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, 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 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.
UNIVERSITY PRIORITIES

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 Washington, D.C., at the 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, inter-institutional programs, competency-based credits, and prior learning assessment.

SAMPLING OF IMPLEMENTED STRATEGIES
/ Hosted campus-wide events, such as Building a Culture for Retention and Completion: A Day with Vincent Tinto, on October 19, 2016.
/ Reviewed the first-year experience course to maximize effect on student retention.
/ Conducted a comprehensive review of the University Studies program, eliminating the nine hours of upper-division University Studies requirement, which will allow students to complete their degree programs more quickly, and with less cost and time to finish.
/ Continuing efforts to either move all degree programs to 120 total credit hours or justify requiring more than 120 hours.
/ Developed the first edition of a custom UI100 textbook, First-Year Seminar: Connecting to Southeast, which was used for the first time in fall 2017, and an updated edition was released for use in fall 2018.
/ Completed a needs assessment for a third-party advising and retention software, which resulted in the selection of an advising platform known as Starfish that is being implemented during fall 2018 as Southeast SupportNET.
/ Over the last two years, Southeast signed 14 articulation agreements with community colleges.
/ As a result of internal reviews and initiatives done in conjunction with the Missouri Department of Higher Education, Southeast eliminated over 60 low-enrolled, low-completer programs in the last 10 years; while at the same time adding 35 programs across all disciplines.
/ Southeast is accredited by the Higher Learning Commission, and holds 34 program-specific accreditations and certifications.
/ In addition to continuing to provide experiential learning opportunities such as the President’s Leadership Academy, seminars in Washington, D.C. (in conjunction with the Center for Strategic and International Studies), and legislative internships, Southeast has expanded experiential learning opportunities through the development of such facilities as Catapult Creative House, the Center for Speech and Hearing, the Autism Center for Diagnosis and Treatment, the EDvolution Center, and the Rust Center for Media. A new Cyber Range is expected to open in spring 2019.
/ Continued efforts to globalize the Southeast campus through participation in the American Council on Education’s Internationalization Laboratory Program; hosting eleven students from Mexico as part of the Proyecta Program; offering study abroad opportunities for students in all majors to more than 35 countries; partnering with more than 40 institutions in over 20 countries to support bi-lateral learning agreements and other exchange programs; and during the 2018-2019 year, the first phase of Southeast’s new International Village will open to provide enhanced facilities for our Office of International Education and Services, the Intensive English Program, and our international students.
/ Implementation of the Transfer Mentor Program to facilitate better transfer of credits between students coming from a community college to Southeast. The program was implemented in spring 2017. There are currently five Transfer Mentor Program partner institutions, and 170 students have participated.
/ Southeast partners with 46 school districts in Missouri and Illinois to offer dual credit opportunities for high school students.
/ Southeast partners with over 20 organizations to provide a seamless support system to aspiring college students who are largely first generation and often low-income.
/ Southeast has expanded its offering of online programs to now include 41 undergraduate, graduate, certificate, and specialist programs. In addition, Southeast is currently partnering with eight employers/organizations to make online education more affordable and accessible for their employees.
SOUTHEAST MISSOURI STATE UNIVERSITY

UNIVERSITY PRIORITIES

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.

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 co-curricular activities to amplify the benefits of the student and community experience.

SAMPLING OF IMPLEMENTED STRATEGIES
/ Restructured, realigned, or relocated several offices and services including the Dean of Students, Academic Advising, Career Services, Counseling and Disability Services, Student Financial Services, and others to enhance student services.
/ University Communications and Marketing was reorganized in 2018 to improve University Communications’ operations with the Office of the President. University Marketing was reorganized into creative strategy project teams that will develop data-driven, comprehensive marketing campaigns for the University.
/ Implemented the Master Advisor Program to improve the quality of academic advising for Southeast students by providing faculty and professional staff advisors with appropriate training, professional development, evaluation, and recognition. To date, 222 faculty and professional staff advisors have participated in the Master Advisor Program.
/ Launched in summer 2016, REDHAWKjobs.com connects Southeast students with employers, for full-time, part-time, and internship opportunities.
/ Students participating in Southeast’s Greek Week 2018 raised more than $29,000 to support organizations in local and regional communities, and the blood drive finished as the largest in Greek Week history netting 1,194 units, exceeding all previous drive totals by 248 units.
/ Implemented My Student Body as a requirement for new students.
/ Initiated reviews of and continued monitoring of student-related compliance areas (Title IX, Jeanne Clery Act, VAWA, etc.).
/ Worked with the Office of Student Conduct and the Title IX/Civil Rights Investigator to expand/establish that role to include it as a member of the Office of Institutional Equity and Diversity. The role of Title IX/Civil Rights Investigator was also expanded to allow for participation in the investigations of student on student Title IX cases to assist with the timely completion of investigations in the Office of Student Conduct.
/ Offered programming via the Southeast Community Engagement Series on Working with Students, Faculty, and Staff with Disabilities.
/ In the 2017-2018 year, the assistant to the president for Equity and Diversity and the dean of students served as a presenter for programs/events or as a guest lecturer in Southeast courses for over 20 events on campus and throughout Cape Girardeau/Jackson and southeast Missouri. Additionally, they served as a coordinator, collaborator, or sponsor to facilitate programs/events for various diversity events.
/ Designed a sexual violence prevention social media campaign to educate students on the meanings of “incapacitation” and “consent” and to promote the new website, semo.edu/itsonus.
/ Experienced significant growth in Greek Life (fall 2017 up 193 members over fall 2016 and 400 more than fall 2013).
/ Completed houses in Greek Village.
/ Designed, completed work, and dedicated a new NPHC Plaza, which is an area to showcase eight of the nine Divine Nine organizations, broadcasting their history and giving a brief overview of what the organizations are about. This space will serve to provide our alumni and students an area to promote interaction through forums, meetings, social activities, and other functions.
/ Established dedicated nutrition center space in the Holcomb Success Center, providing breakfast and supplemental nutrition offerings for all student-athletes.
/ Launched enhanced technology tools to improve scheduling and communication for student-athletes.
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.

SAMPLING OF IMPLEMENTED STRATEGIES
/ Southeast currently employs 1,055 regular faculty and staff.
/ 75 percent of full-time faculty have the highest degree awarded in their field.
/ Our faculty is made up of 110 professors, 64 associate professors, 93 assistant professors, and 129 instructors.
/ In FY18, faculty reported engaging in over 300 research or project-based collaborations with peers throughout their areas of expertise.
/ Relocated faculty and staff training and development to Human Resources, and hired a dedicated Human Resources Training and Development Manager to assist in developing and facilitating learning opportunities for faculty and staff.
/ A committee was formed in February 2018 to research performance evaluation systems used by other benchmark schools and make recommendations to the president. The result is a new performance evaluation process that will be implemented beginning in fall 2018.
/ The Office of Institutional Equity and Diversity worked with a diversity consulting firm to implement a 360 inclusive leadership development program for executive-level administrators, division directors, and those in academic leadership roles.
/ Execution of a partnership between the Office of the Provost and the Center for Scholarship in Teaching and Learning to host a book study for faculty as a tool for professional development and enhancing dialogue and understanding on varied topics.
/ Continued programming and offering of faculty development featuring industry leaders, authors, and other experts as a way to bring faculty together to continue becoming more effective at teaching and providing learning experiences for our students.
/ Standing invitations to the leaders of Faculty Senate to engage in discussion with the Board of Regents during regularly scheduled Board of Regents meetings as a way of nurturing open communication among faculty, administration, and the Board.
/ The Southeast Shout-Out Award was started in fall 2016 as a way to better recognize faculty and staff for the exceptional performance of their duties. To date, 36 faculty and staff have been recognized with the award out of more than 160 nominations.
/ Implemented the Faculty-Mentored Student Research and Creative Activity Grant to provide faculty up to $1,000 to support faculty-mentored undergraduate or graduate student research or creative activity projects and the Student Government Undergraduate Research Grant to provide undergraduate students up to $500 to support a research project under the supervision of a full-time faculty member.
/ In FY18, Southeast secured 59 research and grant awards totaling $4.5 million from state, federal, and public/private sources.

GRANT AWARDS 2015-2018

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2018/19 STRATEGIC PLAN / 3
SOUTHEAST MISSOURI STATE UNIVERSITY

UNIVERSITY PRIORITIES

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 P-12 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.

SAMPLING OF IMPLEMENTED STRATEGIES

/ The University continues to leverage current and seek new partnerships with P-12 stakeholders. In fall 2018, Southeast partnered with Cape Public Schools and Three Rivers College to offer an Early College Program, which allows students to pursue an Associate of Arts or the CORE 42 statewide general education curriculum simultaneously with their high school diploma.
/ Southeast has, and continues to support, initiatives led by the Missouri Department of Higher Education such as the Higher Education System Review Task Force, the Student Financial Aid Review Policy Task Force, the Commissioner’s Advisory Group, and the Talent for Tomorrow Task Force.
/ The Economic and Business Engagement Center (EBEC) at Southeast Missouri State University, enabled by funds from a U.S. EDA University Center Grant, has been able to assist with the development of a pipeline of entrepreneurs, promote innovation clusters throughout our region, improve access to capital, and help prepare entrepreneurs and early-stage companies gain access to the market.
/ Based on FY17 data, the efforts of the EBEC and its related programs has a significant impact in rural Missouri, resulting in the creation or retention of 153 jobs, training events for over 2,000 people, the start-up of 20 businesses, and nearly $10.2 million in public and private investment being secured for clients.
/ The Department of Continuing Education fosters workforce and professional development with area businesses and industries to offer noncredit courses to help increase the skill level of the region’s workforce and enhance quality of life.
/ Southeast Serves continues to provide students, faculty, and staff the opportunity to engage in community service on- and off-campus.
/ The Redhawk Food Pantry was opened in spring 2016 and continues to provide a variety of food and personal care products for members of the University community.
/ The Career Services’ Career Closet was launched and serves as a resource providing “hire attire” to Southeast students seeking employment or other professional opportunities.
/ In 2017, the River Campus celebrated its 10-year anniversary. Programs, recitals, performances, festivals, exhibits, and other events at the River Campus have benefited over 285,000 people and resulted in revenues exceeding $32 million.
/ During the 2017-2018 budget year, the Show Me Center hosted nine touring shows and developed a new relationship with Regional Promoters Outback Concerts.
/ Academic Support Centers started the Connect Cape program, now run by the Cape Girardeau Chamber of Commerce.
/ 2018 marked the 5th year for the River Campus Summer Arts Festival. The all-day, Saturday event showcases art, dance, music, theatre, film, magic, and other creative activities. The event has grown in attendance each year, with over 4,000 people attending the festival in summer 2018.
/ Worldwide science icon and physicist, Dr. Michio Kaku, joined about 7,000 participants in events at Houck Field for the 2017 solar eclipse. Approximately 500 others joined in eclipse events at the River Campus and Southeast’s regional campuses.
/ The Southeast Missouri University Foundation was established in 1983 and as of July 2018, endowment assets exceeded $90 million.
/ To date, over 780 endowed scholarship funds provide more than $2 million in scholarships each year to more than 1,500 students.
/ Developed the Southeast Partnership Award, which is the difference between resident and nonresident tuition for visiting students who enroll in courses at Southeast from partner institutions, as a resource to incentivize and encourage new international partnerships.
/ With 75,000 alumni, University Advancement continues to focus on increasing alumni engagement. Through their efforts, alumni engagement increased from 10.6 percent in FY17 to 14.86 percent in FY18.
/ In November 2016, Southeast began participating in GivingTuesday. That year, Southeast surpassed its $5,000 goal, raising $11,160.30 from more than 330 individuals and three matching gifts in just one day. As a result of this generosity, the Southeast community created not one, but two “We Are One” scholarships. In 2017, the goal was $10,000, which was also exceeded, and more than doubled the impact of the “We Are One” scholarships.
/ University Advancement has launched Impact Southeast, a crowdfunding site to help Southeast students and the Southeast community impact the world. To date, Impact Southeast, has hosted 13 campaigns.
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.

SAMPLING OF IMPLEMENTED STRATEGIES
- Effective with fall 2019, the new Southeast Copper Dome Scholarship Program will offer eligible students stackable awards with progressive values and straightforward renewal criteria. The program will provide the opportunity for Copper Dome and President’s scholarship values to increase every year and allow students to keep need-based aid they receive, including the Federal Pell Grant. An estimated 70 percent of Southeast’s freshman class will be scholarship eligible.
- Successfully converted banking services from U.S. Bank to Commerce Bank. This contract is projected to net approximately $120,000 in revenue over a four-year period.
- Purchased, set up, and implemented ChromeRiver Travel and Expense Management to the University campus. This system streamlines travel processes, reduces employee out-of-pocket costs through the use of purchasing cards, increases rebate revenue, and will reduce the administrative burden of student group travel.
- Awarded a purchasing card and payable contract to U.S. Bank effective May 1, 2017. Currently, the program has approximately 250 cardholders and is being expanded campus-wide, fall 2018.
- Renewed the contract with U.S. Bank for branch and ATM banking. This renewal included an additional ATM and $94,000 in revenue to the University for a four-year period.
- The Office of the Controller implemented PG Calc Giftwrap software for annuity accounting and tax reporting.
- The Office of the Controller, along with Human Resources, worked with a third-party actuary to complete the actuarial valuation for Other Post-Employment benefits that is required for financial reporting.
- The University, System Facilities, Foundation, MIC, KRCU, Single Audits, and the NCAA agreed-upon procedures were completed in FY18 within prescribed timelines and with no audit findings. The same audits were completed on time and with only one finding in FY17.
- During 2018, the State of Missouri granted authority for all state colleges and universities to set their own purchasing policies, and procurement and regulations were revised for federal programs under the Uniform Grant Guidance. As a result, purchasing policies and procedures were revised with an effective date of September 1, 2018, allowing more flexibility for the campus community and also enhancing the ability to partner on contracts with other state universities.
- Moved from a single-year model to a three-year rolling model for Budget Review Committee’s consideration when making recommendations for the annual operating budget.
- Improved the Budget Data Download application to include multi-year comparison reports and promoted the application across campus. This application helps provide easier access to data that will help departments be more fiscally responsible.
- The Budget Office, in coordination with the Office of the Provost and Human Resources, has worked to improve the accuracy and timeliness of faculty Part-Time and Overload compensation.
- Provided data analysis and information to Academic Affairs to realign base operating budgets based on the Academic Affairs reorganization.
- The Office of the Provost and the Budget Office worked with academic departments, deans, and the president to implement a standardized workload model to promote equity and fairness in faculty compensation across campus. Soft implementation occurred fall 2018. Full implementation to take place spring 2019.
- Coordinated through University’s Budget Review Committee campus-wide initiatives to address budgetary challenges resulting from state appropriation reductions in FY17 and FY18 including $2,480,994 in operating budget reductions, $4,723,390 in personnel reductions, and $2,768,734 in revenue enhancements.
- Worked with Student Government Association to identify and redirect student fees and other budgetary resources to provide support for student health and wellness, technology, and maintenance and repair for University buildings.
- Introduced in August 2017 a Voluntary Retirement Incentive Program (VRIP) that resulted in 78 applications approved and executed for retirements in 2018.
- The Budget Review Committee’s Benefits Subcommittee coordinated various educational efforts in spring 2018 to better educate employees on cost-effective health care choices and wellness programs. The goal of this initiative was to encourage cost-effective health care decision-making and personal wellness choices for a positive impact on health insurance cost containment.
- Successfully advocated the Missouri Legislature for changes to the state’s purchasing laws that now give to Southeast the same purchasing power as other four-year public institutions of higher education in Missouri.
- Expanded federal advocacy and outreach efforts to include all 10 members of Missouri’s Congressional Delegation.
- Improved communication and the sharing of information with state and federal elected officials through the development of Impact Sheets and a comprehensive legislative brochure.
UNIVERSITY PRIORITIES

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.

SAMPLING OF IMPLEMENTED STRATEGIES
/ Completed a campus survey of technology needs and made updates to the University’s Information Technology (IT) Strategic Plan.
/ Migrated students, faculty and staff to Office 365 cloud services to include email, calendaring, online storage, Teams collaboration, and online Forms, as well as access to online versions of Microsoft Office (Word, Excel, PowerPoint, OneNote).
/ Hired the institution’s first Information Security Officer.
/ Restructured the Department of Information Technology (IT) to realign services for enhanced support and engagement with the University community. Created a new unit, Academic Technologies, to partner with faculty on the selection, implementation, and use of technologies supporting teaching and learning. Integrated ITV and LMS support activities into the Academic Technologies unit to plan and implement the use of new technologies in the classroom, such as Zoom and Lecture Capture.
/ Banner has been upgraded to Banner 9, and new required Banner training has been developed.
/ A new campus data service (Ethos) is currently being implemented to provide enhanced data integration with third-party services and data analytics and reporting.
/ Tested and implemented Ellucian ChromeRiver Travel and Expense Management. This will allow employees to reconcile purchasing card expenses and add out of pocket expenses to an expense report for payment in the Banner system. The purchasing card program will streamline travel processes, reduce employee out of pocket costs, increase rebate revenue, and reduce the administrative burden of student group travel.
/ Efforts continue to streamline and automate Purchasing internal and external processes. The sole source form is online; advertising for bids and sole source are being paid on purchasing cards with no requisition required; changes were made to the definitions of highly pilferable items and increasing value to $500 and greater; and discussions were held with University Marketing on simplification of Printing approvals.
/ Capital projects completed include Greek Village construction, Tower’s Complex roof replacement, Towers electrical upgrades, Kennett Regional Campus HVAC replacement, campus concrete repairs, Grauel renovation, Parker roof replacement, Crisp exterior roof replacement, Brandt roof replacement, Kent Drive improvements, campus monument signage replacement, Marching Band Building renovation/relocation, Magill 2% acetylene gas cabinet installation, River Campus ADA access improvements, and Magill Biology Greenhouse improvements.
/ Coordinated installation of new mass notification system, SE Alerts, and created operating procedures for its use.
/ Developed Peace Officers Standards and Training (POST) qualification programs, identified training, recorded current officer data, accomplishing the yearly required training hours for each year of reporting period.
/ Developed ‘roll call’ training, writing and presenting weekly presentations that address the specific needs and trends current to University Police and standard police techniques.
/ Evaluated and updated a police review of current rules, regulations and general orders for department training and implementation.
/ Completed review and updated new officer on-boarding package as it pertains to patrol practices and University practices.
/ Continued work on an estimated $2.5 million campus network upgrade project. Work includes installing 1,800 new wireless access points. Additional, multiple components will be upgraded to improve the overall capacity and speed of our campus network to include fiber, cable, switches and the core network. All residential housing halls have been updated. The University Center, Dempster Hall, Scully Building, the Wehking Alumni Center and the Center for Innovation and Entrepreneurship have been completed. Work is expected to be complete by end of spring 2019.
2018/19 UNIVERSITY GOALS

RETENTION AND GRADUATION RATES
In fall 2016, the University announced a goal to retain at least 80 percent of all first-time, full-time students to the second year and graduate at least 60 percent of this cohort in six years. In fall 2017, Southeast achieved a retention rate of 75.1 percent and a graduation rate of 51.9 percent – both the highest rates since Southeast began tracking this data. Data from the fall 2018 census shows slight declines in both categories.

Southeast will continue to embrace a culture supporting student persistence and graduation. Beginning with the fall 2018 semester, Southeast will implement Southeast SupportNET, which is a platform designed to connect students with the appropriate resources and people when and where they need them. Southeast SupportNET will be implemented throughout the 2018-2019 academic year.

SHORT-TERM GOALS
/ Improved communications and efficiency across campus
/ Quickly and easily access information about students and advisees
/ Easily connect students to their success network (through My Success Network)
/ University engagement of Southeast SupportNET

LONG-TERM GOALS
/ Appointment scheduling
/ Year-to-year persistence/analytics
/ Increased retention
/ Increased degree completion

ESTIMATED TIMELINE
**Phase 1:** August 1, 2018
/ Go Live
/ Training for Faculty & Advisors - general navigation and tracking items
/ Soft rollout to students (beginning freshmen)

**Phase 2:** December 1, 2018
/ Appointment scheduling for advisors
/ Student Success Plans
/ Introduce additional offices/departments/staff to SupportNET

**Phase 3:** April-August 2019
/ Analytics
/ Expand usage of referrals and appointment scheduling
/ Other features
HLC INSTITUTIONAL ACCREDITATION
This is an important year for Southeast Missouri State University’s institutional accreditation. During this academic year, we will carry out several activities to assure our accredited status with the Higher Learning Commission (HLC).

WHAT IS THE HIGHER LEARNING COMMISSION?
The Higher Learning Commission is an independent corporation that was founded in 1895 as one of six regional institutional accreditors in the United States. The HLC accredits degree-granting, post-secondary educational institutions in the North Central region, which includes 19 states. Southeast Missouri State University has been accredited since 1915.

WHY IS INSTITUTIONAL ACCREDITATION IMPORTANT?
Institutional accreditation validates the quality of the whole institution and evaluates aspects of the institution, including its academic offerings, governance and administration, mission, finances, and resources. Institutional accreditation assures all stakeholders that the University operates according to the standards for higher education set by the federal government, the regional accrediting body (i.e. the HLC), and the State of Missouri.

WHAT ARE THE KEY ACTIVITIES HAPPENING THIS YEAR?
/ October 29-20, 2018: HLC site visit for Kennett campus and Poplar Bluff delivery site
/ November 5-13, 2018: HLC workshops for faculty and staff
/ December 3, 2018: Deadline to submit the University’s accreditation portfolio
/ September 23-25, 2019: HLC site visit for main campus

More information about institutional accreditation and the HLC can be found at semo.edu/aqip.

CAMPUS FACILITIES
Southeast’s campus features several historic buildings, ample green space, and attractive gathering spaces for students. There is a variety of old and new construction, including eight buildings constructed before 1909 and 49 buildings more than 50 years old. Within the last five years, the University has added two new residence halls that house over 436 students and renovated Academic Hall, Magill Hall, Memorial Hall, and Grauel Building. Although construction and maintenance continue to proceed and the campus is attractive and well-maintained, older buildings continue to present significant challenges, including low energy efficiency; inadequate electrical service for growing technological needs; deteriorating heating/ventilation/air conditioning, plumbing and steam distribution systems; fire alarm systems; sprinkler systems; vulnerability to water damage; increased structural deterioration; and inability to meet program needs.

The State of Missouri has not invested in capital projects at institutions of higher education in any meaningful way since authorizing a bonding initiative in 2010. Based on internal analysis, the University’s top capital priorities have a total exceeding $56,000,000. We will continue to work with the Governor, legislators, and Missouri Department of Higher Education officials to address these critical needs.
UNIVERSITY MARKETING
In 2014, Southeast engaged Ologie, a brand and marketing firm with experience in higher education, to create and launch a new brand in spring 2015. The “Will to Do” brand was the result. It captured the grit and tenacity of Southeast students and community and launched the University’s success in increasing beginning freshmen enrollment and retention rates. Throughout the fall 2018 semester, representatives from Ologie will be back on campus to lead discussions with faculty, staff, students, alumni, and community members, as well as conducting a number of surveys in an effort to better understand and leverage the University’s institutional strengths, of which there are many. The result of their work will help guide the University through a refresh of the brand in relation to our new academic structure, a new scholarship program, and new leadership throughout the University.

Additionally, as online marketing and social media continue to evolve, so must our strategies at Southeast. Because of changes made to content delivery and timeline algorithms, students, alumni, faculty, staff, and prospective students are less likely to see the impressive things our students are doing in their social media news feeds. We are employing new strategies to share the amazing accomplishments of our students and to show prospective students that at Southeast, their will to do is nurtured, challenged, and cheered. This year, University Marketing has launched a new brand ambassador program, Southeast Superfans, that will allow anyone the ability to better share content about Southeast on their social media profiles. Become a Southeast Superfan at semo.socialtoaster.com.

DIVERSITY AND INCLUSION
Diversity and inclusion must continue to be a focus at Southeast. We must continue to ensure that our University is a place where everyone feels welcomed, respected, and appreciated. While the University has made progress toward the recommendations included in the President’s Task Force on Diversity Education report released on February 26, 2016, there is still more we can do. Currently, our combined domestic minority percentages for employees (excluding international) is less than 15% and for students it’s 12%. We must continue our work to ensure our faculty and staff reflect the demographics of our student body and of the region and state we serve. A natural extension of the President’s Task Force on Diversity Education may be the implementation of a Diversity and Inclusion Strategic Plan, which will be an initiative we will consider in the year ahead.

*The information in this brochure is being provided for informational purposes only as an update to the University community. In preparing these materials, Southeast Missouri State University has made every effort to verify that the statements and statistics cited herein are accurate. The information does not constitute a legal contract between the University and any person or entity unless otherwise specified, and is subject to change without prior notice. All information and statistics used to prepare this brochure were pulled between August 20 and September 18, 2018.*

<table>
<thead>
<tr>
<th>Student and Faculty/Staff Race/Ethnicity</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>80%</td>
</tr>
<tr>
<td>Black or Afr. Am.</td>
<td>6%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2%</td>
</tr>
<tr>
<td>Asian</td>
<td>6%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1%</td>
</tr>
<tr>
<td>Am. Indian or Alaska Native</td>
<td>1%</td>
</tr>
<tr>
<td>Nat. Hawaiian or Other</td>
<td>0%</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Student and Faculty/Staff Gender</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>59%</td>
</tr>
<tr>
<td>Female</td>
<td>55%</td>
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<table>
<thead>
<tr>
<th>All Students</th>
<th>FT Faculty &amp; Staff</th>
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</thead>
<tbody>
<tr>
<td>White</td>
<td>41%</td>
</tr>
<tr>
<td>Black or Afr. Am.</td>
<td>45%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>5%</td>
</tr>
<tr>
<td>Asian</td>
<td>1%</td>
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<td>Two or more races</td>
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<tr>
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<tr>
<td>Nat. Hawaiian or Other</td>
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2018/19 STRATEGIC PLAN / 9
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