Strategic Agenda 2005-2006

Introduction
In 2003, the SDSM&T campus began a conversation regarding our past, present, and most importantly, our future. The result was a revised mission, vision, and goal, accompanied by four strategic initiatives to guide campus development. Annually, an agenda of action items for each initiative is developed to move the institution to its announced goal. This report is based on a review of, and revisions and updates to the 2004-2005 strategic agenda, as well as new items for the current year.

Mission, Vision, and Goal

Mission
The South Dakota School of Mines and Technology serves the people of South Dakota as their technological university. Its mission is to provide a well-rounded education that prepares students for leadership roles in engineering and science; to advance the state of knowledge and application of this knowledge through research and scholarship; and to benefit the state, region, and nation through collaborative efforts in education and economic development. Our mission as a technological university was reaffirmed by the South Dakota Board of Regents in December 2003.

Vision
The School of Mines is dedicated to being a leader in twenty-first century education that reflects a belief in the role of engineers and scientists as crucial to the advancement of society. Our vision is to be recognized as a premiere technological university in the United States.

Goal
Our immediate goal is to be the university-of-choice for engineering and science in South Dakota.
The data in the table below tells us that currently one-third of science and engineering undergraduates attending a Regental institution choose us. While our target percentage has not yet been set, we know that it must be higher for us to be the choice in the state for science and technology.

We also know that we want to attract the very best students in science and engineering. Our indicator for that is the percentage of Opportunities Scholars we attract. Currently, we attract just 10% of the Scholars who attend one of the six Regental schools, but 37% of those choosing majors in engineering and science.

Indicators: Goal

<table>
<thead>
<tr>
<th>Enrolled at SDSM&amp;T:</th>
<th>Fall 04</th>
<th>Fall 05</th>
<th>Fall 06</th>
<th>Fall 07</th>
<th>Fall 08</th>
<th>Fall 09</th>
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<tbody>
<tr>
<td>First Time South Dakota Opportunities Scholars</td>
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<td>Regental Institutions</td>
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<td>Majoring in Engineering/Science Regental Institutions</td>
<td>37%</td>
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<td>Regental Institutions</td>
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<td>Regental Institutions</td>
<td>37%</td>
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Source: South Dakota Board of Regent Issue Brief No. 2, 1/11/05, South Dakota Board of Regents FY 2005 Fact Book and Colleague Database.

Strategic Initiatives
During 2003-2004, four strategic initiatives were identified by the School of Mines campus community which provide a framework for the actions that must be undertaken in successive years to achieve our goals and vision. A critique of our progress in meeting the 2004-2005 action items was held at our May 2005 all-campus planning session, and, as a result, the following action items were identified as critical for 2005-2006.
Indicators
Several quantitative indicators have been identified for each initiative. Initial data is presented. Additional indicators are tracked by each Vice President as they monitor progress in their specific area.

Strategic Initiative 1: Reshape the Learning and Teaching Experience
A distinctive curriculum and co-curriculum will make the School of Mines a national university of choice for high quality, relevant education in engineering and science. Our curriculum needs to be distinctive enough to attract the best and brightest while ensuring that all students develop both technical expertise and “soft skills”.

During 2005-06, attention will be given to (items deemed completed from 2004-05 are checked):

A. Undergraduate
   Substantially completed:
   ☒ Redesign the IS degree curriculum; complete and implement changes; class of ’06 publications represent changes.
   ☒ Pilot summer bridge program for incoming students.

   Action Items ’05-’06:
   ♦ Focus on student learning and engagement to encourage persistence and completion:
     ♦ Hire first year program coordinator and continue development of the first year experience;
     ♦ Implement the Women in Science and Engineering program;
     ♦ Conduct FIRST in the Classroom projects;
     ♦ Develop global educational opportunities for students, faculty, and staff;
     ♦ Conduct pilot of the tablet PC program;
     ♦ Assess and revise as indicated current advising/mentoring approaches;
     ♦ Recruit National Merit and SD Opportunity Scholars; and
     ♦ Establish writing across the curriculum program.
   ♦ Complete conversion to the web-based scheduler R25 which will provide real time information on equipment and room scheduling as well as interactive web-based calendars.
   ♦ Implement a campus-wide retention strategy.
   ♦ Complete design and implement “team leadership development emphasis” that focuses on the confidence and management of multidisciplinary teams; professional and ethical responsibility, effective communication skills, understanding of the impact of engineering solutions in a global, economic, environmental and societal context; recognition for and ability to engage in life-long learning; and knowledge of contemporary issues.
   ♦ Address faculty and staff training needs, including improving communication and other non-technical skills, customer service training, and secure new faculty development funding.
   ♦ Coordinate and implement personal finance, health insurance, and Constitution Day education as mandated by the Board of Regents and Federal Regulations.
   ♦ Define plan for ethics education; restate Student Code of Conduct policies and procedures for readability purposes.
   ♦ Top Priority for the Institution and Board of Regents

B. Graduate
   Substantially completed:
   ☒ Submit, and have approved, a proposal to initiate a Ph.D. in Nanoscience and Nanoengineering.
   ☒ Submit, and have approved, a plan to split AEWR program into a Ph.D. in Atmospheric and Environmental Sciences.

   Action Items ’05-’06:
   ♦ Submit, and have approved, a proposed Ph.D. program in Biomedical Engineering with USD.
   ♦ Implement Ph.D. program in Nanoscience and Nanoengineering.
   ♦ Introduce curriculum to improve communications skills for graduate students.

C. Student Experience
   Substantially completed:
   ☒ Develop a new admission standards strategy and have it approved.

   Action Items ’05-’06:
   ♦ Complete and implement comprehensive marketing/enrollment management plan based on enrollment trends and new admission standards.
   ♦ Complete and implement campus-wide multi-dimensional strategy to increase minority representation and participation on campus and provide a welcoming and safe environment.
   ♦ Develop programs and curricula for orientation and other sessions in career planning/job search, health issues, globalization, cultural diversity/awareness, and leadership development.
   ♦ Coach students to apply for prestigious external scholarships, assistantships, etc.
### Indicators: Strategic Initiative 1

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<tr>
<th>Indicator</th>
<th>03/04</th>
<th>04/05</th>
<th>05/06</th>
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<th>08/09</th>
<th>09/10</th>
<th>Target</th>
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<td>% Auto Admit</td>
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<td>Retention Rate UG (1st year)</td>
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<td>Completion Rate UG</td>
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<td>Placement Rate UG**</td>
<td>92%</td>
<td>86%</td>
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<td><strong>C. GRADUATE (Fall)</strong></td>
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<td>% with Support</td>
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<tr>
<td>Masters</td>
<td>47%</td>
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<tr>
<td>Doctorate</td>
<td>51%</td>
<td>35%</td>
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</table>

Demographic percents are for the entire student body, undergraduate and graduate.
Retention rate represents the percent of all fall freshmen students who returned in following fall.
Completion rate reflects the percent of the 1997 federal cohort that graduated in 6 years.
Noel-Levitz Student Satisfaction Index - Importance of Satisfaction on 7.0 Scale.
* Fall 2003: Includes students who were enrolled before South Dakota Regental Institution databases were merged. Fall 2004: First time, full and part-time, degree seeking freshmen.
** 03/04: 12 months after graduation. 04/05: From May 05 graduation through September 05.
% Auto Admit: Based on full and part-time, degree seeking, no specials — if current admissions requirements were in place.
Masters and Doctorate do not add up to the Graduate enrollment total because of the “specials” classification.
Strategic Initiative 2: Promote the Acquisition, Discovery, and Application of Knowledge

A continuing and growing focus on research and scholarship in all its manifestations will enable us to better serve our constituencies and fulfill our mission. Excellence in focused areas of scholarship will gain us national recognition for leading-edge research and development that contributes to the quality of life and economic well-being of the state and the nation.

Please note that this area encompasses “research” and “scholarship” in many forms, including the scholarship of teaching and learning and undergraduate research.

During 2005-06 continued attention will be given to (items deemed completed are checked):

A. Funding

Substantially completed:
- Defining for the administrative team the research areas on which to concentrate efforts on external fund-raising.
- Awarded CAAN (State 2010 Center).
- Awarded IU/CRC - Friction Stir Welding (NSF).

Action Items ’05-’06:
- Seek and obtain additional external funding for cutting-edge research*, scholarships, and student support service programs.
- Prepare to negotiate an increase in overhead rate and design a means of reinvesting the funds to support research.
- Prepare for implementation of the statewide Human Resources/Financial Information system.
- Analyze administrative procedures in human resources/payroll, purchasing, and accounts payable; and seek possible efficiencies with other South Dakota public universities.
- Build a case for differential lab fees and/or a separate lab maintenance appropriation.
- Continue to build research and development centers.
- Advocate for instructional lab upgrades as a system budget priority.
- Form an Institutional Review Board (IRB) that meets the regulatory membership requirements, develop IRB procedures, and register the IRB with the Office for Human Research Protections.

* Top Priority for the Institution and Board of Regents

B. Infrastructure

Substantially completed:
- Inventory SDSM&T equipment, talent, and expertise.

Action Items ’05-’06:
- Develop Research and Development (R&D) Strategic Plan
- Improve library resources, including developing a process for library research acquisitions funded by F&A and matching library funds.
- Improve our research and technology-transfer capacity, including:
  - Coordinating our tech-transfer initiatives with the BOR and state to support entrepreneurial efforts;
  - Creating talking points or “Tech stories” on campus achievements and points of pride in this area for use in promoting ourselves in regional and national media;
  - Continuing to add federal and private resources to support R&D; and
  - Clarifying and, if needed, redefining workload policy as it impacts faculty ability to have time for research.
- Streamline procedures for patent applications and entrepreneurial collaboration with start-up companies.
- Introduce “HUM” English as second language and technology writing tutorial classes for international students.
- Assure the presence of state of the art (wireless, tablet PCs, air projection) capabilities in all presentation rooms for educational and research workshops and conferences in the Surbeck Center.
- Collaborate with Black Hills State University in the development of an M.S. program in Genomics.

Indicators: Strategic Initiative 2

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<tr>
<th></th>
<th>S/F/SP 03/04</th>
<th>S/F/SP 04/05</th>
<th>S/F/SP 05/06</th>
<th>S/F/SP 06/07</th>
<th>S/F/SP 07/08</th>
<th>S/F/SP 09/10</th>
<th>Target</th>
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<tbody>
<tr>
<td># MSs Awarded</td>
<td>93</td>
<td>104</td>
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<tr>
<td># Ph.D.s Awarded</td>
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<td>9</td>
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<tr>
<td>Sponsored Research $</td>
<td>$11,922,155</td>
<td>$12,703,410</td>
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<td>$15 million</td>
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<td># Faculty w/ Funded Projects</td>
<td>45</td>
<td>47</td>
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<td>60</td>
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Source: Colleague Database and Office of Sponsored Programs.
Strategic Initiative 3: Engage and Serve the Broader Community

Our ability to fulfill our mission will be enhanced as we develop networks and partnerships with external entities. We will expand collaborations with the Native American community, with other universities, and with business and industry.

During 2005-06 continued attention will be given to (items deemed completed from 2004-05 are checked):

A. Economic Development

Substantially completed:
- Highlight economic development opportunities during 2005 Alumni Reunion.
- Designate a task force 1) to identify current activities and key individuals or groups, and 2) to carefully define the constituencies we will serve through our economic development efforts.
- Initiate monthly meetings with economic development leaders in the community.

Action Items ’05-’06:
- Conduct workshops on economic development for campus and community.
- Establish a “one-stop” SDSM&T economic development resource, office, or point person with the emphasis being on just one stop.
- Revise structures and policies to encourage entrepreneurial activities leading to technology transfer.
- Produce economic development marketing brochure.
- Provide Business Office support for Office of Educational/Summer Programs and Professional Conferences.
- Solicit ten new employers to recruit on campus
- Cooperate with Black Hills Vision/Battelle Corp. on Black Hills Technology Corridor Initiative.

B. Educational Development

Substantially completed during ’04-’05:
- Open the West River Higher Education Consortium Facility.

Continue ’05-’06:
- Build stronger K-14 linkages (including tribal and community colleges) to promote prospective student interest in SDSM&T by:
  - Determining the needs of area K-12 teachers, tribal colleges, and feeder students.
  - Collaborating with K-12 tribal schools, and community colleges.
  - Re-creating a visiting scholar program.
  - Participating in and collaborating with associations of middle school and high school math and science teachers.
  - Seeking external funding for minority student scholarships and support for under-represented or economically disadvantaged students.
- Advance SDSMT-BHSU collaborations by:
  1. Collaborating on programs in IS, Business, CSc, Biology, Manufacturing Technology, and Genomics.

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<th>Indicator</th>
<th>03/04</th>
<th>04/05</th>
<th>05/06</th>
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<th>Target</th>
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<tr>
<td>Tech Transfer:</td>
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<td># Disclosures</td>
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<td># Patents: U.S. 4+</td>
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| Outreach:                  |       |       |       |       |       |       |       |        |
| Science Literacy/Related   |       |       |       |       |       |       |       |        |
| # Events                   | 24    |       |       |       |       |       |       |        |
| # Participants             | 648   |       |       |       |       |       |       |        |
| Community Related          |       |       |       |       |       |       |       |        |
| # Events                   | 4     |       |       |       |       |       |       |        |
| # Participants             | 47    |       |       |       |       |       |       |        |

Source: Office of Sponsored Programs, SDSM&T Foundation, Office of University and Public Relations, and Educational Programs and Professional Conferences.
C. Community Relations

- Increase community involvement with School of Mines athletics.
- Seek out opportunities for faculty and staff members to serve, including
  1. Board memberships;
  2. Visiting scientists and engineers;
  3. Media experts; and
  4. Subject experts for local media coverage.
- Enlist Student Affairs in support of community service projects.
- Implement community coalition on student health and safety issues.
- Provide leadership to comprehensive community alcohol abuse prevention project.
- Develop a parents organization.
- Continue relationships with and referrals to community mental health professionals.
- Maximize usage of campus facilities and residence halls for summer conferencing.
- Provide summer educational and conferencing opportunities for professionals and educators in the region, college-bound, and potentially college-bound youth.

**Strategic Initiative 4: Prepare for Our Future as a National Player in Science and Engineering Education and Research**

The necessary facilities, infrastructure, marketing, support services, and management will be developed to enable us to provide excellence in engineering and science education and to conduct nationally recognized research. Preparing for our future includes a review of the organizational structure of the university.

During 2005-06 continued attention will be given to (items deemed completed from 2004-05 are checked):

A. Institutional Review

**Substantially completed:**
- Identify the benchmarks and matrices to define and measure progress toward regional, state, and national prominence, with the vision to become “distinguished” amongst our peer institutions.
- Review of the organizational structure of the university.
- Update the campus master plan incorporating BOR space utilization study and expand facilities to keep pace with campus growth.
- Collect five-year development plan from every department and program and evaluate them in light of the question: “How will this department change to further our goal of becoming “distinguished” amongst our peer institutions, and what, specifically, will be done?” Include the following:
  - Curriculum improvement plan;
  - Research objectives; and
  - Community services.

**Action Items ’05-’06:**
- Achieve maximum reaccreditation from the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools.
- Complete campus restructuring including:
  - Hire Deans;
  - Revise infrastructure space, accounts, signage, etc.;
  - Revise committee membership;
  - Revise performance standards and promotion and tenure expectations;
  - Restructure admissions, financial aid, marketing; and
  - Revise outreach web site, graphic manual.
- Establish a step-by-step qualifications to be qualified as a “premier institution”.
- Establish a consensus on the Library’s function(s) and achieve a consensus on the resources and structures needed to fulfill the function(s) with an updated, expanded, mission statement and a five-year development plan.
- Review Surbeck operations, renovations and M&R needs.
- Study student health needs and costs (including counseling and ADA services).
B. Leadership Development

Action Items ’05-’06:
- Support administrative effectiveness by:
  - Building and maintaining a cohesive leadership team; and
  - Developing and implementing professional development programs for deans, directors, chairs.
- Provide identification and training of future campus leaders.

C. Marketing

Substantially completed:
- Completed strategic review of enrollment management issues (Noel-Levitz), nomenclature study, design of logo, recruitment plan, and branding statement (Stamats), and restructured enrollment management.

Action Items ’05-’06:
- Further improve the website, university publications, and electronic communication, including:
  - Redesign of the School of Mines home page and website architecture; and
  - Establish electronic communication as “official” mode.
- Build marketing initiatives, including:
  - Increasing our visibility East River;
  - Conducting an economic impact study;
  - Increasing institutional presence in regional and national venues; and
  - Promoting and facilitating K-14 and other outreach with the Office of Educational/Summer Programs and Professional Conferences.
- Institutional work plan for campus connections—providing a critical mass of minority (American Indian, Hispanic, Asian, and African American) and international students.
- Move the housing application process, room assignment notification, and information for staff members to the web.
- Implement a card access system in the residence halls and Surbeck Center that provides accurate information on traffic flow, access to different areas of a building; and collaborating with Facility Services to help others on campus use the card access system.
- Capitalize on opportunities to gain recognition by nominating individuals and programs for national awards.

D. Developing Resources

Substantially completed:
- Designed with SDSM&T Foundation a plan for a major all resource fund raising campaign.
- Completed Campaign Internal Feasibility Study.
- Completed Peterson residence hall, Tech Development Lab, Library Renovation (Phase I), cooling infrastructure.

Action Items ’05-’06
- Complete capital campaign external feasibility study process.
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* Articles that included visit to campus and on-camera interview.
** Web hits extrapolated from three months of data.
*** NACUBO standards.

(1) Primary Reserve ratio measures the financial strength of the institution by comparing expendable net assets to total expenses.
(2) Net Assets ratio determines whether the institution is financially better off than in previous years by measuring total economic return.
(3) Net operating revenues ratio indicates whether total operating activities resulted in a surplus or deficit and if the institution is living within available resources.
(4) Viability ratio measures the availability of expendable net assets to cover debt should the institution need to settle its obligations as of the balance sheet date.
(5) Debt burden ratio examines the institution's dependence on borrowed funds as a source of financing and the cost of borrowing relative to overall expenditures. It compares the level of current debt service with the institution’s total expenditures.

Source: Office of Business and Administration, Office of University and Public Relations, and SDSM&T Foundation.