Our VISION is to develop world-class leaders to benefit society.

Our MISSION is to provide a quality education to scientists and engineers, innovate to reach our creative potential, and engage in partnerships to transform society.

We VALUE integrity, ingenuity, inclusion, and impact.
GOAL: South Dakota Mines is the premier STEM institution of choice for students seeking a challenging, engaging, relevant, and supportive academic experience where they are immersed in world-class learning opportunities and guided by talented and renowned faculty.

- **Objective 1.1:** Offer distinctive academic programs that are responsive to industry needs and prepare graduates to solve global challenges and serve as leaders in an increasingly competitive interconnected world. *(Provost and Associate VP for Academic Affairs)*
  - Action 1.1.1: Ensure the academic programs offered are current, relevant, and prepare students for future success in their career and/or advanced educational pursuits.
  - Action 1.1.2: Develop a comprehensive evaluation and review process to prioritize offering high-quality, distinct, and compelling programs.
  - Action 1.1.3: Conduct an annual review of program Key Performance Indicators (KPI) to identify underperforming programs and create a plan for each program to either make investments to improve KPI measures or plan for program closure.
  - Action 1.1.4: Create professional education courses to aid industry in developing their existing workforce.

- **Objective 1.2:** Invest in faculty through professional development opportunities to enhance their teaching, research, and service endeavors. *(Provost, Associate VP for Academic Affairs, and Director of Faculty Development)*
  - Action 1.2.1: Ensure professional development programming focused on innovative pedagogical approaches and quality curriculum design is readily available.
  - Action 1.2.2: Recognize and promote outstanding faculty who demonstrate excellence.
  - Action 1.2.3: Implement an effective system to collect, retain, and celebrate faculty awards, honors, and other achievements.

- **Objective 1.3:** Offer co-curricular programming that promotes leadership development, civic engagement, global awareness, creative thinking, and innovative problem-solving. *(Provost and Associate VP for Academic Affairs)*
  - Action 1.3.1: Design co-curricular programs that focus on student learning outcomes and provide relevant services to help students succeed in a university learning environment.
  - Action 1.3.2: Provide opportunities for students to explore differing points of view, experience personal growth, and understand the perspectives of others through civil discourse.
  - Action 1.3.3: Ensure that each co-curricular program utilizes an effective process to ascertain student needs and provide the appropriate services suited to the needs of the students.
GOAL: Strive to make our campus a place where students, faculty, and staff thrive in an inclusive, equitable, sustainable, and creative environment.

- **Objective 2.1: Foster a safe, sustainable, and healthy environment.** *(AVP for Facilities, Risk, and Services; Chief of Police)*
  - Action 2.1.1: Ensure Campus Police and Campus Safety provide 24-hour coverage.
  - Action 2.1.2: Place cameras in all high-traffic areas.
  - Action 2.1.3: Lab safety training given yearly to all students, faculty, and staff using Mines’ labs.
  - Action 2.1.4: Convert all main entrances of buildings to key card access.
  - Action 2.1.5: Conduct at least one late-night campus safety walk per semester with Campus Safety, students, faculty, and staff to identify poorly lit areas and other safety issues.
  - Action 2.1.6: Establish the Sustainability Committee as a University Committee.

- **Objective 2.2: Promote a work-life balance that encompasses a universal commitment to institutional success and individual well-being.** *(AVP for Student Development, Director of Counseling Services, Director of Inclusion)*
  - Action 2.2.1: Promote wellness for faculty, staff, and students by providing two programs or opportunities per academic year.
  - Action 2.2.2: Provide effective mental health resources to students, staff, and faculty.
  - Action 2.2.3: The Human Resources Office will initiate an Employee Assistance Program (EAP) Marketing Campaign twice per year.
  - Action 2.2.4: The Counseling Office will annually offer Suicide Prevention Training (QPR) to faculty and staff.

- **Objective 2.3: Build a sense of community that cultivates collaboration, inclusion, and innovation.** *(AVP for Human Resources, Director of Inclusion)*
  - Action 2.3.1: Promote an inclusive environment by cultivating partnerships and collaboration with various campus and community groups.
  - Action 2.3.2: Conduct climate surveys at least once every two years.
  - Action 2.3.3: Provide authentic and culturally relevant engagement and experiences.

- **Objective 2.4: Promote a culture of excellence and efficiency through flexible and transparent business processes.** *(VP for Finance & Administration)*
  - Action 2.4.1: Assess finance and administrative services through an annual survey.
  - Action 2.4.2: Create an idea bank that solicits useful ideas to improve the university.

- **Objective 2.5: Ensure the campus community is well informed through open and transparent communications.** *(Director of Marketing & Communication, Communications Manager)*
GOAL: Increase awareness of the university by promoting achievements of our students, faculty, staff, and alumni, and develop an understanding of university needs by deepening relationships with alumni, industry, and government leaders.

- **Objective 3.1**: Develop a marketing and communications strategy among university, athletics, the Hardrock Club, and CARA to ensure that consistent information is shared and communicated in a manner that provides greatest impact. *(University, Athletics, and CARA Marketing and Communication Managers)*

- **Objective 3.2**: Increase awareness and recognition of student activities and achievements in academics, athletics, and co-curricular programs. *(Communications Manager, Associate Athletic Director, University Event Planner)*
  - Action 3.2.1: Create athletic game experiences that entice members of the campus, local community, and alumni to attend events.
  - Action 3.2.2: Increase awareness of cultural and STEM activities on campus.

- **Objective 3.3**: Create stronger connections with community, industry, and state leaders to increase awareness of the university's impact. *(President, AVP for Economic Development, University Event Planner)*
  - Action 3.3.1: Promote the university's capabilities and contributions to the economic development of the region, state, and nation by forging stronger connections with community leaders, industry partners, and government officials.
  - Action 3.3.2: Host campus events to showcase university activities and achievements.
  - Action 3.3.3: Develop a government relations role within the university.
  - Action 3.3.4: Collaborate with community leaders on the development of the Innovation District.

- **Objective 3.4**: Advance university support through alumni and industry engagement. *(CARA CEO, CARA Alumni Director, Hardrock Club Executive Director)*
  - Action 3.4.1: Increase engagement with all alumni generations.
  - Action 3.4.2: Successfully complete a comprehensive capital campaign.
  - Action 3.4.3: Promote student organization, athletic, and academic department advancement opportunities through annual giving events such as Raising for Rockers and Giving Tuesday.
  - Action 3.4.4: Create a cohesive industry engagement strategy.
GOAL: Elevate awareness of South Dakota Mines as a premier STEM institution that provides a quality and affordable undergraduate and graduate education.

**Objective 4.1: Increase undergraduate student enrollment.** (*AVP for Enrollment Management, Director of Marketing & Communications*)
- Action 4.1.1: Promote awareness of institution and our degree programs through marketing, communications, and recruitment efforts in target states, with focus on markets with the greatest potential to increase undergraduate enrollment.
- Action 4.1.2: Increase awareness and build a pipeline in the Black Hills K-12 communities by coordinating and promoting outreach efforts across campus.
- Action 4.1.4: Annually review Strategic Enrollment Management activities to determine any adjustments and new focus areas.

**Objective 4.2: Engage all audiences regarding opportunities and support available to them.** (*AVP for Enrollment Management, Dean of Graduate Education, Director of Marketing & Communications, Director of Inclusion, Director of Ivanhoe International Center*)
- Action 4.2.1: Create a marketing and recruitment plan to reach international students.
- Action 4.2.2: Create a marketing and recruitment plan to reach military veterans.
- Action 4.2.3: Develop a marketing and recruitment plan to reach under-represented students.
- Action 4.2.4: Create a marketing and recruitment plan to reach non-traditional students.
- Action 4.2.5: Strengthen relationships with community colleges to promote transfer opportunities.

**Objective 4.3: Increase graduate student enrollment and promote graduate student success.** (*Dean of Graduate Education*)
- Action 4.3.1: Implement recruiting practices and strategies to increase graduate student enrollment.
- Action 4.3.2: Provide competitive graduate assistantship stipends.
- Action 4.3.3: Improve six-year PhD graduation rate.
- Action 4.3.4: Promote development of professional skills in non-thesis MS programs.

**Objective 4.4: Increase student retention and graduation rates through Opportunity for All initiatives.** (*AVP for Student Success, Director of Student Engagement*)
- Action 4.4.1: Evaluate academic barriers and resolve/connect students to support resources.
- Action 4.4.2: Improve communications to students regarding events and ways to get involved within the campus community.

**Objective 4.5: Provide services and resources for post-graduate success.** (*Director of Career Services*)
- Action 4.5.1: Enhance resources for career preparation, development, and placement.
- Action 4.5.2: Increase student participation in personal and professional development opportunities.
- Action 4.5.3: Encourage alumni to utilize resources available to them through collaboration with the Alumni Relations office and CARA.
PILLAR 5: RESEARCH AND INNOVATION

Vice President for Research

GOAL: Promote an innovative and research-driven culture that discovers knowledge and creates wide-ranging partnerships that benefit society through economic growth.

- **Objective 5.1:** Obtain a Doctoral Research University Carnegie classification. *(VP for Research, Dean of Graduate Education)*

- **Objective 5.2:** Expand the research enterprise. *(VP for Research, Department Heads)*
  - Action 5.2.1: Increase the number of research active faculty.
  - Action 5.2.2: Reward research active faculty by allowing a teaching buy-out to reduce teaching workload to 2+1.
  - Action 5.2.3: Encourage larger multi-year grants.
  - Action 5.2.4: Identify and pursue both government and non-governmental research funding opportunities in both fundamental and applied research.

- **Objective 5.3:** Increase knowledge and skills in research development including proposal preparation. *(VP for Research)*
  - Action 5.3.1: Work with the Office of Faculty Development and Advancement on providing targeted professional development related to faculty research and grants.
  - Action 5.3.2: Identify and develop contacts within funding agencies to facilitate new awards.

- **Objective 5.4:** Increase the awareness and involvement of undergraduates in research. *(Department Heads)*
  - Action 5.4.1: Encourage inclusion of undergraduate support in research grants.

- **Objective 5.5:** Develop state-of-the-art facilities and information technology that bolster the research, instructional, and communication needs of the campus community. *(VP for Research, VP for Finance & Administration)*
  - Action 5.5.1: Raise capital to modernize lab spaces, equipment, and office space for research faculty and staff and PhD students.
  - Action 5.5.2: Upgrade IT resources to keep pace with research effort needs.

- **Objective 5.6:** Reduce the administrative burden on grants to allow faculty to focus on research. *(VP for Research)*
  - Action 5.6.1: Add staff in OSP to support pre- and post-award activities.
  - Action 5.6.2: Review research administration processes and look for opportunities to increase efficiencies.
  - Action 5.6.3: Implement CAYUSE (research administration software).

- **Objective 5.7:** Encourage entrepreneurial pursuits related to intellectual property. *(AVP for Research and Economic Development)*
  - Action 5.7.1: Increase the number of students and faculty involved in commercialization efforts.
  - Action 5.7.2: Conduct workshops on entrepreneurship and commercialization.
  - Action 5.7.3: Train and engage students in the innovation cycle.
  - Action 5.7.4: Recruit and maintain an engaged Entrepreneurs-in-Residence program.
METRICS

**Primary Measures of Success:**
- Total student enrollment (Goal: 2,850 Headcount/2,350 FTE)
- Six-year graduation rate:
  - Undergraduate students (Goal: 65%)
  - PhD students (Goal: 80%)
- Retention rate: Freshmen to sophomore (Goal: 80%)
- Philanthropic support, annual (Goal: $25M)
- Research expenditures, annual (Goal: $20M/year)
- Invention disclosures, annual (Goal: 15)
- Technology licenses, annual (Goal: 3)

**CONTRIBUTING METRICS**

**Athletics:**
- Athletic attendance numbers (virtual and in-person) (Goal: 65,000)

**Career Services:**
- Career placement rate (bachelor’s and associate degrees) (Goal: 100% per NACE criteria)
- Number of South Dakota companies attending annual career fairs (Goal: 100)
- Number of companies attending annual career fairs (Goal: 225)

**Economic Development:**
- Number of students participating in the Innovation Cycle (Goal: 100)
- Startup companies, 2023-2028 (Goal: 8)

**Enrollment Management:**
- Specialized annual enrollment targets:
  - Colorado (Goal: 100)
  - Minnesota (Goal: 65)
  - Nebraska (Goal: 55)
  - South Dakota (Goal: 215)
  - Veterans (Goal: 20)
  - International undergraduate students (Goal: 20)
  - Transfer students (Goal: 100)
- Total enrollment targets:
  - BS students (Goal: 2,400)
  - MS students (Goal: 300)
  - PhD students (Goal: 150)
- Annual recruitment targets:
  - Inquiries (Goal: 12,000)
  - Visits (Goal: 925)
  - Applications (Goal: 1675)
  - Transfer applications (Goal: 250)
Faculty Development:
- Faculty participation (%) in at least one professional development program regarding pedagogy or curriculum design each year (Goal: 50%)
- New faculty with less than two years of teaching experience and teaching assistants that participated in a teaching fundamentals program (Goal: 90%)

Graduate Education:
- Average/median stipend compensation per semester
- Increase students with > 60 credits admitted to candidacy (Goal: 80%)

Human Resources:
- Campus community that will attend the Monument Health Annual Wellness Fair (Goal: 75%)
- Employees with Suicide Prevention Training (QPR) (Goal: 40%)
- Employees reporting campus climate as favorable or better (Goal: 60%)

Philanthropy:
- Alumni participation (Goal: 10%)
- Employee participation (Goal: 30%)

Research & Innovation:
- Annual research awards (Goal: $28M/year)
- Research-active faculty (those on active research grants) (Goal: 40%)
- Meet PhD graduate requirement for R2 classification (Goal: 20/year)

Student Development:
- Counseling Center waiting list length (Goal: 5 or less)
- Students actively participating in at least one co-curricular program (Goal: 30%)
- Graduating students participating in an education abroad opportunity (Goal: 10%)
- Co-curricular programs incorporating global awareness, cultural understanding, civic engagement, or leadership development experiences (Goal: 15%)
- Student participation targets in:
  - Internships/co-ops/research experiences (Goal: 85%)
  - Leadership Academy (Goal: 20/year by year five)
  - Personal Development Promise program (Goal: 60%)

Student Success:
- Sophomore to junior retention (Goal: 90%)

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