

MINNESOTA STATE UNIVERSITY

M A N K A T O



STRATEGIC PLAN



A MESSAGE FROM PRESIDENT RICHARD DAVENPORT

When I arrived on campus in July 2002, my first order of business as President was to rally faculty and staff behind five strategic priorities. Each priority represented a set of urgent, focused needs. I believed then, and still do today, that if we were to move the University forward we had to act on those needs through measurable and achievable objectives. We had to move quickly to make short-term change, and also to begin linking our budget and planning processes to these priorities.

The campus community united. As a team, we implemented strategic planning that would promote our university as a model for the Minnesota State Colleges and Universities System. Faculty and staff on each task force have contributed fresh ideas, constructive criticism and zest for positive change. Their work has exceeded my expectations. This document is a testament to their participation and to the great things that can be achieved by combining knowledge, passion, and a vision for the future of a great institution.



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MISSION AND ONGOING GOALS

MISSION

The Mission of Minnesota State University, Mankato is to **promote learning** through effective undergraduate and graduate teaching, scholarship, and research in service to the state, the region, and the global community.

ONGOING GOALS



The University will be an **actively engaged and inclusive learning community** based upon civility, trust, integrity, respect, and diversity in a safe, welcoming physical environment.

- ❑ The purpose of this ongoing goal is:
 - ◆ *Preparing* students for careers and for life-long learning by providing a clearly defined general education program and focused undergraduate pre-professional, professional, and liberal arts programs;
 - ◆ Being a major provider of graduate education, offering intensive, scholarly graduate programs including collaborative efforts with other institutions and professionals, culminating in student expertise at professional levels.
- ❑ In order to *manifest* active and inclusive learning communities, we value:
 - ◆ Advising, support services, and learning experiences that aid students in identifying life goals, planning academic careers, and achieving timely graduation.
 - ◆ Professional development of all members of the University Community and in the appropriate technologies necessary to achieve excellence in learning through teaching, research, and service.



The University will provide **service** to the state, region, and global community through collaborations, partnerships, and opportunities for cultural enrichment and continuous learning.



The University, as a whole and in all of its parts, will use thorough **planning and assessment** processes that anticipate our needs and focus our efforts and resources in support of our mission and goals.

STRATEGIC GOALS AND OBJECTIVES

GOAL: PROMOTE DIVERSITY.

- Objectives:**
1. The University will adopt, for all purposes, a definition of diversity.
 2. The University will establish a permanent Diversity Commission in Fall 2004.
 3. The University will establish workshops and mini-grants for faculty to integrate diversity components into their teaching.
 4. The University will conduct a campus climate survey.
 5. The University will develop and implement a diversity orientation program for all employees.
 6. The University will develop and implement a mentoring program for new faculty.
 7. The University will implement the Diversity Recruitment Plan developed jointly by the Office of Admissions and the Office of Institutional Diversity.
 8. The University will undertake a diversity-focused advertising and marketing campaign in local media.
 9. The University will strengthen the office infrastructure of the LGBT Center to enable its support of diverse populations.

GOAL: REVIEW AND ENHANCE GRADUATE EDUCATION.

- Objectives:**
1. Enhance graduate education across the University.
 2. Provide resources to enhance graduate student experiences.
 3. Increase support for faculty research and creative achievement.
 4. Identify applied doctoral-level programs in appropriate disciplines and the resources needed to implement such programs.

GOAL: ENHANCE ACADEMIC EXCELLENCE IN UNDERGRADUATE STUDIES.

- Objectives:**
1. Enhance the undergraduate curriculum.
 2. Enhance faculty academic quality.
 3. Enhance student academic quality.





GOAL: DEVELOP AND IMPLEMENT CAMPUS-WIDE PLANS.

Sub-goal: Develop and Implement a Public Relations Marketing Plan.

- Objectives:**
1. Initiate an RFP to solicit proposals for a University-wide marketing plan.
 2. Select a consultant to develop a public relations and marketing plan.
 3. Organize discussion groups and open forums to elicit input from the University community in developing the plan.
 4. Develop the final plan and share with campus and constituent groups.
 5. Prepare and submit a resource need analysis and funding plan for all recommendations and goals.

Sub-goal: Develop and Implement an Enrollment Management Plan.

- Objectives:**
1. By 2010, Minnesota State Mankato will move from 83% of its students to no more than 80% of its students coming from Minnesota.
 2. By 2010, Minnesota State Mankato will grow to 14,300 FYE or higher total enrollment through better utilization of current resources and/or the addition of new resources.
 3. By 2010, Minnesota State Mankato will modify the composition of its student body.
 4. Minnesota State Mankato will develop future enrollment goals based on an academic plan.
 5. Minnesota State Mankato will establish a permanent Enrollment Management Committee to oversee and assess the implementation of the current plan and to develop future goals and propose actions for implementation.

Sub-goal: Develop and Implement a Campus Facilities Master Plan.

- Objectives:**
1. Enhance the pedestrian nature of the campus to improve safety and security.
 2. Accommodate for growth and development of academic programs to meet current and future needs of four-year students as well as allow growth in graduate level programs.
 3. Improve the opportunities to meet the students' social, cultural and activity needs on campus.
 4. Provide a variety of residential life facilities on campus to accommodate changes in student demographics and amenities.
 5. Create a stronger sense of place for Minnesota State University, Mankato.

Sub-goal: Develop and Implement a Fundraising Plan.

- Objectives:**
1. Increase private support for the University.
 2. Communicate the plan and goals to the campus community and other constituent groups.
 3. Prepare and submit a resource need analysis and funding plan for all recommendations and goals.

GOAL: ESTABLISH A DISTANCE LEARNING PLAN.

- Objectives:**
1. Create an administrative structure and process for the development and enhancement of e-learning programs.
 2. Develop and implement 3-5 Distance Learning programs.
 3. Provide support and incentives for the development and enhancement of distance learning programs.
 4. Develop and implement a funding mechanism that provides incentives to colleges, departments, and programs involved in the development of e-learning Distance Education.



MINNESOTA STATE
UNIVERSITY

DIVERSITY DEPLOYMENT STRATEGIES

Objective 1:

The University should adopt, for all purposes, the following definition of diversity.

- Adoption of this definition started with the delivery of the Diversity Plan to President Davenport and his acceptance of the Task Force recommendations.
- The Diversity Commission is encouraged to use the definition as a basis for all its future actions and recommendations.

Objective 2:

The University should establish a permanent Diversity Commission in Fall 2004.

- The Diversity Commission membership has been established.
- The charge to the Commission is outlined in the Diversity Plan.

Objective 3:

The University should establish workshops for faculty to revise and integrate diversity components into their teaching and into their curriculum, syllabi, and class activities, as well as develop assessment tools and outcome measures for diversity.

- Workshops are ongoing.

Objective 4:

The University should conduct a Campus Climate Survey.

- Dr. William Sedlacek, one of the best-known experts in climate surveys, designed and implemented this survey spring 2005. His final report was delivered September 2005.

Objective 5:

The University should develop and implement a diversity orientation program for all employees.

- "Train the Trainer" sessions were held summer 2005.

Objective 6:

The University should develop and implement a mentoring program for new faculty.

- The Center for Excellence in Teaching and Learning implemented this program AY 04-05 and it is ongoing.

Objective 7:

The University should implement the Diversity Recruitment Plan developed jointly by the Office of Admissions and the Office of Institutional Diversity.

- A recruitment retention specialist has been hired with the goal of increasing student diversity.

Objective 8:

The University should undertake a diversity-focused advertising and marketing campaign in local media.

- The Office of Institutional Diversity and Office of Integrated Marketing ensure the continuity and effectiveness of this campaign. The Diversity Task Force found that many good things are already taking place on our campus and we need to be more proactive in making them known.

Objective 9:

The University should strengthen the infrastructure of offices that support the retention of diverse populations.

- Appointment of the new Director of the LGBT Center and the ESL Learning Coordinator (MnSCU startup grant) are two aspects of this goal.



GRADUATE EXCELLENCE DEPLOYMENT STRATEGIES

Objective 1:

Enhance graduate education across the university.

- Generate at least 20% of the total credits at the graduate level.
- Secure accreditation for all graduate programs that have external accrediting bodies.
- Increase to 90% the number of courses in each graduate program taught by regular members of the graduate faculty.
- Reduce graduate faculty teaching load to a maximum of 18 credits over a nine-month school year.
- Ensure that graduate faculty in each program achieve levels of research or creative achievement as defined by the faculty in the respective graduate programs; the standards established within each graduate program will be communicated to the Graduate Sub Meet and Confer.
- Assist departments in meeting the costs of providing sufficient release time to graduate coordinators commensurate with the size of the programs.
- Coordinate resources between the Graduate School and the Colleges in order to assure aggressive program marketing and student recruiting on a regional, national and international level as appropriate.
- Increase funding to ensure library resources, instructional technology and other support are available for enhanced graduate education and research/creative achievement.

Objective 2:

Provide resources to enhance graduate student experiences.

- Increase graduate assistantship stipends to a minimum of \$12,000 and maintain regular increases in stipends to ensure the regional and in some cases national competitiveness of our graduate assistantship stipends.
- Explore a tripartite graduate assistantship model that identifies assistantship positions by teaching, research or service.
- Accelerate the time frame for allocation of assistantship funds so programs can advertise assistantships early in the recruiting process (no later than September of each academic year).
- Increase support for graduate student presentations at scholarly and creative conferences/meetings.
- Provide subsidized graduate student housing.
- Assist departments in providing increased space allocation for graduate assistants.

Objective 3:

Increase support for faculty research and creative achievement.

- Implement on-going re-assigned time for graduate faculty active in research or creative achievement.
- Increase the total funds allocated to the Faculty Research Grants pool by 5% in each of the next four years.
- Increase the total funds allocated to specific colleges for faculty re-assigned time for research and creative purposes.
- Develop University-wide summer grant programs to ensure that faculty can enhance and complete research, scholarly, and creative efforts.

Objective 4:

Identify applied doctoral-level programs in appropriate disciplines and the resources needed to implement such programs.

- Conduct needs and market assessment and begin ongoing discussions with identified departments.
- Develop criteria for implementing applied doctoral-level programs in identified disciplines.

Please note that the Graduate Excellence Task Force final report was received after the review of the Gamma Draft and that these recommendations are therefore preliminary and tentative.

UNDERGRADUATE EXCELLENCE DEPLOYMENT STRATEGIES

Objective 1:

Enhance the undergraduate curriculum.

- ❑ Increase the amount and quality of student writing in degree programs and in general education.
- ❑ Increase standards in degree programs.
- ❑ Seek accreditations and treat program review as “internal accreditation.”
- ❑ Clarify admission, retention and graduation standards within majors, and enforce pre-requisites.
- ❑ Encourage all degree programs to develop some form of capstone experience that requires students to demonstrate some level of mastery of knowledge and skills needed by a graduate of the program.
- ❑ Consider adoption of a +/- option to the grading system.
- ❑ In addition to current First Year Experience seminars, develop and implement a “discipline-based” first year seminar.
- ❑ Develop and implement a “Common Reader” program as part of the First Year Experience courses (FYEX).
- ❑ Recommendations that are already being implemented and need to continue:
 - ◆ Develop General Education course “Content Clusters.”
 - ◆ Streamline the General Education course approval process.
 - ◆ Assess General Education courses and program.

Objective 2:

Enhance faculty academic quality.

- ❑ Encourage and support innovation and creativity in faculty workload.
 - ◆ Allow faculty within a department to reallocate emphases within the five Article 22 criteria for Professional Development Plans.
 - ◆ Allow departments to meet student demand for courses in innovative ways.
- ❑ Revise the method by which faculty instruction is evaluated.
- ❑ Enhance financial and other support for faculty development and faculty assistance.
 - ◆ Continue and enhance support for the Center for Excellence in Teaching and Learning.
 - ◆ As part of the upcoming Capital Campaign, the University should emphasize the creation of an endowment for Faculty Development.
 - ◆ Provide support in the form of paraprofessionals to work with faculty in areas such as lab set-up and maintenance, technical support, and non-teaching components of classroom activities.

Objective 3:

Enhance student academic quality.

- ❑ Enhance Academic Advising services.
- ❑ Establish an Academic Honor Code on campus with emphasis on education and enforcement issues.
- ❑ Enhance funding and other resources for the Center for Academic Success.
- ❑ Establish more student study areas in academic buildings, student union, residential life and athletics.
- ❑ Consider changes to Library open hours to better serve students on campus and planned expansion of Friday-Saturday classes.
- ❑ Establish an all-student convocation similar to the faculty-staff convocation in order to set a tone of academic excellence at the very beginning of the academic year.
- ❑ Better publicize and promote undergraduate academic honor societies and review requirements for academic honors.

PUBLIC RELATIONS AND MARKETING DEPLOYMENT STRATEGIES

Objective 1:

Initiate an RFP to solicit proposals for a University-wide marketing plan.

Objective 2:

Select a consultant to develop a public relations and marketing plan.

- Examine the University brand and graphic standards to determine if the University is appropriately and consistently represented in all its communications internally and externally.
- Establish University academic reputation goals and identify strategies to strengthen the perception of the University's academic reputation to constituent groups.
- Examine the impact of the University name change to insure that institutional recognition and reputation are appropriately recognized.
- Identify a unified market position that presents the University to its constituencies including alumni, potential donors, the Mankato/North Mankato community, the MnSCU Board of Trustees, the Minnesota Legislature, employers and key influencers as well as prospective and currently enrolled students.
- Assist in the identification of institution-wide and segmented marketing strategies to advance the institutional position among identified constituent groups.

Objective 3:

Organize discussion groups and open forums to elicit input from the University community in developing the plan.

Objective 4:

Develop the final plan and share with campus and constituent groups.

Objective 5:

Prepare and submit a resource need analysis and funding plan for all recommendations and goals.



ENROLLMENT MANAGEMENT DEPLOYMENT STRATEGIES

Objective 1:

By 2010, Minnesota State Mankato will move from 83% of its students to no more than 80% of its students coming from Minnesota.

Objective 2:

By 2010, Minnesota State Mankato will grow to 15,000 FYE or higher total enrollment through better utilization of current resources, the addition of new resources, and strategic development of Extended Learning.

Objective 3:

By 2010, Minnesota State Mankato will modify the composition of its student body, as follows:

- Target A. On-campus enrollment will be adjusted from 90% to 85% undergraduate and from 10% to 15% graduate student headcount.
- Target B. At least 20% of undergraduates and 50% of graduate students will take at least one on-line class.
- Target C. Minnesota State Mankato will serve new populations of students, including many more nontraditional students.
- Target D. Minnesota State Mankato will increase the proportion of nontraditional to traditional age undergraduate students.
- Target E. Minnesota State Mankato will increase the proportion of international students from 4% to 5%.
- Target F. Minnesota State Mankato will increase the proportion of underrepresented US ethnic groups from 3% to 9% of the student body.
- Target G. Minnesota State Mankato will increase the proportion of “high ability” students from 8% in the top 10th of the high school class to 12%.
- Target H. Minnesota State Mankato will increase the proportion of new freshmen students who rank in the upper half of their high school class from 70% to 85% and will increase the proportion of first-year students with an ACT score of 21 or higher from 58% to 70%.
- Target I. Minnesota State Mankato will increase the proportion of contract admissions from 6% to 10% or 250 students, whichever is higher.
- Target J. Minnesota State Mankato will increase the number of transfer students from 960 to no less than 1,250.
- Target K. Minnesota State Mankato will improve retention and graduation rates as follows: increase the first-year retention rate from 78% to 80%; increase the 6-year graduation rate for undergraduate students from 49% to 52%; and increase the graduation rate for graduate students 67% to 75%.

Objective 4:

Minnesota State Mankato will develop future enrollment goals based on an academic plan.

Objective 5:

Minnesota State Mankato will establish a permanent Enrollment Management Committee to oversee and assess the implementation of the current plan and to develop future goals and propose actions for implementation.

CAMPUS FACILITIES PLAN DEPLOYMENT STRATEGIES

Objective 1:

Enhance the pedestrian nature of the campus to improve safety and security.

- Consider opportunities to reduce on-street parking from the core of campus including parking on Ellis Avenue, South Road, West Road and Maywood Avenue.
- Partner with City and County officials to improve the safety of Stadium Road from Ellis Street to Monks Avenue. Consider improved lighting, signed and appropriately marked crosswalks, raised medians, reduced speed limits, fencing, signal lights, and an underground concourse as potential options for improved safety.
- During planning for the renovation of the Gage neighborhood, consider improvements (e.g., bridge or underground concourse) to Ellis Avenue that would result in a safer pedestrian commute from the residence halls to the campus center.

Objective 2:

Accommodate growth and development of academic programs to meet the current and future needs of 4-year students as well as allow for growth in graduate programs.

- ❑ As part of the capital campaign, develop a strategy to convert vacated space from colleges that move to new facilities into general academic space to include classroom, class lab, lecture, and faculty office space. This planning should be designed to reduce the space deficit for current year enrollment as well as allow for 5% enrollment growth.
- ❑ Immediately begin a review of the long-term academic plan for the institution.

Objective 3:

Improve the opportunities to meet the student's social, cultural and activity needs on campus.

- ❑ Develop an enclosed link to Memorial Library from the Centennial Student Union. While the logical solution for this link is as an underground connection, the opportunity exists to create a vibrant social place on campus that serves as a meeting/study place. Any connection should provide for ample daylight in the link. It should also allow for access to the resources of the Library while maintaining a more informal lounge setting.
- ❑ Refurbish the fountain and central campus mall. This should include a plan to incorporate it into the development of an outdoor heart for the campus. This area would be the central point of the Ellis Avenue "pedestrian street" and should recognize that fact.
- ❑ Establish an overall landscape, hard-scape and site development plan for the exterior spaces of the campus. Common elements such as site lighting, signage and site furniture should be defined and implemented throughout the campus.
- ❑ Develop a series of study/student lounges in each of the academic buildings to accommodate commuter students, students studying between classes and small study groups. The lounges should be generously located throughout campus and be sized appropriately for the location that is selected.
- ❑ Begin the planning for a refurbishment and expansion of the outdoor recreational facilities on campus. Included in this study should be the needs of athletics, human performance and campus recreation. This study should result in a long-term plan for realignment and reconstruction of existing fields and additions of new fields within the overall framework of this master plan.

Objective 4:

Provide a variety of residential life facilities on campus to accommodate changes in student demographics and amenities.

- ❑ Complete the implementation of the Residential Life master plan with a focus on development of the Crawford McElroy complex and the area around the Gage complex.
- ❑ Engage the private developers of the block immediately east of the Taylor Center in a dialogue about the quality and character of the new development. Because of the direct proximity to the campus, the University should carefully review development in this area of Stadium Road to insure that its character and quality enhance the University's image.

Objective 5:

Create a stronger sense of place for Minnesota State University, Mankato.

- ❑ Continue to develop compatible architectural guidelines for all future facilities on campus that considers as a minimum, materials standards, height restrictions, scale and proportion standards and overall pedestrian relationships of buildings to public space.
- ❑ Develop stronger entrance gateways on Stadium Road, Warren Street and Val Imm Drive. These gateways should be a combination of signage, lighting, landscape and architectural structures that define the edges of the campus.
- ❑ Create stronger connections between the existing outdoor pedestrian spaces on campus along with the development of new spaces that enhance existing space.
- ❑ Consider the elimination of various streets throughout campus when deemed appropriate in order to reduce pedestrian/vehicular conflicts (e.g., West Road and South Road).
- ❑ Develop the streetscape for all on-campus streets through the use of center landscaped boulevards, street trees, a consistent and unique style of campus street lighting and overall reduction in width of the drive lanes of the streets.

FUNDRAISING DEPLOYMENT STRATEGIES

Objective 1:

Increase private support for the University.

- ❑ Work with the University's Foundation to establish a campaign to increase the Foundation endowment to make additional scholarships available.
- ❑ Establish fundraising goals to support programs that provide for the educational and cultural enrichment of the University and community.
- ❑ Create an organizational structure and develop a well-defined campaign to meet the University's long range funding needs.
- ❑ Actively seek partnerships with business and industry leaders that will benefit our students and the citizens of the state.
- ❑ Develop partnerships and additional funding sources for technology in order to minimize the cost impact on students while providing an outstanding technologically enhanced learning environment.
- ❑ Encourage faculty and staff to seek sponsored research grants that support their scholarly interests and also provide educational experiences for students involved in research.

Objective 2:

Communicate the plan and goals to the campus community and other constituent groups.

Objective 3:

Prepare and submit a resource need analysis and funding plan for all recommendations and goals.

DISTANCE LEARNING DEPLOYMENT STRATEGIES

Objective 1:

Create an administrative structure and process for the development and enhancement of e-learning programs.

- ❑ MnOnline “proxy” site visit September 22, 2004 to obtain “blanket” accreditation from HLC for our on-line programs including a request for Institutional Change. The new Dean of Extended Learning, in consultation with Task Force members who will be available in July, developed the self-study.

Objective 2:

Develop and implement 3-5 distance learning programs.

- ❑ Nine on-line programs have been allocated small amounts of incentive funding to help them get started. In the first cycle (fall semester) five programs received funding. All have met their proposal goals thus far, and three have greatly exceeded expectations (offering more courses than the number to which they originally committed). In the second cycle (spring semester) four programs received funding, and all had their initial offerings available spring semester 2005. All nine programs did an excellent job of identifying demand in target niches. The Dean of Extended Learning and the Task Force will administer, monitor, and evaluate the initial nine programs, and they will jointly decide whether to fund additional rounds of incentive funding (indeed, whether to institutionalize the process beyond the life of the Task Force).

Objective 3:

Provide support and incentives for the development and enhancement of distance learning programs.

- ❑ There are a number of “best practice” models that have been implemented at other institutions, including other MnSCU institutions:
 - ◆ Allocation of University graduate assistants to programs developing e-learning Distance Education
 - ◆ Ongoing support and training from ITS for faculty involved in the development of e-learning Distance Education
 - ◆ Travel support for faculty involved in the development of e-learning Distance Education for those faculty to visit other successful e-learning programs
 - ◆ Reassigned time for faculty involved in the development of e-learning Distance Education
 - ◆ Use of the Research Incentive Program to fund faculty involved in the development of e-learning Distance Education
 - ◆ Summer stipends to fund faculty involved in the development of e-learning Distance Education
- ❑ The needs analysis (based on best practices at other institutions) has been refined, with various strands being implemented or scheduled for implementation during the next year (for example, orientation materials for students and faculty teaching on-line are being developed this summer). Remaining issues include accelerating the undergraduate admission processes and developing more sophisticated readiness tools. The support services initiative will be ongoing.
- ❑ An “Intellectual Property Policy” went through the approval process.

Objective 4:

Develop and implement a funding mechanism that provides incentives to colleges, departments, and programs involved in the development of e-learning Distance Education.

- ❑ There is a commitment from Academic Affairs (primarily with funding from Extended Campus) to modestly provide sustainable funding through an RFP process (similar to the Incentive Funding model) for several years; this commitment, coupled with various funding models and mechanisms (summer session formula in certain cases, overload and packaged course pay, and the usual funding mechanism of extended campus) will enable distance learning programs to do well as we transition to a permanent funding model. A permanent funding model will be a priority for the Dean of Extended Learning.



FUNDED STRATEGIC PROJECTS

FY 2004

DIVERSITY PROJECTS

Diversity Project RFPs.....	\$34,500
Anti-Racism training for administrators.....	\$2,000
Campus climate survey	\$15,000
Affirmative Action materials.....	\$5,000
Diversity advertising in campus newspaper	\$12,000

GRADUATE EXCELLENCE PROJECTS

None

UNDERGRADUATE EXCELLENCE PROJECTS

General Education "clusters" development	\$10,000
Mini-grants for teaching and learning	\$30,000

ENROLLMENT MANAGEMENT PROJECTS

Advising website.....	\$3,500
Student visit guides	\$1,000
Focus group tracking research.....	\$3,000
High School publication for site visits	\$8,000

FUNDRAISING PROJECTS

Capital campaign audit	\$20,000
Capital campaign feasibility study.....	\$45,000

MARKETING PROJECTS

Branding campaign	\$53,250
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FY 2005

DIVERSITY PROJECTS

Diversity Training (HR).....	\$15,000
Diversity Project RFPs.....	\$34,500
Train the Trainers program.....	\$17,000
Diversity activities.....	\$20,000
Graduate assistant for Diversity Commission	\$8,000
City of Mankato Diversity Council membership fee	\$10,000

GRADUATE EXCELLENCE PROJECTS

Graduate Program RFPs.....	\$25,000
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UNDERGRADUATE EXCELLENCE PROJECTS

Mini-grants for teaching and learning	\$30,000
Advising training.....	\$4,000
Service Learning projects....	\$25,900

ENROLLMENT MANAGEMENT PROJECTS

Learning Communities support	\$4,420
Retention graduate assistant.....	\$16,000
Embassy visits	\$10,000
Admissions recruiting support	\$4,000

FUNDRAISING PROJECTS

Additional TODAY magazine	\$35,580
Publication assistant	\$14,200

MARKETING PROJECTS

Branding campaign	\$117,900
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FY 2006

DISTANCE LEARNING

Adjunct/summer stipends for online course development	\$30,000
Reassigned time for faculty fellow in Extended Learning.....	\$45,000
Instructional designer	\$50,000

DIVERSITY

Diversity Comm. meet mandate and graduate assistant	\$13,000
Graduate assistant for Status of Women	\$8,000
Marketing & Advertising	\$10,000
Curricular revision	\$10,000
Support diversity activities	\$30,000
Anti-racism training for administration	\$3,000

ENROLLMENT MANAGEMENT PROJECTS

2-Year college liaison.....	\$45,000 FY06
Enhance international student enrollment.....	\$13,500

FUNDRAISING PROJECTS

Capital campaign – TODAY.....	\$49,780
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MARKETING

Integrated marketing plan...	\$75,000
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UNDERGRADUATE EXCELLENCE

Mini-grants to promote active learning in the classroom.....	\$30,000
Release-time buyout for faculty consultants in CETL.....	\$26,400
Release-time buyout to develop a gen ed course (Sp '06)....	\$ 9,000

STATUS REPORT

GOAL: PROMOTE DIVERSITY.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. The University will adopt, for all purposes, a definition of diversity.	n.a.	Adopted <i>(AA – VP)</i>
2. The University will establish a permanent Diversity Commission in Fall 2004.	n.a.	Chartered Dec 2004 <i>(President)</i>
3. The University will establish workshops and mini-grants for faculty to integrate diversity components into their teaching.	Funded	Cohort formed for summer and fall 2004, 2005 <i>(AA – AVP)</i>
4. The University will conduct a Campus Climate Survey.	Funded	Conducted Spring 2005 <i>(Inst. Res.)</i>
5. The University will develop and implement a diversity orientation program for all employees.	Funded	New faculty orientation included unit. Ongoing Training. <i>(Dean Inst. Div.)</i>
6. The University will develop and implement a mentoring program for new faculty.	Funded	Deployed Fall 2004, 2005 <i>(CETL)</i>
7. The University will implement the Diversity Recruitment Plan developed jointly by the Office of Admissions and the Office of Institutional Diversity.	Funded Recruitment Retention Specialist position	60% increase for Fall 2004 On track for comparable increase Fall 2005 <i>(Dir. Admissions, Dean Inst. Div.)</i>
8. The University will undertake a diversity-focused advertising and marketing campaign in local media.	Funded	Ads have already run <i>(Mrkt. – AVP)</i>
9. The University will strengthen the office infrastructure of the LGBT Center to enable their support of diverse populations.	Full-time LGBT coordinator position funded	Hired <i>(SA – VP)</i>

GOAL: REVIEW AND ENHANCE GRADUATE EDUCATION.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. Create funding mechanisms that allow the University to grow and improve select graduate programs.	Certain funding devices selectively enabled (e.g. differential tuition)	MBA uses Differential Tuition <i>(Dean GSR)</i>
2. Based on market studies, legitimate needs of the region, affordability, and contributions to the University's academic culture, as necessary and as appropriate reinstate, modify, expand, and create graduate programs.	Part of Academic Master Planning process	Approx. 43 programs eliminated, MBA added, others in progress <i>(Dean GSR)</i>
3. Participate in the University's Enrollment Management Planning process to address concerns of graduate enrollment. Work with departments to use their program review process to determine ideal size.	n.a.	Discussions ongoing <i>(Dean GSR)</i>
4. Revise and simplify existing graduate school policies and procedures to reduce bureaucracy and improve the graduate student experience, with the ultimate goal of having all services and required paper work available on-line.	n.a.	Some policies redone through Grad Submeet <i>(Dean GSR)</i>
5. Communicate the plan and goals to the campus community.	n.a.	Broad campus discussion, more scheduled for Fall 2005 on doctoral education <i>(Dean GSR; Mrkt -- AVP)</i>
6. Prepare and submit a resource need analysis and funding plan for all recommendations and goals.	Funded	Done <i>(Dean GSR)</i>

Please note that these are the original objectives submitted by the Graduate Excellence Task Force during the 2004-2005 academic year, not the new objectives submitted fall 2005.

GOAL: ENHANCE ACADEMIC EXCELLENCE IN UNDERGRADUATE STUDIES.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1.01. Increase the amount and quality of student writing in degree programs and in general education.	Funding needed to develop Writing Center; as departments enhance writing requirements, it may be necessary to lower enrollments in these courses	Under discussion Fall 05 <i>(Deans, Chairs, Gen. Ed. Sub-Meet, FA M&C, VPAA, CAS)</i>
1.02. Increase standards in degree programs.	Minimal	Under discussion Fall 05 <i>(Departments, Deans, UCAP)</i>
1.03. Seek accreditations and treat program review as "internal accreditation."	Minimal additional funds may be needed to pay for consultants and accred. fees; more resource issues may arise as departments seek accreditation.	Under discussion Fall 05 <i>(Program Review and Assessment Sub-Meet, Deans)</i>
1.04. Clarify admission, retention and graduation standards within majors, and enforce pre-requisites.	Additional support will be needed for Registrar to implement a system that enforces pre-requisites.	Should begin AY 05-06. Most work accomplished by 07-08, then ongoing. <i>(Departments, UCAP, Registrar)</i>
1.05. Encourage all degree programs to develop some form of capstone experience that requires students to demonstrate some level of mastery of knowledge and skills needed by a graduate of the program.	Capstone experiences and external connections may (but need not) require additional funding.	Should begin AY 05-06. Most work accomplished by 07-08, then ongoing. <i>(Departments, UCAP)</i>
1.06. Adopt a +/- option to the grading system.	Minimal: Grade reporting system already has the capability to allow +/- grading system; this function would simply have to be turned on.	Under discussion Fall 05 <i>(Dean GSR)</i>
1.07. In addition to current First Year Experience seminars, develop and implement a "discipline-based" first year seminar.	Enrollment will need to be sufficient to generate revenue for these courses.	Discussion and development should begin Fall 05; approval process as early as Spring 06, implementation as early as Fall 06. <i>(Departments, UCAP)</i>
1.08. Develop and implement a "Common Reader" program as part of the First Year Experience courses (FYEX).	Some additional funding needed at start-up. Some continued funding may be necessary for events related to the program.	Discussion and development Fall 05; Selection of the text(s) (if any) Spring 06; Implementation Fall 06. <i>(Working group)</i>
1.09. Require a competency-level course prior to admission to a Major or Minor.	Enrollment in these courses would have to be sufficient to generate revenue to fund these courses.	Develop and implement entry-level courses Fall 05; approvals Spring 06; implement Fall 06. <i>(Departments, UCAP)</i>

GOAL: ENHANCE ACADEMIC EXCELLENCE IN UNDERGRADUATE STUDIES. (continued)

Objective	Funding Status (Resources)	Outcome Status (Responsibility)
1.10. Recommendations that are already being implemented and need to continue: A. Develop General Education course "Content Clusters." B. Streamline the General Education course approval process. C. Assess General Education courses and program.	Funded	Underway
2.01. Encourage and support innovation and creativity in faculty work load.	Little hope of additional funding. These innovations would have to be done by working within current funding models.	Begin developing innovations AY 05-06, implementation as soon as AY 06-07, and continuing. <i>(Faculty, Deans, departments, VPAA, President.)</i>
2.02. Revise the method by which faculty instruction is evaluated.	Minimal	Review Fall 05, proposal from Fac. Dev. Comm. Spring 06, review by M&C Fall 06. Implement by Spring 07. <i>(Fac. Dev. Comm., FA M&C)</i>
2.03. Enhance financial and other support for faculty development and faculty assistance.	CETL: In addition to current budget for a full-time director and graduate assistant, an additional \$30,000 should be allocated annually for faculty buy-out time.	CETL: Funding for full-time director and GA approved for FY 06; Resources for faculty buy-outs should be added for FY 06 and remain. Endowment: Should be part of Campaign planning Para-professional: Planning Spring 05 for budget support for this service, implement FY 07 <i>(CETL, VPAA, VP Adv, Depts, Deans)</i>
3.01. Enhance Academic Advising services.	Funded for start-up. Funding needed for advising database. Advising Day could take place on Duty Day/non class day in Oct. Enhance SRCS requires budget increase or reallocation.	Advising Day: Fac. Dev. Comm. should propose. <i>(Work group, AVPAA, Fac. Dev. Comm., SRCs, Deans)</i>
3.02. Establish an Academic Honor Code on campus with emphasis on education and enforcement issues.	Minimal	Proposal Fall 05; proposal reviewed by University groups Spring 06; Implement Fall 06. <i>(AVPAA)</i>
3.03. Enhance funding and other resources for the Center for Academic Success.	Requires increase in support for the Center for Academic Success.	CAS should prepare a request Fall 05 for FY 07. <i>(Director CAS; VPAA)</i>

GOAL: ENHANCE ACADEMIC EXCELLENCE IN UNDERGRADUATE STUDIES. *(continued)*

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
3.04. Establish more student study areas in academic buildings, student union, residential life and athletics.	Minimal	Should be submitted to Planning Submeet Fall 05. <i>(AVPAA)</i>
3.05. Increase open hours for the Library.	Increase in budgetary support or reallocation of salary dollars and staffing.	Library Dean should prepare proposal and budget by Fall 05 for planning FY 07. <i>(Dean of Lib, VPAA)</i>
3.06. Establish an all-student convocation similar to the faculty-staff convocation in order to set a tone of academic excellence at the very beginning of the academic year.	Minimal funding to pay for refreshments and possibly a convocation speaker.	Discussions and planning should begin Fall 05, to implement Fall 06 if desirable. <i>(VPSA, VPAA)</i>
3.07. Better publicize and promote undergraduate academic honor societies and review requirements for academic honors.	Minimal funds for web development and printing of promotional material.	Develop promotional material Fall 05 for releases Spring 06. Work group for review of honors standards begins Fall 05 and submits report Spring 06. <i>(Honors, AVPAA, FA M&C)</i>

GOAL: DEVELOP AND IMPLEMENT A PUBLIC RELATIONS MARKETING PLAN.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. Initiate an RFP to solicit proposals for a University wide marketing plan.	Funded	Done <i>(Mrkt – AVP)</i>
2. Select a consultant to develop a public relations and marketing plan.	Funded	Done <i>(Mrkt – AVP)</i>
3. Organize discussion groups and open forums to elicit input from the University community in developing the plan.	Funded	Conducted AY 03-04 <i>(Mrkt – AVP)</i>
4. Develop the final plan and share with campus and constituent groups.	Funded	Plan revealed Summer 05 <i>(Mrkt – AVP)</i>
5. Prepare and submit a resource need analysis and funding plan for all recommendations and goals.	Funded in FY04 and FY05; Branding Campaign also funded	Underway <i>(Mrkt – AVP)</i>

GOAL: DEVELOP AND IMPLEMENT AN ENROLLMENT MANAGEMENT PLAN.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. By 2010, Minnesota State Mankato will move from 83% of its students to no more than 80% of its students coming from Minnesota.	n.a.	In progress <i>(AA – VP; Dir Admissions)</i>
2. By 2010, Minnesota State Mankato will grow to 14,300 FYE or higher total enrollment through better utilization of current resources and/or the addition of new resources.	n.a.	In progress <i>(AA – VP; Dir Admissions)</i>
3. By 2010, Minnesota State Mankato will modify the composition of its student body.	n.a.	In progress <i>(Cabinet; Dir Admissions)</i>
4. Minnesota State Mankato will develop future enrollment goals based on an academic plan.	n.a.	Third draft available for review; many aspects implemented <i>(AA – VP)</i>
5. Minnesota State Mankato will establish a permanent Enrollment Management Committee to oversee and assess the implementation of the current plan and to develop future goals and propose actions for implementation.	n.a.	Established Fall 2004 <i>(President)</i>

GOAL: DEVELOP AND IMPLEMENT A CAMPUS FACILITIES MASTER PLAN.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. Enhance the pedestrian nature of the campus to improve safety and security.	Stadium Road funding from City/County and Minnesota State Mankato in discussion	Stoptlights installed; more to come <i>(F&A – VP)</i>
2. Accommodate for growth and development of academic programs to meet current and future needs of four-year students as well as allow growth in graduate level programs.	State bonding and capital campaign under discussion	Trafton; Capital Campaign projects <i>(F&A – VP; SA – VP; AA – VP)</i>
3. Improve the opportunities to meet the student's social, cultural and activity needs on campus.	Phase III funding and student fee support	Otto renovation and CSU renovation <i>(F&A – VP; SA – VP)</i>
4. Provide a variety of residential life facilities on campus to accommodate changes in student demographics and amenities.	TBA: could be private or bond funding	Res. Hall RFP in progress for an Aug 07 opening <i>(F&A – VP; SA – VP)</i>
5. Create a stronger sense of place for Minnesota State University, Mankato.	M&E funds	Signage installed Summer 04 <i>(F&A – VP)</i>

GOAL: DEVELOP AND IMPLEMENT A FUNDRAISING PLAN.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. Increase private support for the University.	Priority Fund support for capital campaign consultant	Bentz Whaley Flesner hired; <i>(Adv – VP)</i>
2. Communicate the plan and goals to the campus community and other constituent groups.	Additional TODAY magazine funded through Priority Funds	Extra issue of TODAY added <i>(Adv – VP)</i>
3. Prepare and submit a resource need analysis and funding plan for all recommendations and goals.	Capital campaign consultant	Bentz Whaley Flessner hired <i>(Adv – VP)</i>

GOAL: ESTABLISH A DISTANCE LEARNING PLAN.

Objective	Funding Status <i>(Resources)</i>	Outcome Status <i>(Responsibility)</i>
1. Create an administrative structure and process for the development and enhancement of e-learning programs.	n.a.	Minn Online accreditation Sept 04 <i>(Cabinet)</i>
2. Develop and implement 3-5 Distance Learning programs.	Funded – GSR budget	Nine projects deployed or in development <i>(Dean – EL)</i>
3. Provide support and incentives for the development and enhancement of distance learning programs.	Funded RFPs and other incentives	Diff. Tuition, Fri./Sat., PSEO & Conc. Enroll incentives under review <i>(Dean – EL)</i>
4. Develop and implement a funding mechanism that provides incentives to colleges, departments, and programs involved in the development of e-learning Distance Education.	Funded RFPs and other incentives	Diff. Tuition, Fri./Sat., PSEO & Conc. Enroll incentives under review <i>(Dean – EL)</i>



NEW TASK FORCES for 2005

INTERNATIONAL TASK FORCE

The charge to this new strategic priority task force includes the following objectives:

- ❑ To review and assess existing programs and develop a plan that will effectively address the academic and student life needs of students (both domestic and international) so that they will become engaged citizens in a global environment.
- ❑ To make recommendations to incorporate international experiences and perspectives into the curriculum.
- ❑ To develop a recruitment and retention plan to bring international students to our campus and to retain these students.
- ❑ To examine opportunities for international students to share their cultures and also for domestic students studying abroad to share their experiences with the University and community.
- ❑ To evaluate student support services for international students and recommend changes to improve and/or expand such services.
- ❑ To provide an opportunity for input from the campus and Mankato community and to solicit ideas and comments from appropriate departments and unit representatives.
- ❑ To develop a resource need analysis and funding plan for all recommendations.
- ❑ To encourage international faculty to visit Minnesota State Mankato and University faculty to go abroad.
- ❑ To present a proposal to the President for campus consideration by the end of Fall 2005.

HEALTH AND WELLNESS TASK FORCE

The draft charge to this new strategic priority task force includes the following objectives:

- ❑ To identify the health and wellness needs of the MSU campus.
- ❑ To recommend an array of program and services that assist faculty, staff and students to optimize their wellness and enhance personal and professional productivity.
- ❑ To work as a university community to make recommendations that optimally address health / wellness issues that impact absenteeism, worker's compensation and other cost of care issues for MSU.
- ❑ To work with the professional development task force to identify professional development education initiatives that address major health concerns on our campus leading to worker's compensation claims.
- ❑ To make recommendations that incorporate wellness initiatives into campus professional development programming and into the curriculum.
- ❑ To review support services for health and wellness initiatives and make recommendations for any needed infrastructure.
- ❑ To utilize campus student health/ wellness data and employee health insurance claims data to recommend programmatic initiatives that align with the Health Campus 2010 National Objectives.
- ❑ To develop a resource needs analysis and funding plan for all recommendations.
- ❑ To present a preliminary proposal to the President for campus consideration February, 2006.





Date: May 4, 2005

To: Richard Davenport, President

From: Mark Johnson and Jim Grabowska
Chairs of Planning Sub Meet and Confer

Re: Planning Open Forum Findings and Recommendations

The planning sub meet and confer led a future planning effort with the Minnesota State Mankato campus community during the spring of 2005. A series of open forums were used to communicate the status of key institutional priorities and to solicit input from the campus as a whole on the future of Minnesota State Mankato in the light of those priorities. During the three campus-wide open forums, a key question was discussed:

As you look at 2010 and beyond, what major directions or changes do you anticipate in facilities, students, mission, program or technical priorities?

- What will our campus look like?
- How will our students change? What adjustments should we make to accommodate these changes?
- What directions in academic programs do you see? New initiatives? Expansions?

The following is a summary of what the committee heard during the open forums and in subsequent physical and electronic feedback. The committee has included recommendations for consideration in future planning efforts as well. Planning sub meet and confer recommends that the University begin a process during the next academic year to refine and develop a more comprehensive overall plan for the institution.

Overall Summary:

The forums were very well attended by a broad cross-section of University faculty, staff and administrators. They were also well received by MnSCU.

The committee heard very positive feedback on the President's Strategic Priorities and all that has been accomplished on this campus in the last few years.

The committee received positive feedback and comments on the 2 new strategic priorities: wellness and international programs/education. Some mention of a tie between the current Diversity Priority and the new International Priority should receive consideration.

Consideration of how the campus can introduce new priorities should be given.

Primary Recommendations:

1. The Gamma Draft Strategic Planning Document should move out of draft with some minor revisions. It is a valuable document that articulates the overall institutional direction and brings together all the key priorities. This document needs to be thoroughly disseminated to the entire Minnesota State Mankato community both internally and externally.
 - a. The alignment of Vision, Mission, Values and Priorities should be emphasized in this document.
 - b. A new brochure would be a valuable communication tool to both internal and external constituents in regard to the university's Strategic Plan and Priorities.
2. Funding of the strategic priorities and consideration for funding of key goals and initiatives must continue. A plan to move the current priorities to a sustainable funding model should be implemented. See note A.

Secondary Recommendations (based on the forum feedback and aligned under the appropriate question):

As you look at 2010 and beyond, what major directions or changes do you anticipate in facilities, students, mission, program or technical priorities?

- a. *What will our campus look like?*
 1. The campus should move toward an energy sustainable & environmentally sensitive campus including consideration for renewable energy, energy independence, open space, green space and light free zones and include nutritional food offerings.
 2. The current student housing plan that concentrates residential life near the campus core should move forward and include continued emphasis on residential learning communities.
 3. The University should continue the move to a more pedestrian campus.
 4. There is a need for more classroom space and a more modular setup in these classrooms to accommodate new ways of instruction (such as group and collaborative work). More overall space for offices and meeting rooms should be considered.
 5. The capital campaign should proceed and be supported by the campus. Emphasis on physical space as well as program development should be considered.

- b. How will our students change? What adjustments should we make to accommodate these changes?*
1. The university should continue to review the changing demographics of our students and the unique needs that these students may have.
 - a) Older students as well as older staff/faculty.
 - b) Address changes in the physical, mental, emotional well-being of our incoming students.
 - c) Due to decreasing numbers of high school graduates in greater Minnesota, it will be necessary to increase the visibility of the university and focus recruitment efforts in the Twin Cities metropolitan area.
 - d) The University should consider how it will gain a fair share of transfer students, especially since the community/technical colleges gain in potential as the place of financial choice?
 - e) We should consider how PSEO will work to our advantage as this choice becomes a significant financial option for the first two years of college?
 - f) Underrepresented students, staff and faculty.
 2. An increased demand for technology and distance education needs to be addressed. As we move to non-traditional classes and delivery, effort should be made to provide standardized course offerings and services to all students.
 3. Minnesota State Mankato is above national norms in retention of students from the freshman to sophomore year; the University should work to achieve similar results between the sophomore and junior years.
 4. Continue work to market the University with a goal to let others know who Minnesota State Mankato is and what the University offers Minnesota.
 5. In order for Minnesota State Mankato to continue to grow the graduate college and provide meaningful experiences for graduate students, an increase in Graduate Assistants and Graduate Assistantships should be continued.
 6. We should have further discussions relating costs to value as students experience increased financial pressures. Possible areas of consideration include housing, food, tuition rates and fees.
 7. Minnesota State Mankato should review all career service offerings to ensure that the students' needs are met.

8. The University should review how it defines “alumni.”
 - a) If in terms of funding the University wants to look externally, who will it talk to?
 - b) And what will the University talk to them about? (on-campus vs. virtual students)
 - c) In terms of program assessment and evaluation, who will the University talk to?

9. The University should review how it defines “community.” Traditional and nontraditional students, on and off campus, online and in the classroom, living on campus, in the Greater Mankato area and even living elsewhere in the world are part of the “community.”
 - a) Community issues vs. campus issues: how will the University handle the needs of immigrant populations, i.e. consideration for the religious practices of our students?
 - b) How will the University work to integrate parents and family in the students’ college experience?
 - c) How will the University address concerns about PSEO and high school student enrollment in university level course work?

- c. *What directions in academic programs do you see? New initiatives? Expansions?*
 1. Minnesota State Mankato should continue to pursue the ability to offer Applied Doctorates in selected fields focused on the needs of greater Minnesota.
 2. Interdisciplinary Studies need to be streamlined.
 3. Assessment or evaluation committees should continue.
 4. External Grant opportunities need to be pursued. The University needs to determine how it can position itself to be more competitive in the external grants arena. The first step is to facilitate publication of faculty research. This will also be important as Minnesota State Mankato increases its position in graduate education, especially if the University gets into the business of applied doctorate degrees.
 5. Create opportunities for our students of color to reach out to students of color in local K-12 schools. This can spread the message of the importance of a college degree to at-risk groups and may lead to local recruitment of diverse students to Minnesota State Mankato.

Note A.

Planning met with the Budget Sub-Meet on April 18, 2005 to discuss sustainable funding for the Strategic Priorities. President Davenport attended the meeting and indicated that what he would like to see is a discussion of what practices and artifacts could be left behind as we move to fund new initiatives, noting that we cannot continue to find funds for new initiatives from a budget that is not growing. Observations made by participants included the need to establish links between Planning and Budget for the future to address the funding issues related to future planning and the need to develop tools of assessment to be applied to funding requests within the Strategic Priorities. The President indicated that no major budget policy changes are anticipated for the coming fiscal year and that a sustainable funding model for successful new initiatives is at least one year away. It was suggested that a charge to establish priorities for initiatives within each Strategic Priority be returned to the respective sub-meets or taskforces so that Planning and Budget may begin to work toward the goal of making institution wide recommendations for the funding of these initiatives.

Note B. Planning Sub Meet and Confer members:

Michael Fagin, John Frey, Scott Johnson, Sean McGoldrick, Carol Stallkamp, Chris Connolly, Jeff Iseminger, Jim Grabowska, Paul Schwinghammer, Glen Peterson, Maureen Prenn, Lynne Weber, Gregg Marg, Perry Wood, Cindy Janney, Gael Mericle, Mark Johnson, Rose Marie Ley

Note C. Websites:

<http://cio.mnsu.edu/planning/>

<http://www.mnsu.edu/planning/>



September 2005



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