



IMPACT 2018
A STRATEGIC VISION FOR
South Dakota State University®

2014 ANNUAL REPORT | YEAR ONE



SOUTH DAKOTA STATE UNIVERSITY

South Dakota State University is the state's 1862 land-grant university and its largest, most comprehensive institution of higher education.

The university confers degrees through six colleges and serves students from all 50 states and 79 countries who can choose from more than 175 majors, minors and specializations. The institution also offers 30 master's degree programs, 15 Ph.D. programs and professional doctoral degrees in nursing and pharmacy.

TABLE OF CONTENTS

- 5 IMPACT 2018: A STRATEGIC VISION FOR SOUTH DAKOTA STATE UNIVERSITY
- 7 PROMOTE ACADEMIC EXCELLENCE
- 15 GENERATE NEW KNOWLEDGE, ENCOURAGE INNOVATIONS AND PROMOTE ARTISTIC AND CREATIVE WORKS
- 21 EXTEND THE REACH AND DEPTH OF THE UNIVERSITY
- 27 HIGH-PERFORMING UNIVERSITY





IMPACT 2018: A STRATEGIC VISION

As a land-grant institution, South Dakota State champions the public good through engaged learning, bold and innovative research and creative activities, and stewardship within a global society.

The university offers a rich academic experience in an environment of inclusion and access through inspired, student-centered education, creative activities and research, innovation and engagement that improve the quality of life.

IMPACT 2018: A STRATEGIC VISION FOR SOUTH DAKOTA STATE UNIVERSITY

A YEAR HAS PASSED SINCE IMPACT 2018: A STRATEGIC VISION FOR SOUTH DAKOTA STATE UNIVERSITY WAS INTRODUCED.

The plan sets out the direction of the university and the collective efforts of its people, explains why those efforts matter, and provides indicators that will allow progress to be measured. The goals, outlined below, call for excellence in teaching, research, service and engagement; and providing opportunity and a pathway to success.

This is the first report against the goals set out in IMPACT 2018. It highlights areas where progress has been accomplished, using stories that bring that data to life. The appendix contains a complete list of performance indicators and the current status toward reaching them.

Updated information on progress will be posted online at:

<http://www.sdstate.edu/impact2018/upload/IMPACT-2018-Performance-Indicators.pdf>.

GOAL 1

Promote academic excellence through quality programs, engaged learners and an innovative teaching and learning environment.

GOAL 2

Generate new knowledge, encourage innovations and promote artistic and creative works that contribute to the public good and result in social, cultural or economic development for South Dakota, the region, our nation and the world.

GOAL 3

Extend the reach and depth of the university by developing strategic programs and collaborations.

GOAL 4

Secure human and fiscal resources to ensure high performance through enhanced financial, management and governance systems.

GOAL 1

ACADEMIC EXCELLENCE

ACADEMIC EXCELLENCE AND STUDENT SUCCESS.

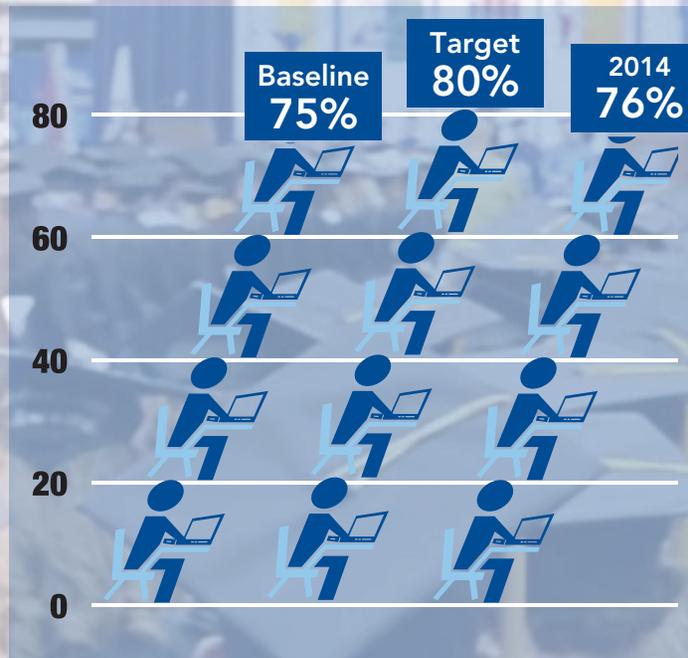
The responsibility of any university is to meet the academic needs of its students and ensure graduates are well-prepared for the future.

This begins with enrolling the right number of first-year students and retaining them into their sophomore years. When students return for a second year, they are likely to stay and earn degrees.

A student's ability to succeed is the the key to retention. The university's Student Success Model addresses students' needs at each level of their academic careers, encouraging them to continue and to achieve.

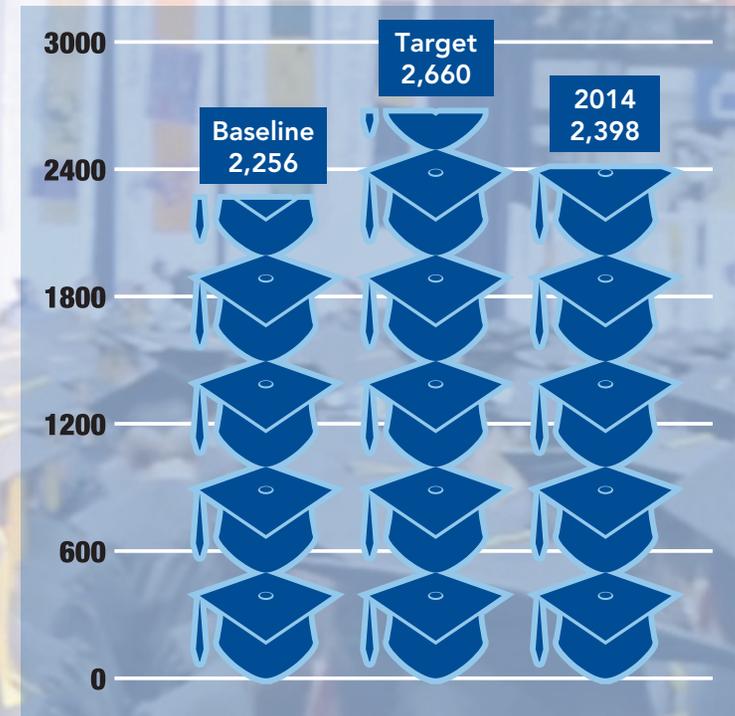
The number of degrees earned is another measure of success. A graduate leaves the university with a quality education, prepared to be a life-long learner and ready to meet the challenges of a changing world.

Retention



20%
of 5-year goal
ACHIEVED

Graduates



35%
of 5-year goal
ACHIEVED

PROMOTE ACADEMIC EXCELLENCE.

GOAL 1

ACADEMIC EXCELLENCE IS AT THE CORE OF THE UNIVERSITY'S LAND-GRANT MISSION.

Committed faculty, rigorous curriculum, engaged learning, academic support and state-of-the-art facilities are ingredients for a quality education—hallmarks of academic excellence and the foundation of an SDSU degree.

This section presents examples of the progress and achievements in the area of academic excellence during the first year of IMPACT 2018:

- The Van D. and Barbara B. Fishback Honors College moved into a new living/learning facility in fall 2013, offering honors-eligible students a unique environment in which to pursue their goals and aspirations.
- Expanding the number of accredited programs is a priority of IMPACT 2018. Accreditation means quality programs that meet nationally endorsed standards. During the past year, the aviation program received first-time accreditation, joining 31 other programs like interior design—which was reaccredited in July 2013—that prepare graduates for successful careers in specialized fields.
- Studies show a diverse campus is important for student success. As part of continuing efforts to better serve the communities and people of South Dakota, a cross-disciplinary major in American Indian studies opened in fall 2013.



At South Dakota State University we are committed to academic excellence to ensure our students have the preparation

they will need to succeed in an increasingly complex and rapidly changing world.

Our most successful students are those who fully experience the richness of university life. They interact closely with faculty, engage in academic areas of interest and participate in personally meaningful activities and services.

Today's graduates will change jobs multiple times during the course of their lives. So it is also our responsibility to teach them how to become life-long learners with transferable skills, able to meet challenges yet to be imagined.

LAURIE NICHOLS
*Provost and Vice President
for Academic Affairs*

GOAL 1

Honors College renamed for longtime SDSU supporters, moves into new facility

You come alive, and go do it.
As people who have come alive.
—Howard Thurman

The Van D. and Barbara B. Fishback Honors College moved to a new residential life facility last fall, a milestone in providing campus infrastructure that will help attract quality students and support quality programs. Enrolling more honors-eligible students is a key goal of IMPACT 2018.

The honors curriculum emphasizes higher-order thinking skills, communications, ethics and multidisciplinary perspectives. More than 800 students take honors courses, three times the number enrolled in 2008.

Aviation program receives accreditation, offers new certificate to jump-start careers

In 2013, SDSU's aviation program received accreditation from the Aviation Accreditation Board International, joining 31 other accredited programs. Accreditation assures a program meets nationally endorsed standards.

In addition, the Federal Aviation Administration authorized the university to grant a restricted privileges airline transport pilot certificate to program graduates. This certification, available from 50 authorized institutions nationwide, makes pilots with 1,250 hours of flight time immediately eligible for hire.

The university now offers 13 undergraduate and 13 graduate certifications.



American Indian studies major focuses on underrepresented students, community



Richard Meyers, American Indian studies program coordinator, arrived at South Dakota State University in summer 2012 with a plan: to create an American Indian studies major alongside the existing minor. He was able to secure funding to determine how such a major might attract students from underrepresented communities and best serve the region and the university.

"In a state with nine different federally recognized tribes, the new major was vital," said Meyers. "What we really learned was that the existing minor indicated a long-standing desire for expanded learning opportunities."

Meyers said students will receive a rounded cultural awareness, one that offers a broad base for understanding past, present and possible futures for American Indians, their communities and those with whom they interact.

The American Indian studies major opened in fall 2013.

Interior design program receives full marks in 2013 accreditation renewal

The excellence of the university's interior design program was affirmed in July 2013 when the Council for Interior Design Accreditation renewed its accreditation. The program first earned accreditation in 2007.

Accreditation assures students of quality programs and can enhance opportunities for employment by indicating to employers that individuals have received training that meets national standards. To maintain accredited status, faculty and administrators stay informed about changes in practice within the industry, as well as in approaches to teaching.

The interior design program is part of the Division of Design, an initiative that is bringing together design-related programs from across the university.



GOAL 2

RESEARCH CREATES NEW JOBS, INDUSTRIES.

New jobs and industries are created when innovations developed by university researchers move to commercialization.

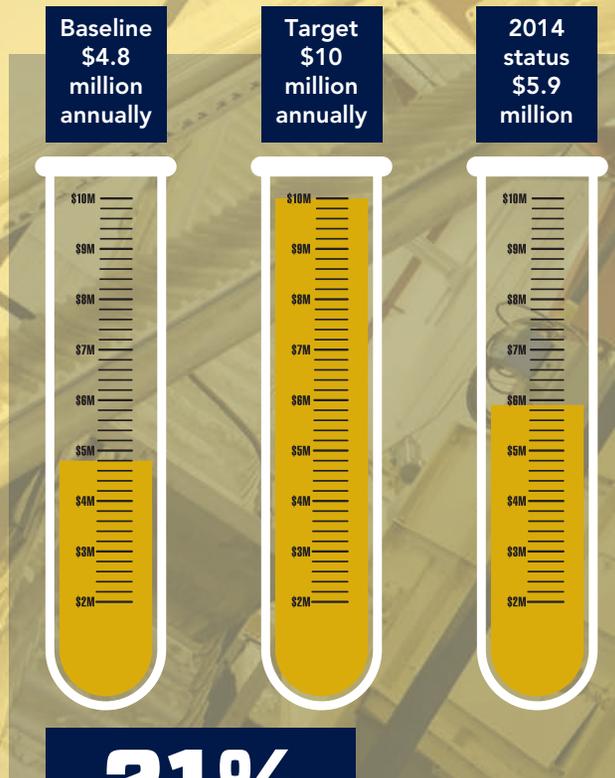
The university generates knowledge through purpose-driven research and discovery to address some of society's most pressing questions. Discoveries are licensed to private entities for commercialization.

Graduate students work alongside faculty mentors to receive the preparation they need to succeed in a workforce more and more frequently reshaped by university discoveries and innovations.

Success can be measured a number of ways, including by the amount of funding researchers attract to carry out their work and by the number of licenses attributed to university discoveries and innovations going out to private industry and entrepreneurs.

Research Spending

in private sector partnerships, collaborations



21%
of 5-year goal
ACHIEVED

Royalty-bearing IP Licenses

71%
of 5-year goal
ACHIEVED



NEW KNOWLEDGE

GENERATE NEW KNOWLEDGE, PROMOTE CREATIVITY.

GOAL 2

NEW KNOWLEDGE FUELS ECONOMIC DEVELOPMENT, ENGAGES COMMUNITIES AND ENRICHES LIVES.

In July 2014, South Dakota State University was designated an Innovation and Economic Prosperity University by the Association of Public and Land-grant Universities and its Commission on Innovation, Competitiveness and Economic Prosperity. The honor recognizes the university's work with public and private-sector partners in South Dakota and across the region to support economic development through innovation and entrepreneurship, technology transfer, workforce development and community engagement.

Economic development and community engagement have been part of land-grant universities since President Lincoln signed the Morrill Act in 1862. Individuals who previously did not have access to a college education became students and were able to return to their homes and towns with the knowledge they'd acquired, putting it to work improving lives and benefitting their communities. The Hatch Act of 1887 created state agricultural experiment stations to conduct purpose-driven research to address local, state and regional problems.

Today's public research universities use the knowledge they generate to enhance economic development, engage with communities and expand cultural and social opportunities, improving the quality of life for the people and communities they serve. SDSU's strengths have evolved and expanded to meet new challenges, but the mission to champion the public good remains the same.

- Solar panel innovations and less-expensive renewable energy storage technologies from the university's Center for Advanced Photovoltaics are being licensed to realize their commercial potential and viability.
- Research with plant-based substitutes for fish meal could lead to a renewable source for the product and lower production costs for the aquaculture industry.
- To help address a problem with global implications, a professor is using a grant from NASA to help assess progress in reducing carbon emissions in Indonesia.
- The South Dakota Art Museum benefits the public good, using a grant from the Institute of Museum and Library Services to conserve unique works in its collection and maintain them for future generations.



Research at SDSU encompasses the spectrum of basic science and engineering, mathematics, computing, the humanities and social sciences and the development of new technologies.

University researchers are an essential source of new ideas. They contribute to basic knowledge and also advance discoveries toward commercialization through translational research. New partnerships with the private sector create new opportunities.

The resulting discoveries can mean jobs and economic development. University/industry collaborations offer a wide range of experiential and employment opportunities, assuring students graduate with the skills and experience employers want, helping them launch successful careers.

KEVIN KEPHART

*Vice President for Research
and Economic Development*

Researchers explore sustainable, plant-based replacement for fish meal



PRAIRIE
AQUATECH

Michael Brown, a distinguished professor of natural resource management, knew of the impending shortage of fish meal, a serious threat to the global fish farming industry. He also saw a possible solution: a low-cost, plant-based replacement.

Two potential alternatives—soybean meal and dried distillers grains—show promise. Brown combined forces with William Gibbons, a professor of biology and microbiology, to develop a process that transforms those substances into a protein-rich, high-quality fish feed.

With South Dakota Innovation Partners, an early-stage venture capital firm, they formed Prairie AquaTech, a start-up company in Brookings that is conducting lab-scale feeding trials with Bell Aquaculture in Indiana and other partners in South America.



\$2.2 million NASA grant funds international collaboration to target carbon emissions

Through a three-year, \$2.2 million NASA grant, professor Mark Cochrane is using satellite imaging, field studies and modeling to help the Indonesian Forest Research and Development Agency assess progress to reduce carbon emissions.

Smoldering fires during the dry season—the result of an ill-fated plan to convert nearly 2.5 million acres of peat swamp forest into rice paddies—have made Indonesia the world’s third-largest emitter of carbon. Peat fires can last for weeks or months, creating thick smoke that hampers travel and poses significant human health risks.

Cochrane, a senior scientist at the Geospatial Sciences Center for Excellence, collaborates with a carbon emissions expert from the University of Montana.

Partnership offers clean, cost-effective solutions for global energy needs



Better solar panels and less expensive storage for renewable energy are being developed through research at the Center for Advanced Photovoltaics. The center focuses on alternative energy, seeking to develop and commercialize innovations that offer cost-effective solutions for short- and long-term needs.

Qi Hua Fan developed a patent-pending chemical process, licensed to Applied NanoFilms LLC, to study how biochar nanoparticles can be rapidly deposited onto films to decrease the cost of supercapacitors. His work received a proof-of-concept grant—funding to demonstrate the technology merits greater investment to bring it to market—from the North Central Regional Sun Grant Center and support from Applied Nanofilms. Fan also has agreements with Xunlight, a solar panel manufacturer in Toledo, Ohio, and Wintek, a Taiwan-based company that manufactures flat panel displays in Ann Arbor, Michigan.

South Dakota Art Museum receives grant to conserve works, preserve cultural heritage



The South Dakota Art Museum shares some of the state's rich artistic and cultural legacies with people and communities.

In March 2014, the museum received a grant from the Institute of Museum and Library Services to examine and conserve some 1,800 works on paper in its collection. Included are 625 watercolor illustrations by Paul Goble, 1979 winner of the Caldecott Medal, awarded annually to recognize the artist of the most distinguished American picture book for children. During his career, Goble illustrated more than 30 books depicting Native American culture.

Works requiring restoration—which is not covered by the grant—will be part of a multiyear project. The museum will apply for additional grants and solicit public support to do those treatments.

The museum has an endowment fund for people wishing to contribute to the cost of treatment and preservation of the artwork.

GOAL 3

EXTEND THE REACH

ACCESS TO EDUCATION ANY TIME, ANY PLACE.

Since its founding, the university has had a mission to reach beyond campus to serve the public good in communities across the state and region.

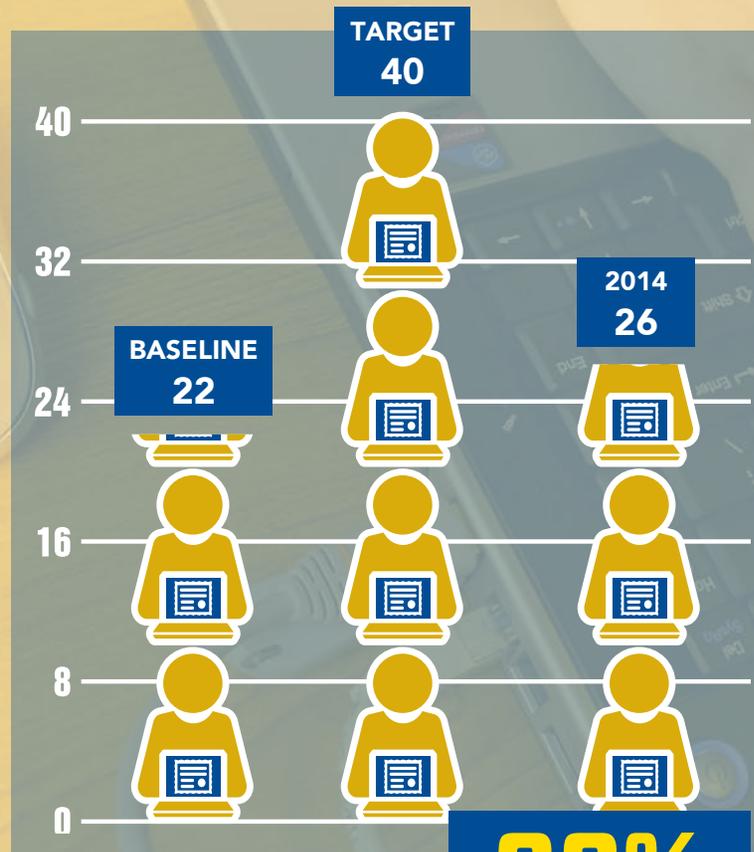
In the 21st century, that reach is greater than ever.

Through online courses, distance education and a range of international programs and experiences, the university offers access to its education resources any time, any place.

Active agreements with other institutions of higher education bring together top scholars and researchers at SDSU with peers and counterparts at other universities.

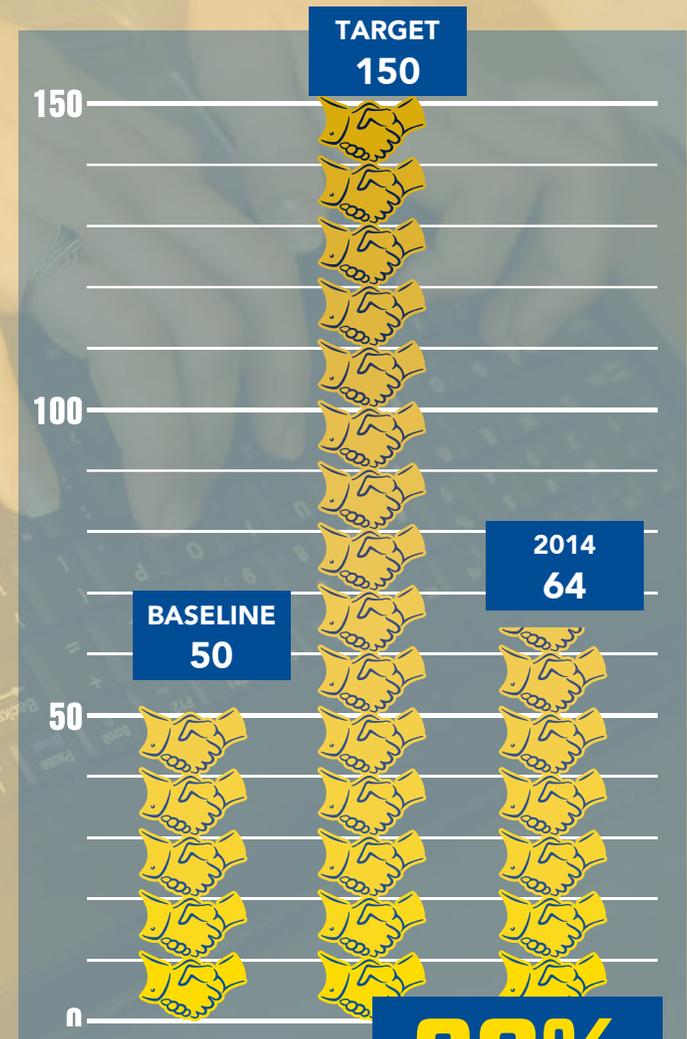
The collaborations offer faculty and researchers opportunities to advance knowledge and address complex problems while preparing students for careers in their chosen disciplines.

Online Degrees



22%
of 5-year goal
ACHIEVED

Agreements with other Institutions



28%
INCREASE
over baseline

EXTEND THE REACH AND DEPTH OF THE UNIVERSITY.

GOAL 3

OUTREACH AND ENGAGEMENT PREPARE STUDENTS TO BE GLOBAL CITIZENS AND BRING BENEFITS TO COMMUNITIES.

As a land-grant university, SDSU has a commitment to share its knowledge and innovations with people and communities to address issues and meet their needs. In addition to engaging with stakeholders here in South Dakota, that also means building strategic regional, national and international relationships and partnerships.

- Fostering international relationships brings value to the university and to its global partners. SDSU students choose to expand their horizons by studying abroad, while international students and scholars come here to learn from and work with counterparts and peers.
- Top-notch faculty researchers, widely recognized wheat science expertise and close relationships with stakeholders have attracted international scientists and international students to campus.
- Outreach efforts closer to home shared the skills and expertise of department of architecture faculty and students with the Mobridge community in a multiyear collaborative project to build a new city plaza.
- Athletics serve as a front door to campus, attracting people from across the region who otherwise might not have a connection with the university. Student athletes bring recognition to SDSU through their successes on the courts and playing fields, as well as in the classroom and the communities where they volunteer.



Preparing students to live and work in today's globally connected world means providing them with learning experiences that transcend the

boundaries of campus.

Through both international and online programs, students are exposed to ways of thinking, doing and learning that enhance and go beyond the traditional classroom experience.

Today, a well-rounded education will include opportunities to engage with others who may be different culturally, in age, in life experiences and perspectives.

Learning about, experiencing and understanding such differences are integral parts of an education at South Dakota State University.

KATHLEEN FAIRFAX

*Assistant Vice President,
International Affairs & Outreach*

Building connections with a community: partners make Mobridge project a reality

Students from the department of architecture have been constructing a civic plaza for the new Main Street railroad crossing at Mobridge's Wrigley Square. When complete, "The End of the Line" project will include a stage for events, seating and picnic areas, a shade wall and walkway to showcase aspects of Mobridge life and history.

Construction is sponsored by the Precast Concrete Institute, a national organization based in Chicago, and Gage Brothers Concrete Products of Sioux Falls. The department's founding firms—Architecture Incorporated, Koch Hazard Architects, TSP Inc. and Perspective, all of Sioux Falls—also are providing support.

The department of architecture is committed to work with communities across the state to offer long-term study of and student participation in construction of community works.



SDSU expands international contacts with China; higher education called essential



Gov. Dennis Daugaard (left) and Dean Barry Dunn, (second from right), with students.



SDSU students participating in a food and nutritional sciences program to China and Taiwan.

In April, Kathleen Fairfax, assistant vice president for international affairs and outreach, was part of Governor Dennis Daugaard's trade mission to China. She met with Chinese government officials in Beijing to discuss expanding opportunities for Chinese students at South Dakota universities. Her contact at the Ministry of Education emphasized the importance his government places on such connections: "The three pillars of the U.S.–China relationship are diplomacy, economic ties and education."

In 2011-12, international students brought \$26 million in revenue to the state of South Dakota via 1,500 international students enrolled across the state. While China is a huge source of international students who come to the United States, South Dakota traditionally attracts few of them—less than 100 of that number.

China is said to be "brand conscious." Establishing South Dakota universities as a more recognizable brand should increase enrollment of Chinese students in state academic institutions, bringing additional revenue to the state.

Wheat expertise draws international researchers, students to university



Hamida Benslimane



Dea Wook Kim



Shahid Ahmed



Elodie Payrau



Floriane Bouchet

Researchers from Algeria, South Korea and India have come to the university to learn how to develop drought- and disease-tolerant wheat via genetic screening. Students from France have come to study milling wheat and ways to expand the loaf volume of bread.

Hamida Benslimane, M'hamed Bougara University in Algeria, spent 10 weeks studying pathogens that cause the wheat fungus tan spot. Dea Wook Kim, National Institute of Crop Science in South Korea, came to analyze preharvest sprouting. Shahid Ahmed, Indian Grasslands and Fodder Research Institute, tackled leaf rust. They worked with molecular biologists Jai Rohila and Yang Yen, small grains pathologist Shaukat Ali and wheat breeder Karl Glover.

Elodie Payrau and Floriane Bouchet, students from École Nationale Supérieure Agronomique of Toulouse, France, were part of a 10-week internship with Glover, food science professor Padu Krishnan and wheat scientist Melanie Caffé-Treml. The program is part of an ongoing relationship between SDSU and ENSAT.

Student athletes shine in competition, classrooms, community service

Jackrabbits athletic teams continue to excel on and off the playing fields and courts. The women's basketball team earned a trip to the Women's National Invitation Tournament semifinals with wins over Butler, Creighton, Minnesota and Indiana. The team also appeared in the Women's Basketball Coaches Association Academic Top 25 Team Honor Roll for the ninth straight year, compiling a 3.421 GPA.

The men's basketball team placed two individuals, Brayden Carlson and Jordan Dykstra, on the Capital One Academic All-America Team. Carlson was the program's first, first-team selection since 1971, while Dykstra earned second-team recognition.

Alongside the work in the classroom and on the playing field, SDSU student-athletes also logged more than 6,200 hours of community service and volunteer work.



Brayden Carlson



Jordan Dykstra

GOAL 4

HIGH-PERFORMING

QUALITY FACULTY, PROGRAMS, STUDENTS

University leadership is committed to maintaining a high-performing university.

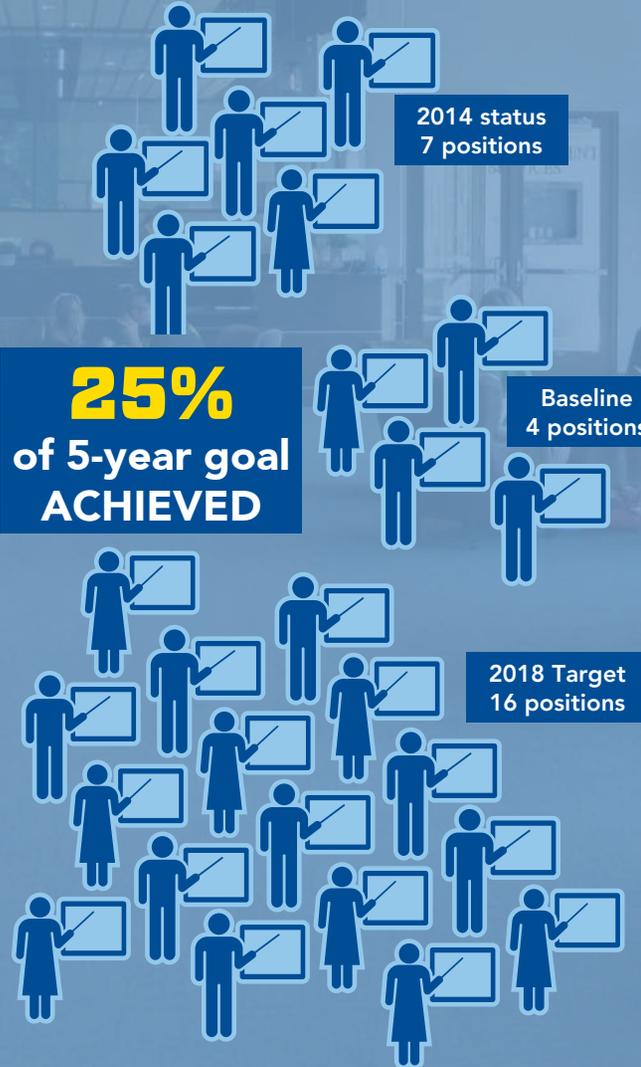
Endowed faculty positions help attract and retain quality faculty.

Quality faculty, in turn, assure quality programs that attract quality students. Students at South Dakota State work directly with faculty and researchers who are doing cutting-edge work.

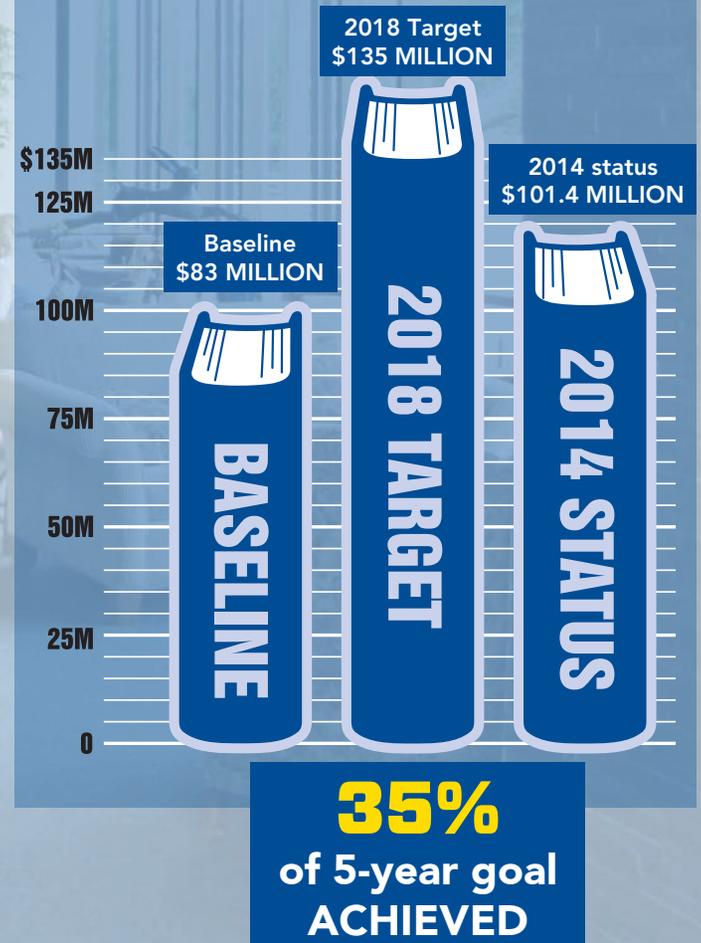
It also is essential to have high-quality facilities in which teaching, learning and research can occur.

Through careful stewardship and investment of the resources it receives, the value of an education and degree from South Dakota State will continue to increase, returning benefits to the people, communities and other stakeholders the university serves.

Endowed faculty



University endowment



HIGH-PERFORMING UNIVERSITY.

GOAL 4

QUALITY, TRANSPARENCY AND ACCOUNTABILITY ARE HALLMARKS OF A HIGH-PERFORMING UNIVERSITY.

As a high-performing university, South Dakota State is a gateway to opportunity.

The past year included implementation of a decentralized budget model, through which university leadership, faculty and staff continue their stewardship of the public and private resources entrusted to the institution. Better fiscal management and governance means greater transparency and accountability.

- Quality faculty mean quality programs. IMPACT 2018 states a goal of 16 endowed faculty positions by 2018, an objective linked to and supported by the goal of increasing the university's endowment to \$135 million. The endowment also provides program support and funds scholarships.
- Modernizing facilities and providing state-of-the-art infrastructure align with the goals of the university's "2025 Design and Master Plan" to create a sense of place that fosters inquiry, learning and innovation. Those improvements help strengthen programs and assure students will have access to learning experiences that prepare them for success in their chosen fields.
- Through the SDSU Foundation and with public and private investments, the university is able to carry out its mission, attracting and empowering outstanding faculty, strengthening programs, creating new spaces and places, and assuring student success.



What is a high-performing university? One that is efficient and effective in the use of its resources.

Working within the context of a strategic plan provides the university with an opportunity to do that in a structured and systematic way.

A year into IMPACT 2018, each college and unit has a strategic plan. Management systems such as decision analytics and decentralized budgeting are in place.

Leadership training develops high-performing faculty who assure high-quality, accredited programs that meet national standards.

The physical environment of campus fosters a sense of place, providing the quality facilities necessary for research and scholarly activities.

And the work of the SDSU Foundation ensures that the resources necessary to attain these goals will be available, through the generous donations of thousands of university supporters.

DAVID L. CHICOINE
President and Professor of Economics

Endowed faculty positions expand: a hallmark of academic quality



NADIM WEHBE
John M. Hanson Professorship
in Structural and Construction
Engineering



LLOYD METZGER
Alfred Chair
in Dairy Education



BONNY SPECKER
Ethel Austin Martin-
Edward Moss Martin
Chair of Human Nutrition



DAVID GALIPEAU
Harold C. Hohbach Endowed
Professorship in Electrical
Engineering



BARRY DUNN
South Dakota Corn Utilization
Council Endowed Dean of the
College of Agriculture and
Biological Sciences

Endowed faculty positions at South Dakota State University have grown to seven over the past year, moving toward the IMPACT 2018 goal of 16 such positions. Currently there are one each in dairy, economics, nutrition and pharmacy, the deanship of the College of Agriculture and Biological Sciences, and two in engineering. Two of those—the Miller Family Professorship in Pharmaceutical Sciences and the Milton Nies Chair in Enterprise Economics are open. By funding an endowed position, donors and private partners have an opportunity to support the best minds the university has to offer.

New, renovated facilities reshaping campus



Enrollment Services Center



Sanford-Jackrabbit Athletic Complex



Jackrabbit Green



Architecture, Mathematics and Engineering Building

High-quality facilities have a positive impact on students' learning experiences. Along with other factors, they play a critical role in the university's ability to attract and retain talented faculty. The goals set out in the university's "2025 Design and Master Plan" are changing the look of campus.

The Enrollment Services Center opened in summer 2014 and the Classroom Improvement Plan got underway. The Sanford-Jackrabbit Athletic Complex has been completed north of Coughlin Alumni Stadium. South of the Administration Building, the new Architecture, Mathematics and Engineering Building is under construction, set to open in 2015. And the site plan for Jackrabbit Green promises creation of a memorable and efficient space at the heart of campus.

Foundation sets one-year fundraising record, will raise \$69.8 million for student success



The university and South Dakota State University Foundation have established a goal to raise \$69.8 million by 2018 for student success. The initiative will raise \$10.5 million in new scholarships to fully implement the Financial Incentives for Student Success Program, and to provide support for endowed faculty positions and classroom modernization.

Donors committed more than \$63 million to the Foundation in 2013, breaking the previous record for gifts and pledges in a single year by \$10.4 million. The 2013 total of \$63,027,612 came from 9,268 different donors.



Faces of university leadership



Twenty-nine department heads, academic directors, senior faculty and others aspiring to leadership roles completed the Academy for Leadership and Development last year. Participants were challenged to reflect on their leadership styles and to develop qualities and skills needed to advance both their careers and the university.

PERFORMANCE INDICATORS

Implemented July 1, 2013; data shown as of Oct. 10, 2014

GOAL 1: PROMOTE ACADEMIC EXCELLENCE THROUGH QUALITY PROGRAMS, ENGAGED LEARNERS AND AN INNOVATIVE TEACHING AND LEARNING ENVIRONMENT.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2014 STATUS
Number of accredited, certified or approved programs.	32	42	32
NSSE Academic Challenge Engagement Indicators	Higher-Order Learning: 36.6 FY; 39.1 SY Reflective & Integrative Learning: 30.8 FY; 34.9 SY Learning Strategies: 35.3 FY; 34.9 SY Quantitative Reasoning: 26.0 FY; 30.8 SY	Higher-Order Learning: 38.8 FY; 40.3 SY Reflective & Integrative Learning: 35.3 FY; 38.0 SY Learning Strategies: 39.0 FY; 39.6 SY Quantitative Reasoning: 27.6 FY; 30.2 SY	Higher-Order Learning: 36.6 FY; 39.1 SY Reflective & Integrative Learning: 30.8 FY; 34.9 SY Learning Strategies: 35.3 FY; 34.9 SY Quantitative Reasoning: 26.0 FY; 30.8 SY
Number of graduates per year	2,256 total 1,834 undergraduates 353 graduates 69 professionals	2,660 total 2,180 undergraduates 392 graduates 88 professionals	2,398 total 1,956 undergraduates 369 graduates 73 professionals
Retention rate	75%	80%	76%
Enrollment	10,306 Brookings campus 2,277 off-campus 12,583 overall 10,968 undergraduate 1,208 graduate 407 professional	11,405 Brookings campus 2,608 off-campus 14,013 overall 11,889 undergraduate 1,708 graduate 416 professional	10,371 Brookings campus 2,183 off-campus 12,554 overall 10,840 undergraduate 1,283 graduate 431 professional
Enrollment of honors-eligible students	2,172	2,390	2,117
Enrollment of underrepresented students	1,416	1,558	1,457
Number of STEM graduates	710	1,000	799

GOAL 2: GENERATE NEW KNOWLEDGE, ENCOURAGE INNOVATIONS AND PROMOTE ARTISTIC AND CREATIVE WORKS THAT CONTRIBUTE TO THE PUBLIC GOOD.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2014 STATUS
Research spending	\$68.7 million annually	\$115 million annually	\$63.8 million
Research spending in private-sector partnerships and collaborations	\$4.8 million annually	\$10 million annually	\$5.9 million
Interdisciplinary bioscience and engineering initiative	Conceptual planning	Laboratory dedication	Finalized concept (Cannon Design Report)
Invention disclosures	33 annually	80 annually	37
Royalty-bearing IP licenses	8 annually	15 annually	13 in FY 2012-14
Start-ups	7 annually	8 annually	7 in FY 2013-14
Start-up companies and collaborating businesses	7 start-ups	15 start-ups and collaborating businesses	7 start-ups/3 collaborating businesses

GOAL 3: EXTEND THE REACH AND DEPTH OF THE UNIVERSITY BY DEVELOPING STRATEGIC PROGRAMS AND COLLABORATIONS.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2014 STATUS
National, regional or disciplinary-related competitive grants and sponsored programs	30	45	25
Regional and national award recognitions obtained	0	2	2
People annually attending on-campus and off-campus sponsored events.	329,420	518,150	308,795
iGrow (SDSU Extension portal)	91,200 unique visits	500,000 unique visits	324,349 unique visits
Degrees offered online and at University Centers	22 online 25 at University Centers	40 online 40 at University Centers	26 online 25 at University Centers
Carnegie Foundation Community Engagement Classification	Not designated	Designated	Not designated
Active agreements with universities, community colleges and technical institutes	50	150	64

GOAL 4: SECURE HUMAN AND FISCAL RESOURCES TO ENSURE HIGH PERFORMANCE THROUGH ENHANCED FINANCIAL, MANAGEMENT AND GOVERNANCE SYSTEMS.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2014 STATUS
Endowed faculty positions	4	16	7
Employee job satisfaction	63%	75%	Survey to be completed August 2015
Alumni satisfaction	84% would attend SDSU again 34% had an excellent experience	90% would attend SDSU again 50% had an excellent experience	Survey conducted following graduating classes in even years
Campus climate and environment	Fall 2013 Campus Climate Survey	TBD from initial survey data	Survey completed, data being analyzed
University endowment	\$83 million	\$135 million	\$101.4 million
Annual state funding	\$56.2 million	\$65.2 million	\$59.7 million \$40.5 million to the university, \$7.9 million to SDSU Extension and \$11.3 million to Agricultural Experiment Station
Information technology FTEs per 1,000 institutional FTEs	5 FTEs per 1,000	5.03 FTEs per 1,000	6.47 FTEs per 1,000
Technology-related expenditures per student, faculty and staff FTE	\$697	\$800	\$601
Faculty and staff satisfaction on shared governance	50%	70%	Survey to be completed August 2015
Leadership development completed for deans, department heads and senior faculty	N/A	90%	47.2%

GOAL 4: SECURE HUMAN AND FISCAL RESOURCES TO ENSURE HIGH PERFORMANCE THROUGH ENHANCED FINANCIAL, MANAGEMENT AND GOVERNANCE SYSTEMS.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2014 STATUS
Lean management initiative	0%	80%	Pilot project completed
Decentralized budget implementation	Incremental budget structure	Completion	Simulation model for FY14 complete Full implementation in FY15
2025 Design and Master Plan and associated capital projects www.sdstate.edu/president/facilities/upload/DesignMasterPlan.pdf	Section 2 <i>Today's Environment</i>	Section 3 <i>Recommendations</i>	6 new construction projects completed or started: <ul style="list-style-type: none"> • Architecture, Mathematics and Engineering building* • Enrollment Services Center • Head House* • Sanford-Jackrabbit Athletic Complex • Implementation of "Residential Life and Dining Services Master Plan" • University Student Union addition 3 renovations completed: <ul style="list-style-type: none"> • Pugsley Hall (third floor) • Wenona Hall • Communications Center 2 outdoor projects started: <ul style="list-style-type: none"> • 11th Street removal • Administration Lane removal 1 infrastructure project completed: <ul style="list-style-type: none"> • Heating and cooling upgrades* <p>* Higher Education Facilities Fund</p>



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