STRATEGIC ACTION PLAN DRAFT
OUTCOMES, GOALS, AND ACTIONS 10/15/2021

Southeast's formal strategic planning process began in spring 2021 with the appointment of the Strategic Action Plan Steering Committee by President Carlos Vargas. The committee was charged with developing a focused strategic plan to guide the future, targeted comprehensive vision of Southeast Missouri State University, incorporating appropriate constituent input and feedback. The committee is comprised of representatives from each division and college, the Board of Governors, Faculty Senate, Clerical, Technical and Service Staff Council, Deans Council, and Professional Staff Council. The strategic action plan will be informed and approved by the Board of Governors and will consider the objectives required to achieve the University's innovative and inclusive priorities.

Steering Committee Members

Ms. Tina Klocke	Vice President, Board of Governors
Mr. Ed Gargas	President, Board of Governors
Ms. Tammy Underwood	Executive Assistant, Office of Institutional Equity & Diversity and Dean of Students
Dr. Mario Garcia	Director Institute of Cybersecurity, Harrison College of Business & Computing
Ms. Stephanie Hallam	Assistant Professor, Education Information Librarian, Kent Library
Dr. Joseph Jefferson	Assistant Professor of Music and Director of Jazz Studies, Holland College of Arts & Media
Dr. Susan Kendrick	Professor and Chair of English, College of Humanities & Social Sciences
Dr. Dustin Siegel	Professor of Biology, College of Science, Technology, Engineering & Mathematics
Dr. Jason Wagganer	Professor of Exercise Science and Chair of Kinesiology, Nutrition and Recreation, College of Education, Health & Human
Ms. Barbara Glackin	Dean, Kent Library
Dr. Laura Hatcher	Associate Professor of Political Science, College of Humanities & Social Sciences
Ms. WyKeshia Atkins	Director of Learning Assistance Programs
Ms. Brooke Lockhart	Assistant Director, Admissions
Mr. Brady Barke	Director, Athletics
Mr. Eric Chambers	Director, Institutional Research, Office of the President
Ms. Amanda Lincoln	Director of Development, University Foundation
Dr. Brad Sheriff	Vice President for Finance and Administration
Ms. Lenell Hahn	Director of Admissions, Enrollment Management and Student Success
Ms. Carol Heisserer	Director, Academic Advising, Enrollment Management and Student Success
TBD	Division of Equity, Access, and Behavioral Health

Chairs

Dr. Debbie Below	Vice President for Enrollment Management & Student Success
Dr. Mike Godard	Provost

Reports To

Dr. Carlos Vargas	President

Focus of the Strategic Action Plan Steering Committee

The Steering Committee has been asked to propose a concise Strategic Action Plan comprised of prioritized and measurable outcomes, goals, and actions. The plan should be focused on the next 1-3 years.

The committee has also been encouraged to align the plan with the Educational Advisory Board's "*Ten Ways to Differentiate While Meeting Our Highest Aspirations*." These differentiators are comprised of three categories: (1) unquestionable return on investment, (2) true engine of upward mobility, and (3) recognized and valued as a public good.

The Strategic Action Plan Timeline

March 1	Committee meeting – Kick-off
March 4	Committee meeting – Landscape analysis
March 16	Committee meeting – Organizing framework
March 30	Committee work session – Common understanding, develop goals and actions
April 6	Co-Chairs sent Subcommittee Summaries to Leads
April 7-13	Subcommittee meetings; invited others as needed
April 15	Subcommittee lead sends updated draft goals and actions to-date to co-chairs
April 19	Co-chairs sent Draft 1 to Steering Committee
April 20	Committee meeting to review Draft 1
April 21-23	Subcommittee meetings
May 6	Committee meeting
May 11	Working draft is shared with the campus for review at semo.edu/strategic
May-Sept	Co-chairs meet with unit level constituent groups for feedback on themes and goals(focused facilitator – lead exercise resulting in top 3 goals/actions for each unit/college/division)
Aug 18	Executive Staff Retreat
Sept 3	Committee meeting – Shared data compiled to support existing and anticipated goals and SMART action statements
Sept 19	Co-chairs sent Revised Draft to Steering Committee
Sept 21-30	Encourage feedback from students, community and campus via open forums, email,social media and newspapers
Sept 23	Board of Governors retreat
Oct 1	Committee meeting – Share complete feedback; review revised draft
Oct 5	Co-chairs send Revised Working Draft to Steering Committee
Oct 12	Steering Committee submits feedback to co-chairs
Oct 15	Co-chairs send Final Working Draft to President Vargas
Nov 12	Committee Meeting – President Vargas provides feedback to Steering Committee and discusses metrics
Nov 17	Committee Meeting – Conversation with President Vargas regarding final working draft and discusses metrics
Dec 3	Committee meeting – Discuss metrics and implementation
Dec 17	Present Strategic Action Plan Proposal to Board of Governors

Outcome 1

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

Goals and Actions

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

2. Support a range of opportunities for engagement, skill development and persistence for all students.
    a. Expand academic, community, and alumni partnerships that provide valuable experiential learning opportunities.
    b. Support faculty and student research and creative endeavors.
    c. Increase multicultural and international collaborative activities.
    d. Ensure a wholistic education, leading to essential skill development and proficiency.
    e. Promote engaging and healthy student life experiences.
    f. Increase academic support in foundational courses.

3. Increase the number of degrees and certificates awarded students.
    a. Develop and strengthen student degree completion pathways and transfer partnerships.
    b. Enhance flexible modes of instructional delivery for student coursework engagement.
    c. Increase the accessibility of credit for prior learning.
    d. Expand certificate, bachelor, master, and accelerated degree options.
    e. 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.
    a. Build academic programs to meet existing, traditional, nontraditional, and emerging employment opportunities.
    b. 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.

Goals and Actions

1. Reduce equity gaps and improve overall student persistence and completion.
   a. Improve the onboarding and professional development of faculty and staff to optimize academic and business processes.
      1. Strengthen the transition from professional to departmental advising.
      2. Increase faculty and staff student mentoring opportunities, resulting in enhanced student success.
   b. Enhance support for students navigating university academic and business processes and reduce barriers to student success.
   c. 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).
   d. Improve relationships with current students through enhanced communication.
   e. 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.
   a. Identify and breakdown barriers to admissions and enrollment.
   b. Promote opportunities that foster community inclusiveness
   c. 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.
   a. Increase partnerships with community-based organizations, business and industry, school districts, and alumni to engage prospective students and their families.
   b. Evaluate the impact of Southeast's pricing and discounting strategies on new student enrollment and annual student retention.
   c. Leverage Southeast's brand identity and the value of a Southeast degree.
   d. Develop community college partnerships, including Transfer Mentor Program partners and articulation agreements.

4. Increase enrollment of graduate and international students.
   a. Assess Southeast's position and share of enrolled students in relation to key competitors for each student population.
   b. 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.

<u>Goals and Actions</u>

1. Improve the recruitment and retention of faculty and staff.
   a. Increase flexible work opportunities.
   b. Implement the remaining salary increases as detailed in the salary equity study.

2. Enhance the transparency of the University's budgeting process.
   a. 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.
   a. Pursue partnerships that extend the University's financial reach.
   b. Build alumni and philanthropic engagement.
   c. Review institutional scholarship practices to maximize net tuition revenues.

4. Prioritize critical facilities and infrastructure investments.
   a. Create tools and processes to identify the University's highest priority facility needs.
   b. Create a work group to improve academic and centralized scheduling and enhance campus space utilization.
   c. 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.
   d. 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.
   a. Create tools and processes to identify and assess the University's highest priority technology needs.
   b. Continue implementation of multi-factor authentication and other security controls to protect University resources.
   c. Enhance the collection, appropriate access, and use of data, including predictive analytics, to support data-informed decision making.
   d. Identify, implement, and maintain a new University portal system which improves access to University resources and enhances campus communications.
   e. Implement and maintain technologies supporting responsive, flexible, and effective teaching modalities.