Founded in 1881 under the Morrill Act as the Dakota Territory’s land-grant institution, South Dakota State University has become the state’s largest, most comprehensive institution of higher education. SDSU confers degrees from six different colleges representing more than 175 majors, minors and specializations. The institution also offers 29 master’s degree programs, 12 doctoral degree programs and two professional programs.

The work of the University is carried out on a residential campus in Brookings, at sites in Sioux Falls, Pierre and Rapid City, and through Extension offices and Agricultural Experiment Station research sites across the state.
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Through IMPACT 2018, South Dakota State University will achieve 2,660 graduates per year and a retention rate of 80 percent.

Surrounding students with exceptional academic excellence and a powerful network of support services enables dreams to be realized and assures that graduates are exceptionally well-prepared for their future careers — as teachers, engineers, journalists, pharmacists, bankers, nurses and more — and as the leaders of tomorrow.

South Dakota State University educates graduates beyond the classroom in experiential learning, leadership and global awareness to prepare them to be citizens of the world.
A UNIVERSITY’S STRATEGIC PLAN IS MORE THAN A ROAD MAP TO ITS FUTURE.

It is a summary of the institution’s aspirations and priorities. An effective strategic plan is one in which all stakeholders, on campus and off, see their interests, express their ideas and build on their values. In developing IMPACT 2018, stakeholders were engaged in conversations on campus, in local communities and across the state to ensure their contributions and their expectations helped shape the direction of South Dakota State University as a comprehensive teaching and research public institution of higher education.

A Morrill Act land-grant university also has a responsibility to assure access to an exceptional education, to help solve increasingly complex problems that challenge the economy, to create gateways to opportunity for students, to strengthen communities and to use resources wisely and judiciously. Through undergraduate, graduate and professional programs, SDSU faculty develop the talented, highly educated leaders of tomorrow and support a more prosperous future through research and outreach.

Built on the accomplishments of the University’s previous strategic plan, IMPACT 2018 is a renewal of the University’s commitment to provide the highest quality in teaching, research and service; to serve South Dakota, the region and the nation; and to succeed in a global economy.

The following pages describe IMPACT 2018 and the direction of South Dakota State University over the next five years.

DAVID L. CHICOINE, Ph.D.
President and Professor of Economics
South Dakota State University
May 2013
Land-grant universities were established in 1862 through passage of the Morrill Act, a revolution in higher education that opened the doors of higher education to the sons and daughters of farmers and laborers.

During the 20th century, land-grant colleges and universities developed into public research universities that have advanced growth and development in the United States.

The land-grant mission — built around teaching, research and outreach — continues today. The ideals of the Morrill Act and the commitment to access for all remains relevant as SDSU continues to serve first-generation college students and young people from underrepresented populations.
VISION, MISSION, CORE VALUES.

IMPACT 2018: A STRATEGIC VISION FOR SOUTH DAKOTA STATE UNIVERSITY IS A FIVE-YEAR STRATEGIC PLAN.

This plan is the result of a 14-month process, led by Provost Laurie Nichols and a 23-member leadership council appointed by President David L. Chicoine. The plan derives its direction from listening sessions across South Dakota, campuswide dialogue with departments and other units and engagement with national leaders in higher education.

VISION

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

MISSION

South Dakota State 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 in South Dakota, the region, the nation and the world.

CORE VALUES

- Excellence in learning, discovery and engagement
- Passion for the institutional mission
- Improved quality of life for the people and communities of South Dakota, the nation and the world
- Appreciation for academic, scientific and humanitarian achievements
- Curiosity and innovation
- Acceptance and embracement of diverse cultures and perspectives
- Civility, integrity and trustworthiness
- Transparency in decision-making and information-sharing
- Fiscal and programmatic accountability
- Economic and environmental sustainability
South Dakota State University attracts students from all 50 states and 72 countries around the world. It is a high-performing, high-quality institution, focused on student success.

A diverse community encourages interpersonal understanding, fosters intercultural awareness and prepares students to become engaged citizens.
BUILD ON STRENGTHS.

Over the past century, South Dakota State University has built a foundation of excellence. IMPACT 2018 strategic goals and action steps draw on strengths and a commitment to excellence to create a pathway to the future.

The pathway requires new thinking, innovation and determination. This is the context of IMPACT 2018. Innovations and value improvements to processes across the University will minimize waste and maximize success. Ongoing critical examinations and alignment of resources to achieve goals will strengthen South Dakota State University as a high-performing institution that delivers greater value to students and stakeholders and helps create a bright future.

STUDENT SUCCESS IS PARAMOUNT.

A powerful network of support services from South Dakota State University means students graduate exceptionally well prepared for their careers and as the leaders of tomorrow. Creative academic environments are fostered by relevant experiences that enhance learning outcomes. Students learn from nationally recognized scholars in classrooms, through study abroad, undergraduate research, service learning, internships and other innovative initiatives.

INFORMATION TECHNOLOGY ENABLES.

Information technology is woven into the fabric of the academic experience. An integrated IT network and strategy links the campus, the region, the country and the world.

That network delivers value to faculty, students and stakeholders through academic computing, the Active Learning Cloud, research computing, informed data and analytics, online distance learning, and expanded outreach and engagement.

A HIGH-PERFORMING UNIVERSITY.

A high-performing university realizes goals and fulfills its mission as an agent of change through academic excellence, research and discovery, and a commitment to community using resources efficiently and effectively.

As a high-performing university, South Dakota State University will critically measure and assess its success in realizing IMPACT 2018 goals by annually measuring 33 selected performance indicators and reporting institutional progress.

A RESPONSIBILITY TO THE COMMUNITY.

Building on more than a century of land-grant heritage, the University is committed to building a better future through service, engagement and collaboration beyond the Brookings campus, across the state, throughout the nation and around the world.

Students and faculty bring scholarship and talents into partnerships with business and industry; communities; local, state and federal agencies; and other academic institutions. They deliver individual and collective value that will lead to a more prosperous future.

A SUSTAINABLE UNIVERSITY.

A sustainable university has been defined as one that “promotes the concept of meeting present needs without compromising the ability of future generations to meet their own needs.”* This is the essence of a land-grant university, the essence of South Dakota State: one that returns value to communities that support it by responsible use of resources, generating new knowledge, solving complex problems, educating tomorrow’s leaders, and stimulating economic growth and an improved quality of life.

South Dakota State University is having an impact — on the state, on the nation and on the world.

IMPACT 2018 is the road map that will guide the delivery of increased opportunities for student success, research innovations to address the challenges of today and tomorrow, access for and engagement with the communities of South Dakota, and stewardship of resources that will mean South Dakota State University continues to be a high-performing, high-quality university.
STRATEGIC GOALS AND ACTION STEPS.

IMPACT 2018 STRATEGIC GOALS ARE GROUNDED IN THE UNIVERSITY’S COMMITMENT TO CORE VALUES.
The strategic goals set the direction and the action steps are the road map. By achieving these goals, South Dakota State University will impact the state, the region, the nation and the world.

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, THE 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.
IMPACT 2018 goals include enrolling more than 11,000 students at the Brookings campus plus 2,600 learners online or at University Centers in Sioux Falls, Pierre and Rapid City; retaining more than 80 percent of first-year students; and by 2018 graduating 2,180 students with bachelor’s degrees and 480 students with graduate and professional degrees, including 1,300 degrees in science, engineering, health care and other impact fields.
PROMOTE ACADEMIC EXCELLENCE.

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

ACTION STEPS:

• Foster academic rigor and student success through a comprehensive approach to engaged learning, resulting in complexity of thought, in-depth mastery and lifelong curiosity.

• Ensure accessibility and inclusion by building a community that provides a welcoming, safe and supportive environment.

• Involve students with faculty to expand excellence in scholarship and creative works; prepare students to make intellectual contributions to the global community; and build a highly educated workforce that develops tomorrow’s leaders.

• Empower faculty, staff and students to collaborate through partnerships within and external to the University, including select partnerships with institutions from abroad.

• Cultivate aware, engaged and active citizens well prepared to work in local, state, national and global communities.

• Increase regional and national distinction of the University.
ENSURE ACCESSIBILITY AND INCLUSION BY BUILDING A COMMUNITY THAT PROVIDES A WELCOMING, SAFE AND SUPPORTIVE ENVIRONMENT.

IMPACT 2018 outlines steps designed to increase enrollment of underrepresented students by 11 percent over the next five years.

Providing broad access is a fundamental characteristic of the University’s land-grant mission. Diversity is not solely focused on increasing numbers, but is an ongoing process that fosters inclusion and creates a campus climate in which each person will have a sense of belonging and the ability to succeed, thrive and achieve.

INVOLVE STUDENTS WITH FACULTY TO EXPAND EXCELLENCE IN SCHOLARSHIP AND CREATIVE WORKS; PREPARE STUDENTS TO MAKE INTELLECTUAL CONTRIBUTIONS TO THE GLOBAL COMMUNITY; AND BUILD A HIGHLY EDUCATED WORKFORCE TO BE TOMORROW’S LEADERS.

Quality faculty and facilities attract quality students. By 2018, the strategic plan calls for increasing enrollment on the Brookings campus to more than 11,000 and 14,000 overall.

Shalini Low-Nam (above), a postdoctoral research associate in chemistry and biochemistry, came to SDSU after completing her doctorate in biomedical sciences at the University of New Mexico. The unique tools and research opportunities available in Assistant Professor Adam Hoppe’s laboratory drew her here.

INCREASE REGIONAL AND NATIONAL DISTINCTION OF THE UNIVERSITY.

Increased participation of faculty and students in national and international projects yields increased recognition of the excellence of South Dakota State University and the impact that builds a better future.

Faculty members Dennis Helder and David Roy are part of the 22-member Landsat Science team that is calibrating the images from the Landsat 8 satellite. More than 3 million Landsat images go to scientists and policymakers in more than 180 countries each year. One survey suggests that the economic benefits of Landsat data are worth $7.5 billion per year.
IMPACT 2018 calls for increasing by 20 percent the number of undergraduate, professional and graduate students receiving degrees in STEM disciplines.

By promoting science, technology, engineering and mathematics (STEM) learning in K-12 education, and by working in collaboration with other public and private entities, the University connects with and meets the needs of employers in South Dakota and the region by providing high-demand, high-quality graduates.

Active, learner-centered teaching and learning environments enable students to realize their potential. IMPACT 2018 aims to increase student engagement by 10 percent over the next five years.

Along with participants from more than 20 universities and national laboratories, an SDSU graduate student is part of the National Science Foundation-funded West Antarctica Ice Sheet Divide Ice Core project. Kari Peterson (right) and professor Jihong Cole-Dai traveled to Antarctica to help recover ice core samples for analysis at the Ice Core and Environment Chemistry Lab on campus.

Increasing the number of accredited programs from 32 to 42 and efficient, effective use of resources is a top goal of IMPACT 2018 to assure academic excellence.

Design faculty are coming together to educate tomorrow’s leaders in the fields of architecture, graphic design, interior design and landscape architecture. Faculty and students’ ability to achieve national recognition through design practice, research and scholarship in accredited programs will enhance development of graduates to achieve professional licensure and successful design careers.
Among facilities described in the University’s 2025 Design and Master Plan is Phase II of the Performing Arts Center.

The Performing Arts Center helps strengthen connections between the campus and community. The existing 1,000-seat Larson Memorial Concert Hall features modern spaces used by choirs, orchestras, bands and jazz ensembles, as well as hosting performances by world-class talent like violin virtuoso Itzhak Perlman and trumpeter/bandleader Doc Severinsen. The state-of-the-art studio theater offers students a venue to produce cutting-edge plays.
GENERATE NEW KNOWLEDGE, PROMOTE CREATIVITY.

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, THE NATION AND THE WORLD.

ACTION STEPS:

- Build upon the best science to strengthen research capabilities and capitalize on emerging and interdisciplinary opportunities.
- Provide the support infrastructure, facilities and services that expand the capacity for quality research, scholarship and creative activities.
- Expedite innovations and new technologies with commercial viability to realize their full potential.
- Transfer research, scholarship and expertise for the public good.
- Pursue public/private partnerships that advance innovation, create career opportunities and bolster economic development.
- Expand artistic and creative activities to enrich cultural life and lift the human spirit.
IMPACT INITIATIVES.

EXPAND ARTISTIC AND CREATIVE ACTIVITIES TO ENRICH CULTURAL LIFE AND LIFT THE HUMAN SPIRIT.

Construction of a permanent gallery at the South Dakota Art Museum to display the works of painter Harvey Dunn is a capital project of IMPACT 2018.

Dunn, famous for his depictions of pioneer life on the prairies of South Dakota, was born in Manchester, S.D., in 1884. He spent a year at South Dakota Agricultural College (now South Dakota State University), then enrolled at the Chicago Art Institute. Today, many of Dunn’s best-known paintings, including “The Prairie is My Garden,” are housed in the South Dakota Art Museum at the University. The museum has 110 of Dunn’s works and objects in its collection.

TRANSFER RESEARCH, SCHOLARSHIP AND EXPERTISE FOR THE PUBLIC GOOD.

IMPACT 2018 calls for tripling the number of royalty-bearing intellectual property licenses, including licenses to start-ups, as a driver of science- and technology-based economic growth.

Effective technology transfer of Board of Regents-owned innovations derived from University research is a foundation for high-tech economic development. The licensing of intellectual property and the development of start-ups create a foundation for new jobs, the formation of new technology-based businesses and the development of a diversified economic base to create a globally competitive economy in South Dakota and the region.

EXPEDITE INNOVATIONS AND NEW TECHNOLOGIES WITH COMMERCIAL VIABILITY TO REALIZE THEIR FULL POTENTIAL.

IMPACT 2018 calls for incubation of high-tech start-up businesses and attracting science-based companies to the Research Park at South Dakota State University, the first university-affiliated research park in South Dakota.

The Innovation Center is a 28,000-square-foot incubator for new companies and entrepreneurs that is located within the 125-acre Research Park. It provides a conduit for public-private partnerships and a place where people and ideas come together from the University, business, industry and government to grow the economy.
Pursue public/private partnerships that advance innovation, create career opportunities and bolster economic development.

Under IMPACT 2018, South Dakota State University will increase research funding from private-sector partnerships and collaborations to $10 million a year. Collaborations with industry and nonprofit groups have been expanding for the last 10 years. Agricultural researchers have been working with Bayer CropScience and Ducks Unlimited since 2009 on Winter Cereals: Sustainability in Action, a wide-ranging initiative to develop winter wheat varieties that are better adapted to the Prairie Pothole Region. Winter wheat has a higher yield than spring wheat and benefits ducks and other waterfowl because it provides them with good habitat.

Provide the support infrastructure, facilities and services that expand the capacity for quality research, scholarship and creative activities.

Infrastructure projects planned under IMPACT 2018 include an Architecture, Mathematics and Engineering building; Phase II of the Performing Arts Center; renovation of the intramural building, commonly known as “The Barn,” to support health and nutrition sciences; and a plant science headhouse and greenhouse.

The renovated Alfred Dairy Science Hall and the new Davis Dairy Plant enable expanded dairy science research and assure that dairy science graduates are globally competitive.

The new Daktronics Engineering Hall and its high-tech clean room research lab support advanced research and education in electrical engineering and physics.

Build upon the best science to strengthen research capabilities and capitalize on emerging and interdisciplinary opportunities.

An interdisciplinary bioscience and engineering initiative will leverage proven faculty and student capabilities and private-sector partnerships in engineering, biology/microbiology, chemistry/biochemistry, computational science and agricultural and pharmaceutical sciences. The work will address the challenges of global food demand, sustainable energy and human and animal health.

With a rapidly expanding array of accomplishments, faculty can form interdisciplinary research teams that integrate a diversity of expertise and approaches to address today’s increasingly complex problems. This requires enhanced, shared facilities, dedicated administrative support and greater program flexibility to foster creativity and collaboration.
SDSU's student chapter of Engineers Without Borders is working on an initiative to construct and install water treatment units in Carmen Pampa, Bolivia, in collaboration with UAC-Carmen Pampa, a local college founded to provide higher education to the children of impoverished farmers in rural areas.

As part of IMPACT 2018, the number of collaborations and agreements between SDSU and other colleges and universities in South Dakota, across the country and around the world will be increased.
GOAL 3

EXTEND THE REACH AND DEPTH OF THE UNIVERSITY.

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

ACTION STEPS:

- Ensure a responsive, future-oriented and sustainable SDSU Extension.

- Enhance offerings at the University Centers to increase opportunities to meet the changing needs of learners.

- Use emerging technologies and institutional collaboration to provide undergraduate, graduate, professional and continuing education focused on traditional and adult learners across the state, in the region, the nation and globally.

- Build strategic local, state, regional, national and global partnerships that mutually enhance the academic experience of learners and contribute to environmental vitality and community development.

- Promote the talents of students through the arts, intercollegiate athletics and other enrichment activities.
USE EMERGING TECHNOLOGIES AND INSTITUTIONAL COLLABORATION TO PROVIDE UNDERGRADUATE, GRADUATE, PROFESSIONAL AND CONTINUING EDUCATION FOCUSED ON TRADITIONAL AND ADULT LEARNERS ACROSS THE STATE, IN THE REGION, THE NATION AND GLOBALLY.

Combining the latest educational technology with the expertise of dedicated faculty, IMPACT 2018 calls for doubling the number of undergraduate and graduate degrees offered online in the next five years.

The Guide to Online Schools website ranked SDSU No. 2 overall and No. 2 among nonprofit schools for its online education offerings in 2013. The same year, U.S. News and World Report ranked SDSU No. 3 among schools that offer master’s degrees in education online. These strengths will be further developed to expand the number and range of online degrees.

PROMOTE THE TALENTS OF STUDENTS THROUGH THE ARTS, INTERCOLLEGIATE ATHLETICS AND OTHER ENRICHMENT ACTIVITIES.

Jackrabbit athletics and the University’s support for the arts make SDSU part of communities across South Dakota and beyond. IMPACT 2018 calls for increasing the number of people coming to sponsored campus events by 23 percent.

Both athletics and the arts engage the human spirit, foster collaboration and leadership skills and showcase the talents and achievements of students. For many, athletic events and the arts are the welcoming front door of the University.

When Jackrabbit athletic teams participate in a tournament or an internationally known musician plays with the University Orchestra, the “halo effect” draws attention to the University and its good work. People recognize the quality of the institution. They respect the value of research, and they understand the importance of engagement. Intercollegiate athletics and the performing arts lift the spirits of alumni, friends and stakeholders, while enhancing the experience of student-athletes, performers and artists.
ENSURE A RESPONSIVE, FUTURE-ORIENTED AND SUSTAINABLE SDSU EXTENSION.

SDSU Extension was reimagined in 2012, using a field-specialist structure coupled with cutting-edge information technology through iGrow to meet stakeholders’ information demands.

Combining field specialists, campus faculty and the new, technology-based approach, the new Extension continues to offer face-to-face services through the Regional Extension Centers around the state, along with webinars, smartphone apps, and 24/7 access to educational materials and information online. This access to expanding research and outreach programs helps improve quality of life, enhance economic opportunities and improve communities statewide.

BUILD STRATEGIC LOCAL, STATE, REGIONAL, NATIONAL AND GLOBAL PARTNERSHIPS THAT MUTUALLY ENHANCE THE ACADEMIC EXPERIENCE OF LEARNERS AND CONTRIBUTE TO ENVIRONMENTAL VITALITY AND COMMUNITY DEVELOPMENT.

Over the next five years, IMPACT 2018 calls for increasing by 50 percent the number of national, regional or disciplinary grants and sponsored programs.

SDSU is the lead institution on a $4 million research project that will help ensure that families who live in isolated communities have nutritious food choices. The grant was announced on campus by USDA Deputy Secretary Kathleen Merrigan (right) in February 2013, as part of $75 million in Department of Agriculture grants for research and outreach activities at 21 universities.

ENHANCE OFFERINGS AT THE UNIVERSITY CENTERS TO INCREASE OPPORTUNITIES TO MEET THE CHANGING NEEDS OF LEARNERS.

Under IMPACT 2018, SDSU will increase course offerings at University Centers in Sioux Falls, Rapid City and Pierre, to deliver credit and noncredit educational programming to nontraditional adult learners.

SDSU is able to engage people in learning any time, any place. The University Centers offer degree programs, along with student support services with the same connectivity and access as experienced by traditional students attending the Brookings campus.
The Honors College will open its new residential life facility in fall 2013. Talented, motivated students will discover a dynamic living-learning community that offers engaged faculty, opportunities for in-depth exploration of subjects and topics, and a well-rounded education of the highest quality. IMPACT 2018 calls for increasing the number of honors-eligible students by 10 percent over the next five years.
GOAL 4
SECURE HUMAN AND FISCAL RESOURCES.

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

ACTION STEPS:

- Recruit and retain talented, diverse and committed faculty and staff and invest in their professional development.
- Partner with the SDSU Foundation to raise private funds for endowed faculty positions, scholarships and fellowships; modernized facilities and state-of-the-art equipment.
- Engage stakeholders to advocate, attract and sustain necessary public investments in higher education.
- Structure and size all University units to ensure effective, efficient operation and management.
- Institutionalize a culture of transparency, responsiveness and effective communication that aligns program and financial accountability.
- Utilize and develop campus assets as set out in the 2025 Design and Master Plan.
With IMPACT 2018, plans are to expand the number of endowed faculty positions to 16.

Top-notch, quality faculty members; excellence in teaching and learning; and nationally accredited programs are essential for student success.

Outstanding faculty are recognized as distinguished professors, the highest level of scholarly distinction. In 2013, Michael Brown (left), natural resource management, and Kasiviswanathan Muthukumarappan, agricultural and biosystems engineering, joined 23 others previously appointed as distinguished professors.

Under IMPACT 2018, the University will partner with the SDSU Foundation to increase the endowment from $83 million to $135 million.

The Foundation raises and administers scholarship funds that benefit more than 4,500 students and spearheads private fundraising campaigns for multimillion-dollar capital projects, endowed professorships and chairs, and funds for excellence that enhance student experiences.

In 2013, the Foundation completed a $255.7 million comprehensive campaign.

Among alumni, 84 percent say they would choose SDSU again. By 2018, the goal of the strategic plan is to raise that number to 90 percent.

Since 2008, Jackrabbit Advocates — a grassroots coalition of alumni, students and friends of South Dakota State University — have been building relationships with legislators and interacting with elected officials about the importance of public higher education to the future prosperity of South Dakota.

The advocates are dedicated to promoting the importance of public funding for public higher education as a pathway to a better South Dakota.
SDSU must improve as a high-performing university. This will be achieved through implementation of Lean management and accountability principles across 80 percent of the institution within five years and operating best-of-class budgeting to assure least-cost services.

A decentralized budgeting system will serve as a catalyst to optimize efficiency and clarify accountability for University resources, identify the optimal sizes for academic service units and programs, organize University units for greater efficiency, develop more effective processes and clearly evaluate progress.

As part of IMPACT 2018, deans, department heads and senior faculty will have access to professional leadership development opportunities.

In addition, the strategic plan sets out a performance indicator of increasing faculty and staff satisfaction with shared University governance from 50 to 70 percent, as measured through engagement surveys.

The 2025 Design and Master Plan articulates the values and vision for the University’s physical space: to create an environment of success for students, programs, faculty and staff; and to foster an aesthetically pleasing, unique sense of place.

Located between the University Student Union and Briggs Library toward Medary Avenue, Jackrabbit Green will be the academic and activity center of campus. A redesigned green will create a unified, attractive campus corridor; open a pedestrian “front door” at the edge of campus; improve pedestrian and bicycle access; and offer opportunities for year-round activities. It will connect to the historic college green, with its landmarks that include the Coughlin Campanile, Coolidge Sylvan Theater and Lincoln Music Hall.
**PERFORMANCE INDICATORS**

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

<table>
<thead>
<tr>
<th>PERFORMANCE INDICATORS</th>
<th>BASELINE</th>
<th>2018 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of accredited, certified or approved programs</td>
<td>32</td>
<td>42</td>
</tr>
<tr>
<td>Deep Approaches to Learning (DAL) score</td>
<td>55 first year</td>
<td>60 first year</td>
</tr>
<tr>
<td></td>
<td>61 senior year</td>
<td>64 senior year</td>
</tr>
<tr>
<td>Number of graduates per year</td>
<td>2,419</td>
<td>2,660</td>
</tr>
<tr>
<td>Retention rate</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Enrollment</td>
<td>12,583 overall</td>
<td>14,013 overall</td>
</tr>
<tr>
<td></td>
<td>10,306 Brookings campus</td>
<td>11,405 Brookings campus</td>
</tr>
<tr>
<td>Enrollment of honors-eligible students</td>
<td>1,546</td>
<td>1,700</td>
</tr>
<tr>
<td>Enrollment of underrepresented students: Must meet three (or more) of the following criteria:</td>
<td>713</td>
<td>800</td>
</tr>
<tr>
<td>• First-generation student</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Pell-eligible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Less than 50% of financial need met</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ACT of 19 or lower</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Veteran</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Student with disability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of STEM graduates</td>
<td>1,092</td>
<td>1,300</td>
</tr>
</tbody>
</table>
**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, THE NATION AND THE WORLD.

<table>
<thead>
<tr>
<th>PERFORMANCE INDICATORS</th>
<th>BASELINE</th>
<th>2018 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research spending</td>
<td>$68.7 million annually</td>
<td>$115 million annually</td>
</tr>
<tr>
<td>Research spending in private sector partnerships and collaborations</td>
<td>$4.8 million annually</td>
<td>$10 million annually</td>
</tr>
<tr>
<td>Interdisciplinary bioscience and engineering initiative</td>
<td>Conceptual planning</td>
<td>Laboratory dedication</td>
</tr>
<tr>
<td>Invention disclosures</td>
<td>61 annually</td>
<td>80 annually</td>
</tr>
<tr>
<td>Royalty-bearing IP licenses Start-ups</td>
<td>5 annually</td>
<td>15 annually</td>
</tr>
<tr>
<td></td>
<td>2 annually</td>
<td>8 annually</td>
</tr>
<tr>
<td>Start-up companies and collaborating businesses</td>
<td>5 start-ups</td>
<td>15 start-ups and collaborating businesses</td>
</tr>
</tbody>
</table>
**GOAL 3:** EXTEND THE REACH AND DEPTH OF THE UNIVERSITY BY DEVELOPING STRATEGIC PROGRAMS AND COLLABORATIONS.

<table>
<thead>
<tr>
<th>PERFORMANCE INDICATORS</th>
<th>BASELINE</th>
<th>2018 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>National, regional or disciplinary-related competitive grants and sponsored programs</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Regional and national award recognitions obtained</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>People annually attending on-campus and off-campus sponsored events</td>
<td>202,076 on campus 205,163 off campus</td>
<td>248,650 on campus 269,500 off campus</td>
</tr>
<tr>
<td>Degrees offered online and at University Centers</td>
<td>22 online 30 at University Centers</td>
<td>40 online 40 at University Centers</td>
</tr>
<tr>
<td>Carnegie Foundation Community Engagement Classification</td>
<td>Not designated</td>
<td>Designated</td>
</tr>
<tr>
<td>Active agreements with universities, community colleges and technical institutes</td>
<td>50</td>
<td>150</td>
</tr>
<tr>
<td>Success in intercollegiate athletic and other University-recognized competitions</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
**GOAL 4:** SECURE HUMAN AND FISCAL RESOURCES TO ENSURE HIGH PERFORMANCE THROUGH ENHANCED FINANCIAL, MANAGEMENT AND GOVERNANCE SYSTEMS.

<table>
<thead>
<tr>
<th>PERFORMANCE INDICATORS</th>
<th>BASELINE</th>
<th>2018 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowed faculty positions</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>Employee job satisfaction</td>
<td>63%</td>
<td>75%</td>
</tr>
<tr>
<td>Alumni satisfaction</td>
<td>84% would attend SDSU again 34% had an excellent experience</td>
<td>90% would attend SDSU again 50% had an excellent experience</td>
</tr>
<tr>
<td>Campus climate and environment</td>
<td>Fall 2013 Campus Climate Survey</td>
<td>TBD from survey data</td>
</tr>
<tr>
<td>University endowment</td>
<td>$83 million</td>
<td>$135 million</td>
</tr>
<tr>
<td>Annual state funding</td>
<td>$56.2 million</td>
<td>$65.2 million</td>
</tr>
<tr>
<td>Information technology course management system student satisfaction</td>
<td>43% consider as important</td>
<td>75% consider as important</td>
</tr>
<tr>
<td>Technology-related expenditures per student FTE</td>
<td>$317.34</td>
<td>Equal to or more than the average of all institutions measured by CORE data</td>
</tr>
<tr>
<td>Faculty and staff satisfaction on shared governance</td>
<td>50%</td>
<td>70%</td>
</tr>
<tr>
<td>Leadership development completed for deans, department heads and senior faculty</td>
<td>N/A</td>
<td>90%</td>
</tr>
<tr>
<td>Lean management initiated</td>
<td>0%</td>
<td>80%</td>
</tr>
<tr>
<td>Decentralized budget implementation</td>
<td>Incremental budget structure</td>
<td>Completion</td>
</tr>
<tr>
<td>2025 Design and Master Plan and associated capital projects: <a href="http://www.sdstate.edu/president/facilities/upload/DesignMasterPlan.pdf">www.sdstate.edu/president/facilities/upload/DesignMasterPlan.pdf</a></td>
<td>Section 2 Today’s Environment</td>
<td>Section 3 Recommendations</td>
</tr>
</tbody>
</table>