

IMPACT 2018
A STRATEGIC VISION FOR
South Dakota State University®

McFADDEN
BIOSTRESS LABORATORY



**SOUTH DAKOTA
STATE UNIVERSITY**

SOUTH DAKOTA STATE UNIVERSITY



South Dakota State University is the state's largest, most comprehensive higher-education institution. As South Dakota's Morrill Act land-grant university, SDSU had a fall 2015 enrollment of 12,589 students from all 50 states and 81 countries.

Students can choose from 73 majors, 36 specializations, 75 minors, 35 master's degree programs, 15 Ph.D. programs and two professional doctorates. The university also offers courses at various off-campus sites as well as undergraduate and graduate programs online through the Office of Continuing and Distance Education.

Barry H. Dunn was named the 20th president of South Dakota State University in April 2016, after David L. Chicoine announced last December that he would step down following eight years leading the institution. Dunn is the fourth alumnus chosen to lead SDSU. He started on May 23, 2016.

For South Dakota State University, it has been a year of transition and change. I am honored to have been named president of the state's 1862 land-grant university.

This report documents the progress we've made during the last year toward meeting the goals of IMPACT 2018.

In the coming year, we will recommit ourselves as an institution and a community to SDSU's historic land-grant mission. We will refocus our efforts to assure the university will continue its vital role serving the people of our state and region and addressing the critical issues and challenges of our time.

I've spoken of South Dakota State University as "a beacon of opportunity for all," a vision that I believe encompasses those imperatives.

To first imagine, then realize, such a future we will begin the initial planning phase of the university's next strategic plan in January 2017, even as we achieve new successes and reach important milestones. As an institution, we will continue to move forward, fully committed to continuous improvement in academic and scholarly excellence, working diligently to create a pathway to the future. We will distinguish ourselves by helping our students reach their rich potential, and by delivering value to stakeholders and the larger community.

As we complete the work set out in IMPACT 2018 and turn our eyes to the future, SDSU and its people will continue striving to set a high standard in this competitive world of higher education.

We will continue to support and fulfill the university's over-arching mission: to make a difference for the people of South Dakota and beyond.

Barry H. Dunn

President, South Dakota State University



IMPACT 2018

IMPACT 2018: A Strategic Vision for South Dakota State University is the university's strategic plan that, as it has been implemented, serves to enhance the future for South Dakota and its citizens, and meet the challenges of an increasingly global, complex and interconnected society.

The plan's strategic goals draw on the university's strengths and commitment to excellence. They are rooted in the university's historic land-grant mission, which calls for excellence in teaching, research, service and engagement. IMPACT 2018 also provides a detailed set of performance indicators to measure progress.

The following pages describe the progress during the third year of the plan's implementation.





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GOAL 1

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

Enrollment, engagement, retention and graduation are key elements in meeting the academic needs of a university's students and assuring their success.

Enrollment

Overall enrollment at South Dakota State University has been steady, showing slight increases during the first three years of IMPACT 2018. That stability has helped assure that the institution has been able to provide a level of academic support and resources necessary to meet students' needs during a time when facilities and technology were being expanded and upgraded in anticipation of future enrollment increases.

Enrollment for fall of 2015 was 12,589, including 2,222 first-time freshmen, the university's sixth-largest incoming class. It was the sixth consecutive year with new, first-year students numbering between 2,200 and 2,300.

Increased recruitment and enrollment of undergraduate international students has played a significant role in keeping enrollment stable, as well. Over the first three years of IMPACT 2018, that group expanded from a baseline of 192 students in 2012-13 to 364 in 2015-16, enhancing the diversity of campus culture and life.

The number of students enrolled from underrepresented groups actually exceeded the plan's 2018 target of 1,558 students in 2014-15, and currently stands at 1,606 for 2015-16. Enrollment of honors-eligible students also has shown modest increases over the last two years, currently at 2,149.

Student Engagement

The National Survey of Student Engagement is administered to first-year and senior students to measure key dimensions of student engagement, specifically the amount of time and effort students put into educationally purposeful activities and how the institution organizes the curriculum and other learning opportunities. SDSU students continue to make progress toward IMPACT 2018 goals for those key dimensions, and the university uses the data collected to address student needs and make continuous improvements to the student experience.

The retention rate between students' first and second years also has risen during two of the first three years of the strategic plan, and currently stands at 76.1 percent, looking ahead to a goal of 80 percent.

And the number of undergraduate students receiving a degree rose significantly in the past year, from 2,339 to 2,525. Graduate degrees also increased, from 350 in 2014-15 to 377 in 2015-16.

Learning Environment

The number of accredited or certified programs offered by SDSU increased by two in 2015-16. The tutoring program—offered through the Wintrobe Student Success Center and TRiO Student Support Services—received certification from the College Reading and Learning Association. The hospitality management program also received accreditation from the Accreditation Commission for Programs in Hospitality Administration for the first time. IMPACT 2018 calls for increasing the number of accredited or certified programs to 42 by the end of the plan's fifth year.



"The Ness Division of Economics and Management fosters communication and innovation across the campus community of students and faculty who share a commitment to management, economics and data analytics."

— Eluned Jones
HEAD, DEPARTMENT OF ECONOMICS



NESS DIVISION AND FIRST DAKOTA E-TRADING LAB

COLLABORATIONS EXPAND CROSS-DISCIPLINARY OPPORTUNITIES

In April, South Dakota State University announced the Ness Division of Management and Economics, which comprises faculty from academic programs in economics and business economics, agricultural business and entrepreneurship, construction and operations management, hospitality management and data science.

The new division is the result of a transformative gift by alumni Larry Ness, president of First Dakota National Bank in Yankton, and his wife Diane, to enrich academic and applied experiences for students, strengthen professional development opportunities for faculty and foster economic growth and development in South Dakota and the region.

It is designed to educate tomorrow's leaders in economics, finance and management through collaborative efforts among university units and with external stakeholders. The division brings together recognized undergraduate and graduate programs from across four colleges, drawing on disciplinary strengths and blending rigorous theory, strong analytics and practical applications.

The Ness Division is housed in Schultz Hall, named for Ted Schultz, a 1928 State graduate who received the 1979 Alfred Nobel Memorial Prize in Economic Sciences for his work on human capital theory. It has a board of 14 advisers and an operations committee of eight individuals, including Jason Zimmerman, its interim director.

In October 2015, the university dedicated another collaborative initiative in the form of a new experiential-learning space, the First Dakota National Bank e-Trading Education Laboratory. The lab enables faculty to engage students from the Ness Division and other disciplines across campus in commodity marketing, agricultural finance, business finance and investments in ways that more accurately reflect professional environments.

The e-Trading Lab, located in Berg Agricultural Hall, was made possible through a gift from First Dakota National Bank. The support from four cooperatives—CHS Inc., CoBank, Farm Credit Services of America and Wheat Growers—will cover the operating costs of the laboratory.

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.

As a land-grant institution, South Dakota State University has become the state's research powerhouse, with a responsibility to put the results of that research to work on behalf of the public that supports us.

Research has been an essential part of the university since 1887, when the Hatch Act established agricultural experiment stations in academic institutions across the country, codifying research as an essential role of a land-grant university.

Today, SDSU's purpose-driven, forward-looking research frequently takes the place of research and development efforts that once drove innovation in the private sector. It is supported, in part, by the development of long-term, ongoing linkages and partnerships across departments, colleges, universities, federal agencies and private enterprises. SDSU research enhances quality of life and builds a better future for the state, the nation and the world.

Research Spending

IMPACT 2018 calls for increasing the university's research spending, particularly in partnerships and collaborations with the private sector. It highlights the university's role as an innovator and creator of new knowledge and focuses on transferring innovations to the marketplace as invention disclosures, royalty-bearing intellectual property licenses and as the basis for business startups.

Overall research spending showed a modest increase, to \$58.4 million for the year, up from \$58.3 million in the previous year. At the same time, research spending in private-sector partnerships and collaborations increased to \$6.2 million over the past three years, up from the plan's baseline of \$4.8 million in 2013.

Public-Private Partnerships

Notable among new public-private partnerships are the new oat research laboratory with General Mills (see spotlight) and the partnership with Sanford Health to conduct collaborative research on human nutrition, weight management and other dietary-related areas.

SDSU researchers will have opportunities to collaborate with investigators from Sanford Research on topics like metabolism, food choices and consumption, prenatal nutrition, genetics, food manufacturing and nutritional interactions with the human microbiome. Sanford Health is providing \$1.25 million over five years, and SDSU is leveraging funding from the South Dakota Board of Regents Research and Development Innovation program to add an additional \$200,000 per year.

Startup Companies and New Technologies

Startup companies and collaborating businesses increased to 9 and saw 29 new invention disclosures, 8 new royalty-bearing intellectual property licenses and 3 additional startups.

Invention disclosures included a wide range of technologies from colleges and researchers across campus, including technologies based on plant varieties, methods to isolate beneficial bacteria from gut microbiota, microgrid technologies in engineering, animal health vaccine delivery platforms, biofuels, ocular therapeutic applications, compounds for improved colon health and phosphate removal from agricultural drainage.

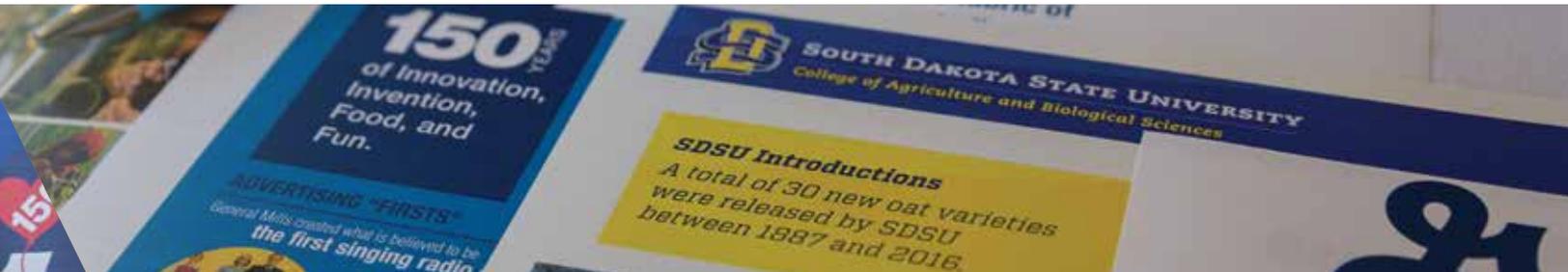




“At South Dakota State University, we believe strongly in public-private partnerships and the synergies they bring to research and innovation.”

—Daniel Scholl

INTERIM DEAN, COLLEGE OF AGRICULTURE AND BIOLOGICAL SCIENCES



GENERAL MILLS OAT RESEARCH LAB PARTNERSHIP

NEW FACILITY TO ENHANCE PRODUCTIVITY, ECONOMIC GROWTH

In June, South Dakota State University and General Mills announced the opening of a collaborative oat variety development lab, housed in the Young Brothers Seed Technology Building at the Research Park at South Dakota State University. The partnership brings together an international innovator in consumer foods and the leading land-grant institution in the country's second-largest oat-producing state.

The new laboratory will focus on advancing the sustainability and quality of oats and provide growers in South Dakota and across the country with oat varieties and production systems that will optimize agricultural productivity and food production and help stimulate sustainable economic growth and prosperity.

As one of the largest buyers of North American oats, General Mills hopes that by partnering with top researchers and agronomy students at SDSU, the company will be able to improve the quality and supply of oats and increase the profitability of the crop for the nation's farmers.

The facility includes labs, greenhouses and access to field trials. General Mills agronomists and plant breeders will work alongside the university's agronomy, horticulture and plant science department: plant breeders, grain scientists, seed experts, environmental scientists, field station managers and student researchers. Together, their efforts will focus on improving the nutritional qualities of oats; developing better-performing oat varieties with higher yields; and helping farmers improve agronomy practices to increase sustainability.

SDSU's public breeding program is one of the mainstays of South Dakota's Agriculture Experiment Station. Oats, unlike corn and soybeans, do not benefit from large-scale private or commercial breeding programs.



GOAL 3

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

Outreach and engagement are essential parts of South Dakota State University's land-grant mission.

That can mean reaching beyond the boundaries of campus into communities across the state and region, engaging with stakeholders and sharing the university's knowledge and innovations. This serves the public good and helps address the grand challenges our world faces today.

It can provide students with learning experiences and opportunities that transcend the boundaries of campus—exposing them to different ways of thinking, doing and learning—whether via internships or service learning in nearby communities, or by participating in study abroad opportunities on the other side of the world. It can mean offering access to education any time and any place, through a range of online courses and distance education.

It can enhance the traditional classroom experience by assuring a diverse campus community here in Brookings, one that offers opportunities to engage with others who may be different culturally, in age, in life experiences and perspectives.

And it can be as simple as attracting people to campus from around the region for athletic or cultural events, people who otherwise might not have a connection with SDSU.

It can be fostered by reaching agreements with other institutions of higher education to bring together SDSU scholars and researchers with their counterparts at other institutions to advance knowledge and address complex problems, while preparing students for careers in their chosen disciplines.

Reaching Beyond Campus

IMPACT 2018 offers a handful of ways to measure that outreach and engagement.

It tallies the number of visits to iGrow, SDSU Extension's teaching platform used to assure state-of-the-art program delivery, implemented to complement the work of the more traditional regional Extension centers around the state. iGrow has continued to expand at a rapid pace since its launch in 2011, surpassing its 2018 target of 500,000 unique visits annually in 2015, and racking up 643,072 in the 2016 fiscal year. It has become a go-to source of unbiased, research-based information for South Dakota and beyond.

Online learning, administered by the Office of Continuing and Distance Education, continues to expand, reaching 32 degree programs in 2016. SDSU's online mass communication masters degree was ranked as the 2015 Best Online Communication Masters Degree by GraduatePrograms.com. CDE also administered 27 degree programs at university centers around the state in 2016.

Active agreements with other universities, community colleges and institutes also grew to 104 in 2016.

Engagement with the Campus Community

Attendance reached more than 220,000 for campus events during 2016, ranging from athletics to the University Speaker Series, from musical and cultural performances to alumni gatherings and the various International Nights. And Jackrabbits student-athletes and teams continued to make it to postseason competition, reaching seven tournaments again in 2016, having surpassed the 2018 goal of five.





*"We see a future where the **courage** and **strength** of Native Americans seeking to become nurses is a catalyst for addressing today's **health** and health-care disparities."*

—Dr. Robin PetersonLund
CO-PRINCIPAL INVESTIGATOR

WICASKE ALLIANCE

funded by the Bush Foundation

INITIATIVE FOSTERS SUCCESS FOR NATIVE AMERICAN NURSING STUDENTS

The goal is to help every Native American who wants to become a nurse become one. The Wicaske Alliance, funded by the Bush Foundation, has been working to make that dream a reality since it began in August 2015.

The alliance, located at the West River College of Nursing in Rapid City, has engaged in outreach efforts, providing scholarships for the International Rural Nursing Conference and creating a welcoming place—Wicozani Otipi—for the students to gather, study, relax or learn about their Lakota culture.

The Lakota Elder community named the space Wicozani Otipi—which means a space for balance and harmony—and opened it with ceremonial prayer and smudging by tribal leaders. Two faculty members donated office space so Native American nursing students would have this place.

While the Bush Foundation grant helped the alliance get started, Robin PetersonLund, an Oglala Lakota member and co-principal investigator of the grant, believes its foundation already was established.

She believes the initiative would have started even without the grant, because the vision and hope already were there, arising from the people and reservation communities in and around Rapid City. "When we reached out and asked for help, people came forward offering their gifts," she said.

An advisory board helps provide creative direction and leadership. The various entities recognize the instrumental role nursing plays in improving health disparities and outcomes.

While initial plans are to encourage those interested in becoming nurses, the process will not stop there. PetersonLund says, "We will walk with them all of the way. We want to make sure they graduate and are licensed and ready to meet the world so they can achieve whatever they want to do."



GOAL 4

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

A high-performing university builds synergy among three of its most important aspects—quality people, quality facilities and necessary resources—to carry out its mission.

Quality people means hiring and retaining high-performing faculty who, in turn, assure high-quality, accredited programs that meet national standards and attract quality students. Students who come to South Dakota State University are assured of an array of strong, dynamic and exciting academic, athletic and artistic programs, in a safe and stimulating campus environment—one that offers opportunity and fosters student success.

Quality facilities in which teaching, learning and research can occur are an important aspect of that campus environment. IMPACT 2018 has emphasized modernizing existing facilities, building new ones and providing infrastructure that aligns with the needs of students, faculty and researchers, and helps create a sense of place. Those improvements strengthen programs and assure that students' learning experiences will prepare them for success in their chosen fields.

Gathering the necessary resources to successfully carry out a university's mission is a challenge faced by institutions of higher education across the country. Success requires careful strategic planning and diligent stewardship of the public and private funding it receives.

Annual state funding, combined with the generous donations of thousands of university supporters via the SDSU Foundation, ensures that the university will have access to the resources it needs to achieve its strategic goals, attract and empower outstanding faculty, strengthen academic programs, create new spaces and places, and assure student success.

The ultimate goal is that South Dakota State will stand as a beacon of opportunity, offering access to higher education to

those who seek it. Success means that earning an SDSU degree will continue to be an asset that increases in value and returns benefits to the people, communities and other stakeholders the university serves.

Funding a High-Performing University

SDSU received a moderate increase in annual state funding over each of the first three years of IMPACT 2018. The university's endowment has also shown modest growth. Implementation of a lean management initiative and decentralized budgeting model has encouraged colleges, departments and other units to exercise greater control over their individual budgets and become more accountable for their results.

Improved Infrastructure and Campus Environment

Perhaps most notable have been the changes to the physical environs on and around campus. In 2016, construction of four new facilities was completed, including a Cow-Calf Research and Education Unit, Swine Education and Research Facilities, phase one of a new North Chiller Plant, and the Dana J. Dykhouse Stadium (see spotlight).

Construction began on five other projects: a plant science research support facility; the North Headhouse greenhouses; the North Chiller Plant distribution system; and Alumni Green along Medary Avenue, which includes the Alumni Center addition to the SDSU Foundation's Jerome J. Lohr Building and a new university president's residence.

In addition, six renovation projects were completed, including the Enrollment Services Center, Brown Hall, classroom remodeling in Wagner Hall and the Testing Center, and the third phase of general classroom upgrades.





“We look forward to introducing thousands from around the region to this great new stadium and the growing stature of Division 1 athletics in South Dakota.”

— Justin Sell
SDSU ATHLETIC DIRECTOR

DANA J. DYKHOUSE

STADIUM

OFFERING AN ENHANCED GAME-DAY EXPERIENCE FOR JACKRABBITS PLAYERS, FANS

The Dana J. Dykhouse Stadium made its public debut the second weekend of September with “Jacks Bash,” headlined by country music star Luke Bryan—with more than 20,000 in attendance, one of the largest events in SDSU history—followed by a 56-28 Jackrabbits victory over Drake in the facility’s inaugural football game.

The facility is said to rival any at the Football Championship Subdivision level. The project, approved by the state Legislature in 2014 and signed into law by Gov. Dennis Daugaard, cost an estimated \$65 million and was funded by a combination of private gifts and long-term bonds financed by new stadium revenue streams. The bonds covered just over half the construction. Lead gifts totaling \$12.5 million from Sioux Falls banker and 1979 SDSU alum Dana J. Dykhouse and philanthropist T. Denny Sanford were announced in October 2013. Construction began in fall of 2014 and completed in August 2016.

The new football stadium has a game-day capacity of 19,340, boasts 27 suites, 144 loge seats, 1,200 club seats, 3,300 seats dedicated to students, 500 seats for The Pride of the Dakotas marching band and 404 handicap-accessible seats.

It has a 30-foot-by-100-foot Daktronics scoreboard and a press box towering 100 feet above the 2.6-acre AstroTurf playing surface. The stadium’s club room, with an area of 11,000 square feet and a 25-foot ceiling, is one of the largest rooms on campus and in the city of Brookings. It is named “Club 71,” after Dykhouse’s uniform number during his Jackrabbits football days.



PERFORMANCE INDICATORS

GOAL 1

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

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2016 STATUS
Number of accredited, certified or approved programs.	32	42	39
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: 36.1 FY; 38.6 SY Reflective & Integrative Learning: 32.5 FY; 36.1 SY Learning Strategies: 35.8 FY; 36.3 SY Quantitative Reasoning: 27.2 FY; 31.1 SY
Number of graduates per year	2,256 total 1,834 undergraduate 353 graduate 69 professional	2,660 total 2,180 undergraduate 392 graduate 88 professional	2,525 total 2,050 undergraduate 377 graduate 98 professional
Retention rate	75%	80%	76.1%
Enrollment	10,397 Brookings campus 2,186 off-campus 12,583 overall 10,957 undergraduate 1,208 graduate 418 professional	11,405 Brookings campus 2,608 off-campus 14,013 overall 11,878 undergraduate 1,708 graduate 427 professional	10,468 Brookings campus 2,121 off-campus 12,589 overall 10,844 undergraduate 1,334 graduate 411 professional
Enrollment of honors-eligible students	2,172	2,390	2,149
Enrollment of underrepresented students	1,416	1,558	1,606
Number of STEM graduates	710	1,000	806

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.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2016 STATUS
Research spending	\$68.7 million annually	\$115 million annually	\$58.4 million
Research spending in private-sector partnerships and collaborations	\$4.8 million annually	\$10 million annually	\$6.2 million annually
Interdisciplinary bioscience and engineering initiative	Conceptual planning	Laboratory dedication	This initiative has been placed on hold
Invention disclosures	33 annually	80 annually	29 annually
Royalty-bearing IP licenses	5 annually	15 annually	8 annually
Startups	2 annually	8 annually	3 annually
Startup companies and collaborating businesses	5 startups	15 startups and collaborating businesses	9 startups/ collaborating businesses

PERFORMANCE INDICATORS



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

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2016 STATUS
National, regional or discipline-related competitive grants and sponsored programs administered by SDSU Extension	30	45	20
Regional and national award recognitions obtained	0	2	5
People annually attending on-campus and off-campus sponsored events.	329,420	518,150	330,258
iGrow (SDSU Extension portal)	91,200 unique visits	500,000 unique visits	643,072 unique visits
Degrees offered online and at University Centers	22 online 25 at University Centers	40 online 40 at University Centers	32 online 27 at University Centers
Carnegie Foundation Community Engagement Classification	Not designated	Designated	Designated at first possible opportunity
Active agreements with universities, community colleges and technical institutes	50	150	104
Postseason Participation	3 teams/individuals annually	5 teams/individuals annually	7 teams/individuals annually
Student-athletes on Conference Academic Honor Roll	50%	55%	60%
Jackrabbit Club Members	1,600	3,000	1,659

GOAL 4

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

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2016 STATUS
Endowed faculty positions	3	16	6
Employee job satisfaction	63%	75%	68%
Alumni satisfaction	84% would attend SDSU again 34% had an excellent experience	90% would attend SDSU again 50% had an excellent experience	85% would attend SDSU again 39% had an excellent experience
Campus climate and environment	Fall 2013 Campus Climate Survey	TBD from initial survey data	New survey platform being implemented
University endowment	\$83 million	\$135 million	\$102.4 million
Annual state funding	\$56.2 million	\$65.2 million	\$66.9 million \$46.6 million - University, \$8.4 million - SDSU Extension and \$11.9 million - AES.
Information technology FTEs per 1,000 institutional FTEs	5 FTEs per 1,000	5.03 FTEs per 1,000	3.9 FTEs per 1,000
Technology-related expenditures per student, faculty and staff FTE	\$697	\$800	\$525
Faculty and staff satisfaction on shared governance	50%	70%	54%
Leadership development completed for deans, department heads and senior faculty	N/A	90%	87.2%

GOAL 4

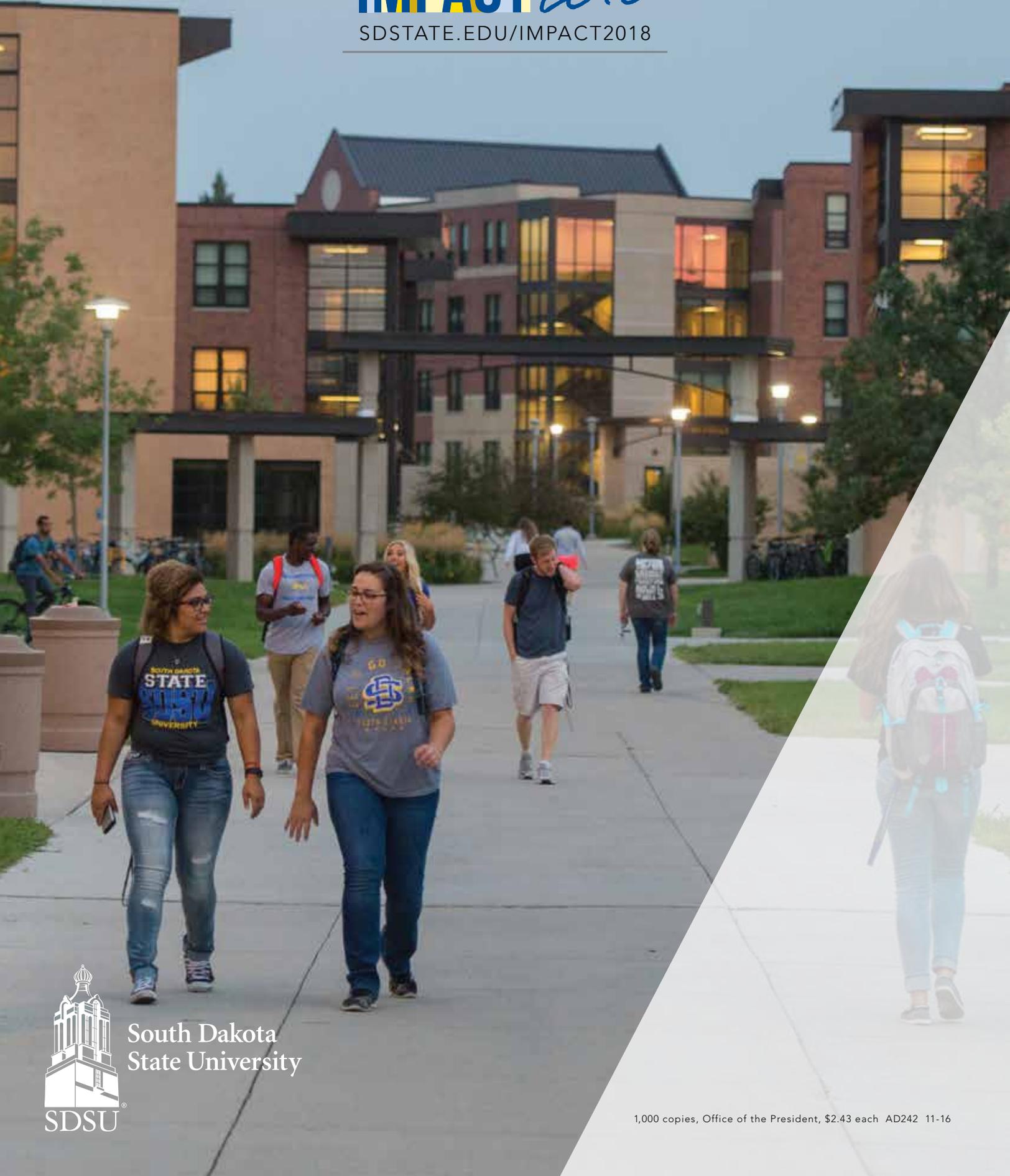
Secure human and fiscal resources to ensure high performance through enhanced financial, management and governance systems.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	2016 STATUS
Lean management initiative	0%	80%	41%
Decentralized budget implementation	Incremental budget structure	Completion	Full implementation was completed in FY15
<p>2025 Design and Master Plan and associated capital projects</p> <p>www.sdstate.edu/president/facilities/upload/DesignMasterPlan.pdf</p>	Section 2 <i>Today's Environment</i>	Section 3 <i>Recommendations</i>	<p>NEW CONSTRUCTION COMPLETED</p> <ul style="list-style-type: none"> • Cow-Calf Research and Education Unit • Swine Education and Research Facilities • Dana J. Dykhouse Stadium • North Chiller Plant – Phase 1 <p>NEW CONSTRUCTION UNDERWAY</p> <ul style="list-style-type: none"> • Plant Science Research Support Facility • North Headhouse Greenhouses • SDSU Foundation — J. Lohr Building Alumni Center Addition • New President's Residence • North Chiller Plant Distribution System <p>RENOVATIONS COMPLETED</p> <ul style="list-style-type: none"> • Brown Hall Renovations • General Classroom Upgrades – Phase 3 • Ethel Austin Martin Remodel for Testing Center • Wagner Hall Nursing Classroom Remodel • Enrollment Services Center – Remodel for American Indian Education Center • Animal Science Complex Research Labs Renovations <p>RENOVATIONS UNDERWAY</p> <ul style="list-style-type: none"> • Renovate Avera North 010, 012, 014 & 016 to Research Laboratories <p>OUTDOOR PROJECTS COMPLETED</p> <ul style="list-style-type: none"> • DMH – Medal of Honor Park Renovation <p>OUTDOOR PROJECTS UNDERWAY</p> <ul style="list-style-type: none"> • Phase 1 of Local Food Education Center • Sylvan Green Upgrades • Alumni Green • College of Engineering Monument

◆ Learn more at SDState.edu/impact2018

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