impact of Southeast's pricing and discounting strategies on new student enrollment and annual student retention.
- / Leverage Southeast's brand identity and the value of a Southeast degree.
- / Develop community college partnerships, including Transfer Mentor Program partners and articulation agreements.

### 4.) Increase enrollment of graduate and international students.

- / Assess Southeast's position and share of enrolled students in relation to key competitors for each student population.
- / Deploy an integrated marketing, advertising, and recruitment strategy.

# OUTCOME 3

## Enhance stewardship of Southeast's resources and promote a culture of belonging, respect, and continuous improvement.

### 1.) Improve the recruitment and retention of faculty and staff.

- / Increase flexible work opportunities.
- / Implement the remaining salary increases as detailed in the salary equity study.

### 2.) Enhance the transparency of the University's budgeting process.

- / Revise the structure and work of the Budget Review Committee.

### 3.) Enhance and diversify revenue streams through internal cost efficiencies and partnerships with business and industry, other institutions, alumni, and donors.

- / Pursue partnerships that extend the University's financial reach.
- / Build alumni and philanthropic engagement.
- / Review institutional scholarship practices to maximize net tuition revenues.

### 4.) Prioritize critical facilities and infrastructure investments.

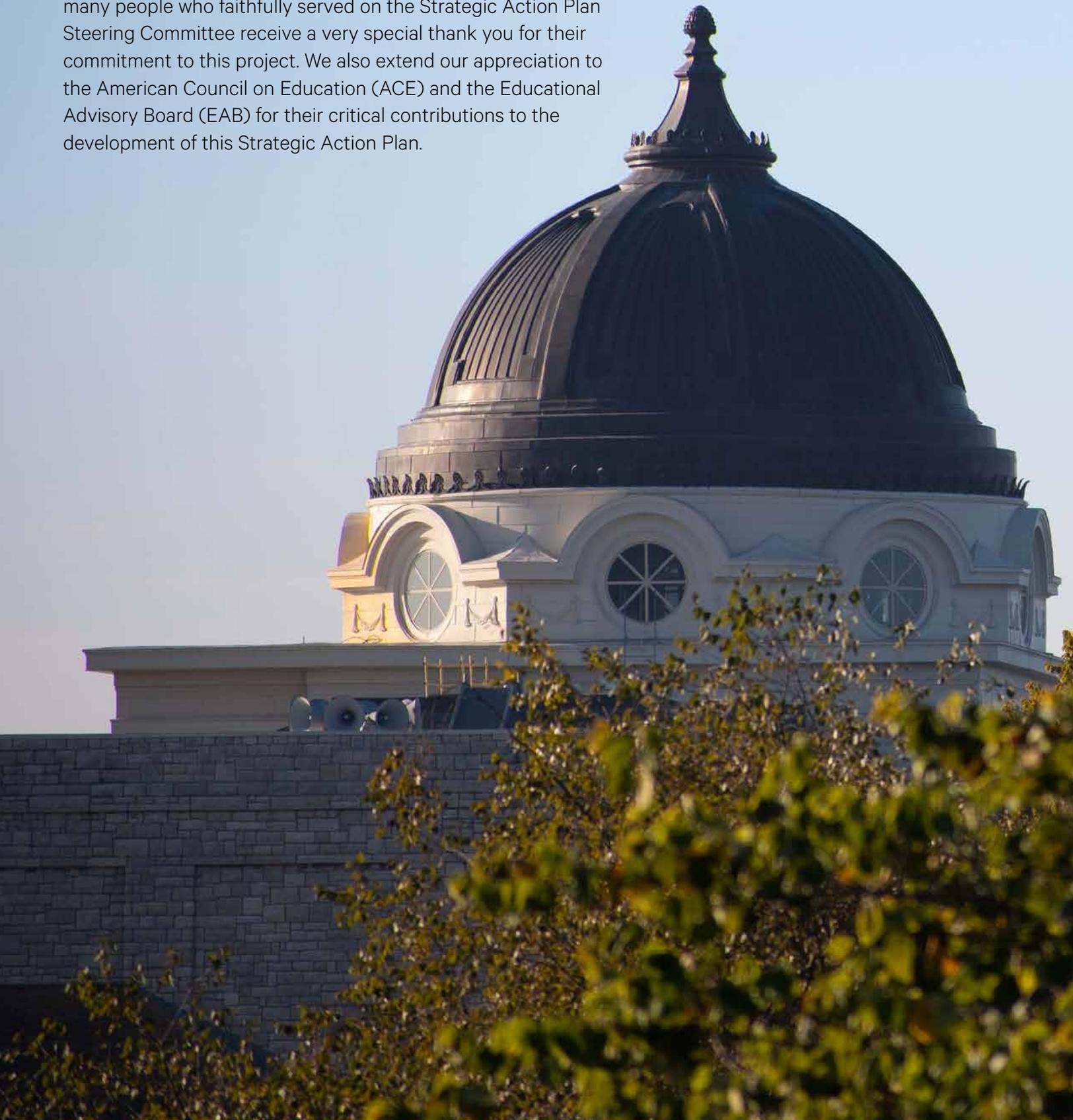
- / Create tools and processes to identify the University's highest priority facility needs.
- / Create a work group to improve academic and centralized scheduling and enhance campus space utilization.
- / Develop a roadmap for promoting and operating a healthier and more sustainable campus and begin investing in sustainability projects with strong financial and energy savings returns.
- / Enhance the University's aesthetic and visual appeal through continued campus beautification.

### 5.) Enhance the Southeast's information management systems and processes to meet needs for security, flexibility, program effectiveness, and efficiency of operations.

- / Create tools and processes to identify and assess the University's highest priority technology needs.
- / Continue implementation of multi-factor authentication and other security controls to protect University resources.
- / Enhance the collection, appropriate access, and use of data, including predictive analytics, to support data-informed decision making.
- / Identify, implement, and maintain a new University portal system which improves access to University resources and enhances campus communications.
- / Implement and maintain technologies supporting responsive, flexible, and effective teaching modalities.

# THANK YOU

We would like to thank the stakeholders among our students, alumni, Board of Governors, faculty, staff, and members of the community who made this Strategic Action Plan possible. The many people who faithfully served on the Strategic Action Plan Steering Committee receive a very special thank you for their commitment to this project. We also extend our appreciation to the American Council on Education (ACE) and the Educational Advisory Board (EAB) for their critical contributions to the development of this Strategic Action Plan.





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