

Southeast
Missouri State University

State of the University
Fall 2009

2009-2010

Maintaining Momentum

Academic Hall Auditorium
September 15, 2009

“Maintaining Momentum”

It has been my pleasure and honor to serve as President of Southeast Missouri State University for ten years. If one theme has emerged as we look back over this first decade of the new millennium, it would be our success in making Southeast “The University of First Choice” -- First Choice for students; First Choice for faculty and staff; and, First Choice for employers who hire our graduates.



At today’s convocation, we will look back on the past ten years with the help of the “Decade in Review” video. This is not done to focus on my years as President, but rather to instill in you and every member of our faculty and staff a feeling of pride in what you and the members of the Southeast community have accomplished despite a succession of unprecedented financial challenges and other distractions. I also hope it will renew in all of us a dedication to “Maintaining Momentum” to continue as “The University of First Choice” as described in our strategic plan.

This booklet supplements the “Decade in Review” video by providing a snapshot of the achievements of the most recent of those years – 2008-2009. There is much to celebrate, including an eighth straight year of record enrollments, dedication of our new David M. Barton Agriculture Research Center, completion of a beautiful new residence hall, and the startup of a center for the diagnosis and treatment of autism, to name a few. I think you will be impressed when you read through the entire list.

Finally, we also want to use this publication to provide you with an overview of what we hope to accomplish during 2009-2010. With a flat state appropriation, zero increase in fees for Fiscal Year 2010, and state revenue less than predicted, it is clear that the financial challenges that have beset us in recent years are not yet over. There is uncertainty about when or if those challenges will end. However, the University community has overcome challenges to maintain Southeast’s momentum in the past, and I am confident the goals for the coming year outlined in this handout are doable if we approach them in the spirit of teamwork.

I hope we leave today’s convocation with a feeling of pride in what we have accomplished, and with the determination to work together to keep Southeast as “The University of First Choice.” Thank you for all you have done and continue to do for our students, our University, and our region.

Sincerely,

A handwritten signature in black ink, which appears to read "Kenneth W. Dobbins". The signature is written in a cursive style with a large initial "K".

Kenneth W. Dobbins
President

PART I: Maintaining Momentum ... Accomplishments in 2008-09

PRIORITY I: ACADEMICS AND STUDENT EXPERIENCE

- **A REVISED STRATEGIC PLAN:** Finalized development of a revised strategic plan, which was approved by the Board of Regents after a series of campus, community and regional campus open forums
- **ACCREDITATION:** Successfully completed two Academic Quality Improvement (AQIP) projects – (1) Defining Indicators of Being the University of First Choice and (2) Strengthening Faculty-Based Undergraduate Academic Advising – Part I; and added an additional two projects – (1) Improving Students' Basic Algebra Skills using Technology Plus Individual Tutoring; and, (2) Development of Communication and Protocols and Training Program for Emergency Response, Emergency Communication and Training
- **ACADEMIC COMPUTING LAB UPGRADES.** Identified \$175,000 in one-time funds to immediately replace 143 inferior PCs in the academic computing labs, and reallocated \$250,000 of base budget for systematically updating more than 1,100 computers in the academic specialty labs



DAVID M. BARTON AGRICULTURE
RESEARCH CENTER

- **AGRICULTURE RESEARCH CENTER:** Dedicated the new David M. Barton Agriculture Research Center (photo at left)
- **ATHLETICS:** Began strategic planning process for intercollegiate athletics and began implementing the Carr Report (a comprehensive external review) including a number of steps for Title IX compliance and additional external funding efforts
- **BAND AND ORCHESTRA TRAVELS:** Provided international experiences for students through the Golden Eagles Marching Band and the Studio Jazz Ensemble trip to England and Scotland to perform at the prestigious Edinburgh Military Tattoo and through the Southeast Missouri Symphony Orchestra trip to China to perform concerts on the Great Wall (photo at right) and at other locations
- **CO-CURRICULAR TRANSCRIPT:** Completed the first phase of the project to create co-curricular transcripts, which are official records of the co-curricular activities and accomplishments of undergraduate students, used to complement a student's resume and academic transcript for applications to graduate school and prospective employers
- **DEGREE WORKS:** Purchased and began implementation of Degree Works for improved advising, student self-service, and course schedule planning to be completed no later than July 2010
- **ENTREPRENEURSHIP:** Continued emphasis in entrepreneurship training with an array of speakers, forums and panel discussions during Global Entrepreneurship Week, and received recognition as the fourth most active university in the country out of over 400 higher education institutions participating in the nationwide Entrepreneurship Week observance



- **HIGHER EDUCATION NEEDS ANALYSIS:** With a coalition of area business and education leaders, commissioned a study of higher education needs in the Cape Girardeau area
- **INTERNATIONAL PROGRAM:** Improved the international program by enrolling 120 new international students and another 25 students in the Intensive English Program, resulting in having students from 41 different countries who add diversity and internationalization to the culture at Southeast
- **MATHEMATICS EDUCATION:** Conducted a special review of the mathematics program that resulted in a successful pilot project of moving to computer-assisted classes in six sections of developmental math (*AQIP PROJECT -- IN PROGRESS*)
- **NPHC STRENGTHENED:** National Pan-Hellenic Council organizations on probation achieved GPA goals
- **ONLINE ENDOWED SCHOLARSHIP PROCESS:** Reviewed endowed scholarship process and coordinated, in conjunction with a Management Information Systems class, the development of an online endowed scholarship application and scholarship search function
- **PERSONAL FINANCIAL RESPONSIBILITY:** Completed phase two of the personal financial responsibility initiative by hiring a graduate assistant to develop a continuing financial responsibility program; sponsoring key events with Lynette Kahlfani; and completing a financial responsibility web page
- **RECORD ENROLLMENT:** For the eighth year in a row, experienced record overall enrollment, including the second consecutive year of beginning freshmen enrollment in excess of 1,800, and saw improvement in the academic profile of beginning freshmen with 31 percent more freshmen with a 24 or higher ACT as compared to just two years ago
- **SPEAKER SERIES:** Successfully completed the first year of a major speaker series including Soledad O'Brien; Tucker Carlson and Arianna Huffington; Dr. Michael Eric Dyson; and Mike Henry. Developed processes for scheduling major speakers and completed the second-year schedule
- **UNITY FIRST COUNCIL:** Developed inclusive programs for African-American students, including creation of the Unity First Council to enhance the minority experience on campus



PRIORITY 2: PEOPLE

- **BANNER TRAINING:** Implemented online training for Chart of Accounts (which is required for all Finance Classes) and Requisition Approval for Financial Managers and began testing an online course in Budget Reports and Transfers
- **DYSON WORKSHOP.** Dr. Michael Eric Dyson (photo at right) provided a diverse experience on inclusion, so that faculty, staff, students, and community members were able to explore political, religious, and economic views based on his research and writings on Dr. Martin Luther King Jr. and newly elected President Barack Obama.
- **EMERGENCY PREPAREDNESS:** Held an active shooter simulation drill; developed emergency operations subcommittees of students, faculty and staff to enhance emergency training, operations, response, resources, and communication; implemented emergency training at regional campuses; certified two officers for national instructor certification A.L.I.C.E. (Alert Lockdown Inform Counter Evacuate) programs; deployed the Campus Urgent Alert



Information System; participated in the annual Missouri state wide tornado drill; and, developed a coordination of simultaneous outdoor tornado warning alerts with the City of Cape Girardeau system

- **HEALTH SERVICES.** Implemented the first year of a contract with Southeast Missouri Hospital to operate the Campus Health Clinic that now provides care for faculty and staff as well as students
- **INDICATORS OF 'UNIVERSITY OF FIRST CHOICE':** Defined the measurable indicators that will indicate Southeast has become the University of first choice for students, faculty, and staff (*AQIP PROJECT -- COMPLETED*)
- **MANAGER TRAINING:** Human Resources created the "Manager's Toolkit" -- a collection of best practices and tools designed to assist experienced and new supervisors in managing employees' performance, resolving problems in the workplace, and following University policies and procedures
- **MINORITY RECRUITMENT:** Recruited and increased the number of minority faculty, specifically African-American faculty, across the University, thus increasing diversity on the campus to better serve the needs of our student body
- **SEXUAL HARASSMENT TRAINING.** Created online sexual harassment prevention training course for faculty and staff, allowing every individual to receive education on sexual harassment prevention training in a timely and convenient format
- **SMOKING POLICY.** Constructed 37 outdoor smoking areas throughout the six Southeast campuses and conducted smoking cessation programs
- **TENURE AND PROMOTION POLICY:** Implemented the new policy on tenure, promotion and post-professorial merit

PRIORITY 3: COMMUNICATION

- **ALUMNI NETWORKING:** Continued to enhance iAMsoutheast, the alumni online community with more than 2,000 members, and enhanced the Southeast presence on Facebook and LinkedIn
- **BEST IN THE MIDWEST:** Southeast continued to receive national recognition as it was one of only 22 public universities named to the *U.S. News and World Report Best Master's Degree Universities in the Midwest*, and *Princeton Review* also named Southeast one of the best colleges in the Midwest region, which includes Iowa, Illinois, Indiana, Kansas, Michigan, Missouri, Minnesota, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin. Only the top 25 percent of colleges and universities in the nation are included in the "2010 Best Colleges: Region by Region" listing.
- **COMMUNITY DEVELOPMENT RECOGNITION:** For the second year, Missouri Research Corporation was named a national finalist for community development by the University Economic Development Association of the United States.
- **NEWSWIRE FORMAT:** Revised the format of the Southeast *Newswire* based on readership comments to improve readability and organization
- **PRINTING AND COPYING:** Implemented a multi-vendor contract for procurement of printing and copying services covering a wide variety of services



- **REORGANIZATION:** Implemented a reorganization of administrative divisions and functions, including incorporation of University Relations into the Advancement Division to provide better communications and more efficient operations
- **REVIEW OF MARKETING:** Improved consistency and quality of University marketing message through review of all marketing and printing materials and established procedures and guidelines to meet this commitment with 24-hour turnaround

PRIORITY 4: FUNDING

- **COST REDUCTIONS:** Reduced ongoing costs in a number of ways, including: selection of a new firm for auditing and tax preparation services -- RubinBrown LLP; outsourcing of campus printing services to six certified vendors; and completing the first year of a contract with Southeast Missouri Hospital to operate the Campus Health Clinic
- **FOUNDATION'S RECORD YEAR:** Received gifts totaling \$7,899,261 in fiscal year 2009, a 55 percent increase over fiscal year 2008, including the largest single gift in Foundation history – a seven-figure amount from June Barton of Catron, Mo., (photo at right) for the David M. Barton Agriculture Research Center, as well as seven-figure amounts from the estates of both Wilver W. Wessel for scholarships in the Harrison College of Business, and Christine Merick
- **OUTSIDE GRANTS AND FEDERAL EARMARKS:** Received 78 external funding awards totaling \$6.9 million, including the University's first National Endowment for the Arts grant award
- **RESPONSE TO FLAT APPROPRIATION:** In response to a statewide agreement with Governor Jay Nixon for a flat state appropriation for FY2010 in return for a tuition freeze, implemented a number of cost-reduction ideas generated by faculty, staff and students during open forums held at the beginning of the Spring semester. For example, Academic Affairs implemented course schedule efficiencies in the fall and spring and in summer offerings resulting in more than one-half million dollars less in part-time faculty expenditures; power plant operating changes resulted in savings of more than \$200,000; negotiations with Anthem Blue Cross/Blue Shield reduced a proposed employee health insurance premium increase from 14 percent to 11 percent, representing an approximately \$180,000 cost avoidance; and the Budget Review Employee Benefits Sub-Committee recommended approximately \$166,000 in benefit cost reductions. In addition, non-instructional budgets identified 3 percent base budget cuts and instructional budgets identified 2 percent base budget cuts to meet cost-to-continue for FY10 and create a reserve for anticipated cost of continuing in FY11.



PRIORITY 5: INFRASTRUCTURE

- **PARKING AND TRANSPORTATION:** Began final implementation of the mass transit system with a transit nexus for the Multi-modal Transfer Facility, including a new bus shelter and dedicated traffic lanes; began first phase of a parking development project at Broadway and Henderson; and began first phase of a parking master plan that will add 265 new parking spaces at Broadway and Pacific when fully implemented

- **RESIDENCE HALL IMPROVEMENTS:** Continued construction and planning for fall 2009 occupancy in the new 300-bed residence hall (photo at right) ; completed remodeling and conversion of Henderson House; air conditioned Dearmont Hall rooms and updated interior spaces
- **SCIENCE LAB UPGRADE:** Continued the renovation of science labs in Magill Hall by completing the renovation of several physics classrooms, including enlarging two physics classrooms, installing new finishes, open ceilings with new lighting and ductwork, two technology packages per classroom, reconditioning of existing windows, blackout shade system, a metal ceiling grid for experiments, new racks for equipment, and new tables and chairs with power pedestals



- **SCULLY-RHODES PLAZA:** Construction management students completed construction of the student-designed Scully-Rhodes Plaza (photo at left) as an experiential learning project; and Facilities Management staff constructed and installed the water feature.
- **SOUTHEAST MISSOURI STATE AUTISM CENTER:** Began construction of the new \$2.6 million Southeast Missouri State University Autism Center for Diagnosis and Treatment

(photo at right); opened the new center temporarily in the Southeast Innovation Center while its new home at 611 North Fountain Street is under construction; and developed partnerships with the St. Louis-based Judevine Center for Autism-Southeast Project and The Tailor Institute so the new center can address the complete spectrum of autism diagnosis and treatment from infant to adult



- **SOUTHEAST PUBLIC RADIO STUDIOS:** Completed remodeling of Serena for use as KRCU-KSEF studios and office
- **SUSTAINABLE INITIATIVES:** Established an ad hoc Committee on Sustainability chaired by Dean Chris McGowan, in an effort to increase and encourage the University's campus sustainability efforts; hosted campus visit by Dr. Tom Kelly, chief sustainability officer at the University of New Hampshire; approved development of a living horticulture laboratory; recommended Southeast join the Association for the Advancement of Sustainability in Higher Education; and developed a set of future activities
- **OTHER FACILITIES PROJECTS:** Established outdoor smoking areas; completed the Information Commons in Kent Library; completed modifications at the River Campus; made outdoor lighting improvements; created additional faculty offices; began construction of science lab and completed conversion of heating system at Perryville Higher Education Center; expanded the Sikeston campus child care center; installed generators at Cottonwood; modified Serena welding lab

***PART II: Maintaining Momentum ...
Strategic Plan, Mission Statement,
Vision Statement and Priorities***

PROPOSED MAJOR TASKS FOR 2009-2010

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.

The following list of major tasks for 2009-2010 was developed through University-wide initiatives including departmental, college, school and staff meetings and retreats, Administrative Council and Executive Staff retreats, and input from all constituencies on campus. While there are several objectives under each priority, the major tasks are listed only under priorities since many of these tasks may fit under multiple objectives.

TASKS FOR 2009-2010 ASSIGNED BY BOARD OF REGENTS

- Continue Board-led task forces which will address specific strategic planning issues; e.g., student services and systems, marketing, and facilities
- Suggest a peer group and specific benchmarks which can be used to improve the University's operations
- Continue Academic Quality Improvement Program (AQIP) projects leading to re-accreditation by North Central Association. Current status is as follows:
 - Project 1: Defining indicators of being "The University of First Choice" – COMPLETED
 - Project 2: Strengthening faculty-based academic advising – Part 1 – COMPLETED

- Project 3: Improving information distribution and communication – IN PROGRESS
- Project 4: Improving students' basic algebra skills using technology plus individual tutoring – IN PROGRESS
- Project 5: Development of communication protocols and training program for emergency response – IN PROGRESS

PRIORITY 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.

PRIORITY 1 TASKS FOR 2009-2010

- Install and implement Degree Works by July 2010
- Seek new accreditations for Computer Science, Theatre, and Art, and re-accreditation in Music and Industrial Technology
- Complete international program strategic plan and begin implementation
- Expand the learning communities program in the residence halls
- Expand enrollment in the Spring 2010 program at the Center for Strategic and International Studies in Washington, D.C.
- Continue addressing interests of minority students through the new Unity First Advisory Council and institutionalize that organization
- Continue development of speakers series with selection of outstanding programs for 2010-2011
- Create a Community Service Clearinghouse to bring together community organizations and students interested in performing community service
- Develop and deliver Campus Emergency Preparedness Orientation to students
- Implement the student-developed online search and application function for the convenience of students seeking endowed scholarships
- Integrate the Missouri Research Corporation / Innovation Center into Academic Affairs
- Pilot the Student Engagement Database system with emphasis on the co-curricular transcript and tracking attendance at events to encourage and assess student engagement
- Propose solution to address access to post-secondary education issues in Cape Girardeau

PRIORITY 2: 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.

PRIORITY 2 TASKS FOR 2009-2010

- Create an ad-hoc Health Sustainability Committee to look at ongoing issues related to medical insurance

- Continue development of online training on topics such as Banner, sexual harassment prevention, and emergency response
- Continue recruitment of minority faculty and staff
- Deliver A.L.I.C.E. (Alert, Lockdown, Inform, Counter, Evacuate) training to faculty, staff and students
- Deliver building coordinator emergency orientation and conduct building threat assessments
- Deliver sexual harassment prevention refresher courses to all faculty and staff
- Develop a retention program for African-American faculty and staff
- Implement leadership training including specific training to assist managers in communications with employees and faculty

PRIORITY 3: 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.

PRIORITY 3 TASKS FOR 2009-2010

- Produce recruitment video for each college integrated with new University recruitment video produced in FY09
- Increase integration of print and Web site to enhance message and reduce cost
- Establish key performance measures to measure effectiveness and return on investment of marketing to ensure resources are being applied in a manner that best meets University goals
- Update and continue implementing the integrated marketing plan
- Update design of University Web site based on focus group research
- Create annual calendar of alumni events throughout United States to provide interaction opportunities with greater number of alumni
- Develop social media (i.e. Facebook and Twitter) policies to ensure University presence on networks is consistent and enforces brand identity
- Develop strategy for connecting currently enrolled students with the Alumni Association and a plan to connect with alumni who graduated in 1980s and 1990s
- Enhance Southeast presence and student participation on the KFVS-12 weather channel

PRIORITY 4: 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.

PRIORITY 4 TASKS FOR 2009-2010

- Assess ways to enhance revenue, including ideas from campus open forums

- Conduct a National Science Foundation (NSF) Day of workshops and consultations at Southeast featuring DC-based program officers from the NSF
- Continue efforts through the Foundation to increase private funding support to exceed \$7 million
- Continue identifying and cultivating potential donors
- Continue to increase participation and funding through the Annual Fund
- Continue working with federal and state officials and legislative staffs to increase funding
- Evaluate capital campaign opportunities, projects and scope tied to the university strategic plan, goals and priorities
- Submit additional external funding proposals to support sustainability initiatives on campus

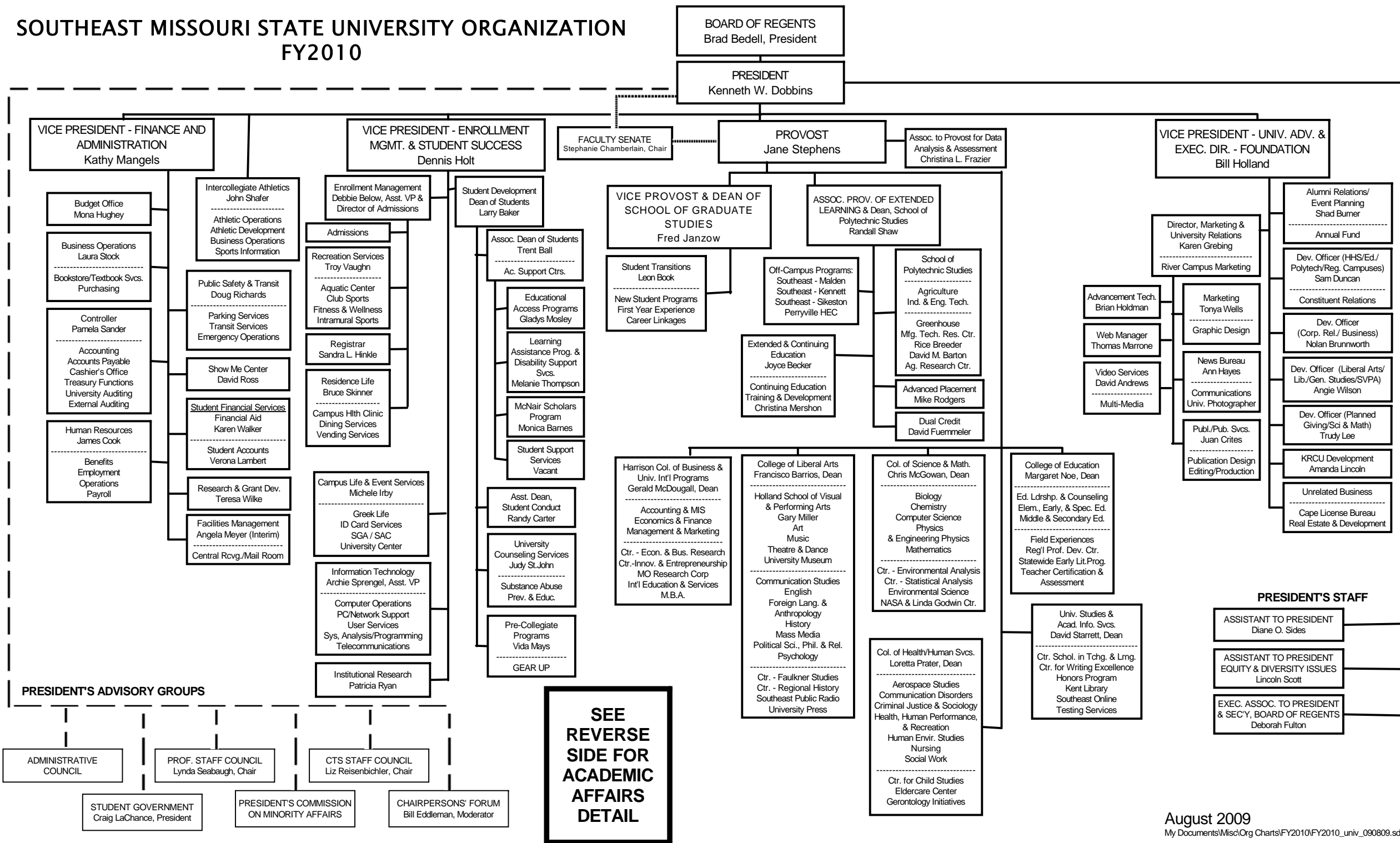
PRIORITY 5: INFRASTRUCTURE

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.

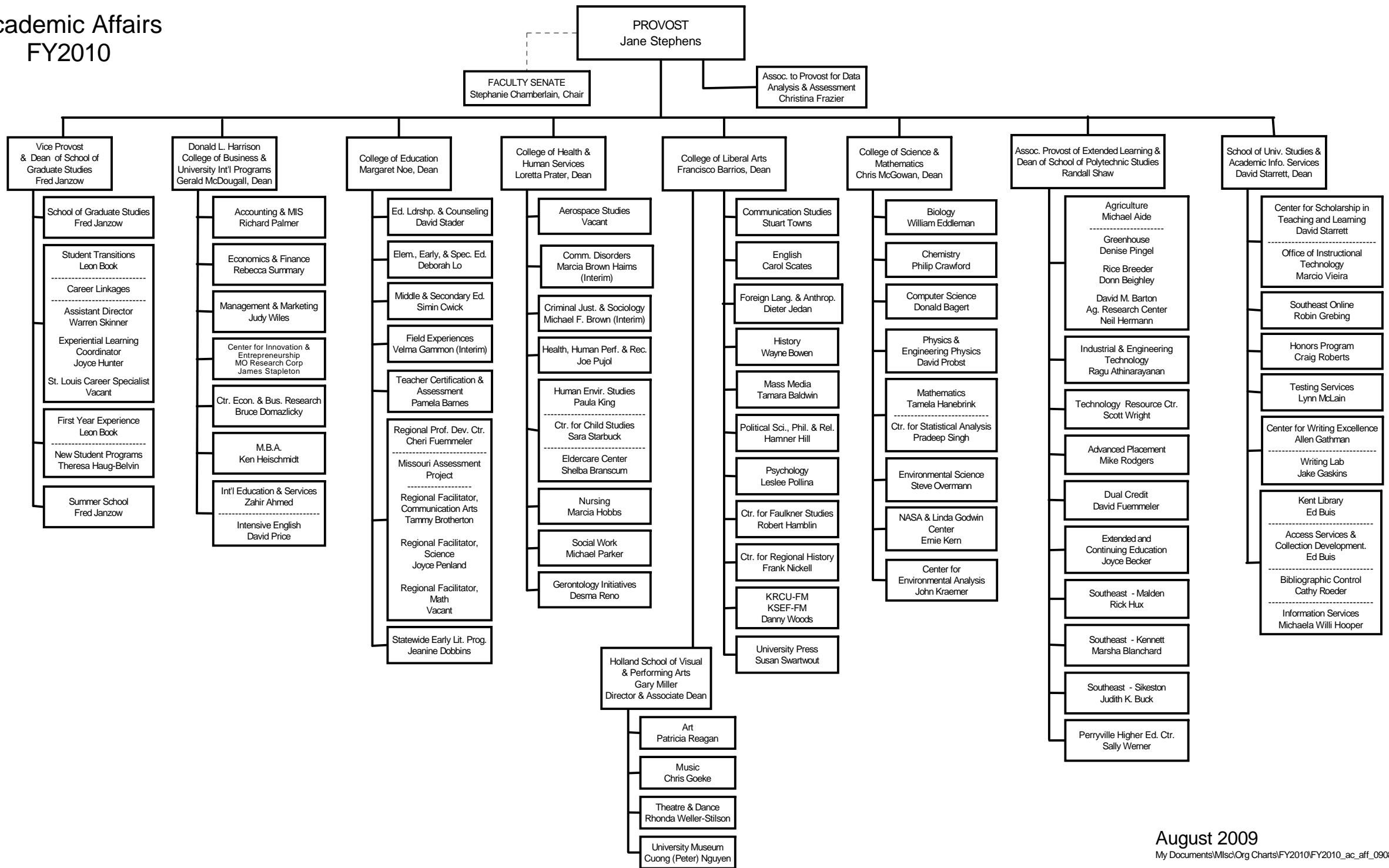
PRIORITY 5 TASKS FOR 2009-2010

- Complete assessment of the Power Plant and options for back-up power
- Complete construction and open new facility for the Southeast Missouri State University Autism Center for Diagnosis and Treatment
- Complete construction of new residence hall and related parking prior to the Fall 2009 semester
- Complete parking lot development at Broadway, Henderson and Pacific Streets
- Complete Residence Life projects including: Myers showers project; Group Housing update; indoor warning system; sprinkler installation in Myers, Cheney, and Henderson Halls; exterior doors, an awning and patio at Towers; and the Academic Support Center
- Complete upgrades to University Center to expand dining capacity
- Continue efforts of the ad hoc Committee on Sustainability to develop and recommend policies and procedures for environmental and sustainability issues, as well as both formal and informal mechanisms for improved education to enhance environmental and sustainability awareness
- Extend Information Commons concept to regional campuses through federal funds
- Install and promote use of emergency text messaging system and ERT notification software
- Move athletics administrative/support services offices to the building on south side of Broadway
- Move Honors Program, and offices for Phi Kappa Phi and Phi Eta Sigma to 603 Henderson Street
- Test and implement Banner 8 system upgrade

SOUTHEAST MISSOURI STATE UNIVERSITY ORGANIZATION FY2010



Academic Affairs FY2010



August 2009