

COLLEGE OR UNIVERSITY : MINNESOTA STATE UNIVERSITY, MANKATO DATE: NOVEMBER 1, 2004

BASIC SYSTEM COMMITMENTS:

I. Strategic Direction: Increase Access and Opportunity

The Minnesota State Colleges and Universities will provide more people with different backgrounds with the opportunity to experience the benefits of higher education.

System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
<p>A. Provide access to certificate and diploma programs and associate, bachelor's and master's degrees.</p>	<p>Use academic master planning to develop and/or close undergraduate and graduate programs based on needs and demand</p>	<p>Programs will be added and closed</p>		<p>Spring 2005</p>		
	<p>Review and enhance graduate education</p>	<p>Attract and retain highly qualified graduate students</p>		<p>Ongoing</p>		
	<p>Use Enrollment Management plan to reach populations currently underrepresented.</p>	<p>Established goals for 2004-2005 will be met.</p>		<p>06/05</p>		
	<p>Continue to expand on-line and off campus programs as determined in the Distance Learning Plan to reach students unable to access learning on-campus.</p>	<p>Increase in number of program offerings.</p>		<p>06/05</p>		
	<p>Propose a new college of Extended Learning</p>	<p>Campus discussion will occur and a decision made.</p>		<p>06/05</p>		
	<p>Develop a comprehensive extended learning plan</p>	<p>The plan will be written and ready for campus discussion.</p>		<p>06/05</p>		

<p>B. Aggressively seek an appropriate level of state funding.</p>	<p>Continue to support the Office of the Chancellor in working with the legislature to achieve adequate funding and a bonding bill to meet the needs of the system and of MSU.</p>	<p>Contact key legislators in support of MnSCU appropriation request and to seek funding for deferred maintenance projects and for capital projects such as the renovation of and addition to Trafton Science Center</p>		<p>05/05</p>		
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C. Increase the diversity of students, faculty, staff and administrators.	Promote diversity as a strategic priority	Implement the Diversity Plan finalized Spring 2004.	Ongoing			
		Create an Institutional Diversity Commission	11/04			
		Provide workshops for faculty to revise and integrate diversity components into teaching and the curriculum.	05/05			
		Implement the diversity recruitment plan.	05/05			
		Develop a plan for career development services focused on meeting the needs of the underrepresented student populations	05/05			
		Design & implement plans targeted at retention of students of color in the residence halls	05/05			
		Provide diversity training to all security staff and managers	12/04			
		Establish a full-time position to direct the LGBT Center	11/05			
		Internationalize the campus	Increase the number of international students on our campus through targeted recruitment and retention efforts.	Fall 2005		
			Increase the number of students studying abroad.	Fall 2005		
	Reorganize the infrastructure to increase efficiency and avoid duplication.		Fall 2005			
	Review curriculum to include international experiences and/or study.		Fall 2005			
		Develop & implement a plan to track international alumni to solicit ongoing support.	Fall 2005			

D. Expand private fundraising.	<p>Improve comprehensive fundraising plan to increase private giving.</p>	<p>Implement a new capital campaign</p> <ul style="list-style-type: none"> ■ Audit University needs ■ Complete feasibility study <p>Refine the development model currently in place</p> <p>Review Foundation Board member giving</p> <p>Increase alumni percentage of giving</p> <p>Expand Planned Gift efforts</p>		<p>06/05</p>		
	<p>Increase volume and dollar value of grants and earmarks.</p>	<p>Prepare at least 5 earmark funding opportunities</p>		<p>11/04</p> <p>10/04</p> <p>06/05</p> <p>06/05</p> <p>Spring 2005 and ongoing</p>		

BASIC SYSTEM COMMITMENTS:**A. Strategic Direction: Expand High-quality Learning Programs and Services**

The Minnesota State Colleges and Universities will provide students with a full range of high-quality learning programs and services that respond to student needs and document student achievement.

System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Continuously improve programs and services for students, workers and employers	Establish an institutional professional development plan.	A plan for development of all employees will be drafted, discussed and implemented.		12/04		
	Examine pursuing a holistic wellness plan for students with regard to fitness, alcohol and drug usage, and good mental health.	Discuss the parameters of such a plan and establish a committee to lead the campus in planning and discussions.		Spring 2005		
	Implement a Faculty Mentoring program	Achieve a participation rate of 25		Fall 04 and ongoing		
	Implement a Faculty Orientation program focused on teaching and learning	Achieve a participation rate of 90%		Fall 2004 and ongoing		
	Improve the quality of and the contact between students and their academic advisors	Student satisfaction and retention will increase		Ongoing		
	Enhance partnerships and collaboration with local and regional employers in support of MSU's graduate placement, part-time employment and internship recruitment opportunities.	Current partnerships and collaboration will be strengthened and new partnerships and collaborations developed		06/05		
	Continue bringing together student services under "The Hub"—one stop service center for students.	Effectiveness of staff (and student satisfaction) will be improved through reorganization, redesign of physical space and training. On-line services through The Hub website will be enhanced and expanded.		06/05		

<p>B. Advocate for a strong liberal arts foundation.</p>	<p>Continue with the strategic priority to enhance academic excellence in undergraduate studies</p> <p>Examine liberal studies philosophy – review academic standards</p> <p>Develop an Academic Master Plan</p>	<p>The task force has completed the study of various components of the undergraduate experience and has inventoried ideas.</p> <p>Priorities for further consideration will be discussed during fall semester, funding needs identified, and a draft plan for campus discussion completed for distribution.</p> <p>Continue to promote the Center for Excellence in Teaching.</p> <p>Define the Master Plan and develop a process for review of programs in all colleges.</p> <p>Implement new academic programs consistent with Academic Master plan</p>		<p>08/04</p> <p>12/04</p> <p>Ongoing</p> <p>06/05</p> <p>Fall 2004</p>		
<p>C. Sustain career and technical education.</p>	<p>Support preparation for Higher Learning Commission Site visit in 2006 and NCATE site visit during 2004-05 academic year.</p>	<p>The HLC self-study plan has been developed and the self-study report will be generated during this year in preparation for our site visit in February 2006. The entire University community will be involved in being certain that we are meeting all standards. Components of the plan. NCATE visit will occur in November 2004.</p>		<p>02/06</p> <p>11/04</p>		
<p>D. Support innovation and quality.</p>	<p>Implement a teaching excellence certificate program</p> <p>Organize two major conferences on Teaching & Learning</p> <p>Increase faculty involvement in Center for Excellence in Teaching & Learning Activities</p>	<p>Participation rate</p> <p>Attendance</p> <p>Participation rate</p>		<p>Fall 2004 and ongoing</p> <p>Fall 2004 & Spring 2005</p> <p>Ongoing</p>		

E. Make efficient and effective use of facilities and technology.	Create the Technology & Teaching Center	Collaborate with Facilities, the IT office, and the Center for Teaching & Learning to develop a state of the art facility for faculty to use in learning to enhance teaching through use of technology.	10/04			
	Begin campus-wide process of implementing, integrating and converting course materials into the D2L platform	Implement active accounts for all interested MSU faculty		Spring 05		
		Convert all existing Ucompass/Educator courses over to D2L		11/04		
		Integrate D2L with other MSU campus services and information		04/05		
		Provide resources and services for producing course content to be used with D2L		01/05		
	Collaborate with other MnSCU institutions to provide efficiencies	Add SCTC and Metro State as sharers of ImageNow document imaging software from MSU's server		11/04		
	Implement ResNet Depot service in residence halls	Computer hardware assistance will be provided to students in their residence hall		08/04	Completed	
Continue work in developing the Campus Master Plan with particular emphasis on residential housing	Planning for student housing will be completed and an RFP issued.		03/05			

<p>B. Pursue partnerships and collaboration.</p>	<p>Provide opportunities for students to become good citizens.</p> <p>Refine and implement an Integrated Marketing Plan</p>	<p>Continue to support the American Democracy Project, volunteerism, service learning and civic engagement.</p> <p>Hire an assistant vice president to oversee all university marketing efforts.</p> <p>Seek competitor analysis from consultants</p> <p>Review marketing funding and redeploy as needed</p> <p>All MSU departments that market will begin working together</p> <p>Create an External Marketing Advisory Board</p> <p>Update and enforce visual identity standards</p> <p>Develop community relations plan for university involvement in community relations</p>	<p>Completed</p>	<p>Ongoing</p> <p>09/04</p> <p>09/04</p> <p>10/04</p> <p>Ongoing</p> <p>11/04</p> <p>11/04</p> <p>12/04</p>	<p>09/04</p>	
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BASIC SYSTEM COMMITMENTS:**A. Strategic Direction: Fully Integrate the System***The Minnesota State Colleges and Universities will become a more fully coordinated and integrated system of distinct higher education institutions that provide high-quality education.*

System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Align college and university programs, services and business processes.		.				
B. Provide efficient and effective credit and student transfer.	Increase the quantity and quality of transfer articulations Fully implement CAS and DARS	Additional articulation agreements will be agreed upon during the year Work with SCTC to promote AA transfer curriculum Further develop the 169 MnSCU corridor Sponsor a regional MnSCU conference on transfer CAS & DARS will be fully implemented		06/30/05 Fall 2004 Ongoing Spring 05 12/04		
C. Demonstrate accountability.						

ANNUAL WORKPLAN PRIORITIES

A. Strengthen the system's ability to respond to the changing needs of students and Minnesota communities.

Institutional Responsibilities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Assess the impact of demographic changes in college and university service areas.	Sponsor Faculty learning communities on diversity	Participation rate		Fall 2004 & Spring 2005		
B. Address retention and recruitment in enrollment management plans.	Continue implementation of the enrollment management plan established in 2003.	Goals for 2004-05 will be met; planning for 2005-06 will occur		06/05		

2. Align college and university priorities, programs, services and business practices to improve service and manage costs.

Institutional Responsibilities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Provide smooth credit and student transfer.	Develop a formal agreement with SCTC to allow SCTC students to utilize the MSU student health clinic	Formal agreement will be established.		11/04		
B. Adopt best practices, policies and procedures to align colleges and universities with other system institutions.						
C. Benchmark program development, student services and business practices against the most efficient and effective processes within the system and in colleges and universities across the nation.						

3. Strengthen teacher preparation and professional development programs; work to assure that high school graduates have the skills and knowledge needed to succeed in college and work.

Institutional Responsibilities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Develop strong working relationships with basic education and post-secondary partners.	<p>Develop academies, experiential programs, institutes, and elite institutes for education leaders</p> <p>Encourage faculty creativity through the Teacher Development Center concept, customizing professional development activities for educators and schools</p>	<p>Number of institutes; participation rates; revenue generated</p> <p>Number of participating schools and teachers; revenue generated</p>		<p>Fall 2004 and ongoing</p> <p>Fall 2004 and ongoing</p>		
B. Work with local schools and school districts to encourage middle and high school students to prepare for college.						
C. Implement programs and processes to encourage recent high school graduates to enroll in a college or university.						

D. Deliver programs to prepare new teachers and to upgrade the skills of current teachers.	Enhance teacher education offerings	<p>Propose an online on-the-job initial preparation program for rural schools</p> <p>Conduct program research to analyze strengths and limitations of the five TE models</p> <p>Provide leadership in planning and implementation of the Graduate Education Center concept in collaboration with other state universities and the Office of the Chancellor. The Center would offer graduate credit and continuing education in support of teacher education.</p> <p>Review curriculum as well as recruitment and retention strategies to address changing demographics of Minnesota's students.</p> <p>Continue planning for implementation of three on-line graduate programs in teacher education</p>		<p>Fall 2005</p> <p>Spring 2005</p> <p>Fall 2004 and ongoing</p> <p>Spring 2005</p> <p>Fall 2004</p>		
4. Fully develop and launch Minnesota Online.						
Institutional Responsibilities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Support Minnesota Online Collaborative standards.	Seek accreditation for online programs	Receive accreditation		Fall 2004		

B. Continue to develop online courses, programs and student services.	Continue with establishing a distance learning plan as a strategic priority	Fund and develop niche graduate programs for extended learning Expand access to MSU through an increase in regional and online programming.		Ongoing Ongoing		
C. Work with other colleges and universities to develop and offer online courses, programs and student services.						
5. Build recognition of and support for the system among key stakeholders.						
Institutional Responsibilities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Continue to build relationships with business, legislative, educational and community leaders.	Improve Alumni Relations program Enhance University partnerships and presence in community	Expand and enhance services Strengthen Alumni Board Enhance communication to Alumni Use alumni in enrollment management plan Continue involvement with Chamber, GMED, SMIF and encourage other campus leaders to actively participate Explore opportunities for involvement in creative relationships, i.e. research park		Ongoing Fall 04 06/05 05/05 Ongoing Ongoing		

B. Communicate important system messages to business, legislative, educational and community leaders.	Co-sponsor with SCTC annual legislative day	Invite area legislators to MSU & SCTC to talk with campus and community leaders		11/04		
	Meet with legislators during the session	Schedule meetings at the Capital; respond to requests for information; communicate regularly		05/05		
C. Articulate clear and consistent messages about the system's value for system representatives and college and university leaders to use among key audiences.						

ADDITIONAL INSTITUTIONAL STRATEGIC GOALS:						
I.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
Continue to improve voice communication system, network infrastructure, and wireless infrastructure on campus	Procure a hybrid PBX system that will improve functionality, save costs and offer up to date voice communication technology as well as position MSU for emerging communication standards.	Draft RFP Evaluate responses and choose vendor Install system		10/04 1/05 06/05		
	Improve wireless signal coverage throughout campus and improve wireless security on campus	Install remaining access points and complete site surveys Implement a wireless authentication system		01/05 08/04	Completed	
II.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
Develop plans for FY05 and FY06 budgets	Include an assessment process for effective utilization of resources.	Assessment tool will be developed and utilized.		03/05		
	Discuss reallocation of resources to institution's highest priorities rather than division allocations.	Benchmark best practices		04/05		
III.						

Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
Futures Planning – 2010 and Beyond						
<i>As you look to 2010 and beyond, what major directions or changes do you anticipate in facilities, human resources, students, mission, program or technological priorities.</i>						
<ul style="list-style-type: none"> Facilities 	The Trafton Remodel/Addition project will be bonded and portions completed or under construction. Decisions regarding housing will allow MSU to have updated housing options for students. This will allow for a greater mix of students living in residential space. Currently, our residential population is primarily freshmen. A capital campaign will also have added at least one new building.					
<ul style="list-style-type: none"> Human Resources 	The University's work force will be more diverse.					
<ul style="list-style-type: none"> Students 	MSU will continue with our mission to educate the citizens of Minnesota. Our student population will continue to be predominately Minnesota residents, but will be more diverse based on changes in the demographics of the state and region and our enrollment plan. We plan for 85% undergraduate enrollment and 15% enrolled in graduate programs.					
<ul style="list-style-type: none"> Mission 	Our mission as a comprehensive university will remain.					
<ul style="list-style-type: none"> Programs 	Our programs will change based on our academic master plan currently in the development stages. We will institute a planned process for reviewing and adding new programs as needed and eliminating programs that are no longer needed. We will continue to add on-line programs as developed. MSU will provide selected applied doctoral programs if legislation is passed to permit.					
<ul style="list-style-type: none"> Technology 	This University will continue to be on the cutting edge of technology. We will continue to set the standard for both students to use technology in their learning and to provide opportunities for faculty to learn and use technology in teaching. A focus will be on preparation for the new generation of learners. Administratively we will continue to use technology to make our work more efficient.					