

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
A. Provide access to certificate and diploma programs and associate, bachelor's and master's degrees.	Use academic master planning to develop and/or close undergraduate and graduate programs based on needs and demand	Programs will be added and closed	2 graduate programs closed/ 1 new program proposed	Spring 2005	In progress	
	Review and enhance graduate education	Attract and retain highly qualified graduate students	Strategic Priority Task Force report has been issued for discussion	Ongoing	In progress	
	Use Enrollment Management plan to reach populations currently underrepresented.	Established goals for 2004-2005 will be met.	Goals were exceeded	06/05	In progress	
	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.	Increase in number of program offerings.	Two additional programs received funding to develop on-line programs MSU 93 year old student attended Extended Learning classes in Fairmont and was awarded her AA degree 12/04 Received an MnSCU e Curriculum Grant for Lean Process Technology (\$178,756) working with MNWest	06/05	In progress	In progress
	Propose a new college of Extended Learning	Campus discussion will occur and a decision made.		06/05	In progress	
	Develop a comprehensive extended learning plan	The plan will be written and ready for campus discussion.	Final report of the Strategic Priority Distance Learning Task Force will be presented to campus for discussion Spring 2005	06/05	In progress	

<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>Met with area legislators for Legislative Day on 11/16/04</p> <p>Hosted Senate Higher Education Finance Committee 10/20/04</p>	<p>05/05</p>	<p>In progress</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	In progress
		Create an Institutional Diversity Commission	Commission appointed	11/04	Completed
		Provide workshops for faculty to revise and integrate diversity components into teaching and the curriculum.	2 workshops completed/ 2 additional planned	05/05	In progress
		Implement the diversity recruitment plan.	Special recruiter hired	05/05	In progress
		Develop a plan for career development services focused on meeting the needs of the underrepresented student populations	Benchmark inventory conducted with feedback sessions and training scheduled for Spring semester 2005	05/05	In progress
		Design & implement plans targeted at retention of students of color in the residence halls	Programs implemented and assessment to be conducted	05/05	In progress
		Provide diversity training to all security staff and managers	Three members of the Security staff attending Anti-Racism training in August 2004	05/05	In progress
	Internationalize the campus	Establish a full-time position to direct the LGBT Center	Position was advertised and hired.	11/05	Completed
		Increase the number of international students on our campus through targeted recruitment and retention efforts.	International Programs Strategic Task Force appointed 12/04 Currently developing recruitment materials. Visits to Washington D. C. foreign embassies scheduled for 02/05.	Fall 2005	In progress
		Increase the number of students studying abroad.		Fall 2005	In progress
		Reorganize the infrastructure to increase efficiency and avoid duplication.	Announced decision to move ISO under Academic Affairs	Fall 2005	In progress
		Review curriculum to include international experiences and/or study.		Fall 2005	In progress
		Develop & implement a plan to track international alumni to solicit ongoing support.	Seeking ways to improve address acquisition and maintenance. Over 300 alumni have been contacted.	Fall 2005	In progress

D. Expand private fundraising.	Improve comprehensive fundraising plan to increase private giving.	Implement a new capital campaign <ul style="list-style-type: none"> ■ Audit University needs ■ Complete feasibility study 	Task Force on Campaign Planning appointed and recommended hiring consulting firm to assist with campaign feasibility study	06/05	Completed	
		Refine the development model currently in place	Explored options for reorganization with Deans	02/05	In progress	
		Review Foundation Board member giving	Targeting solicitations of Board members with goal of 100% participation	06/05	In progress	
		Increase alumni percentage of giving	Expanding phonathon calling	06/05	In progress	
		Expand Planned Gift efforts	Hiring a development officer devoted to campaign work	06/05	In progress	
	Increase volume and dollar value of grants and earmarks.	Prepare at least 5 earmark funding opportunities	Work continues to develop proposals for federal earmarks. Using Community of Science tool to bring grant information to faculty members.	Spring 2005 and ongoing	In progress	

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
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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.	Report has been presented to President. It will be discussed campus wide in spring semester	12/04	In progress
	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.	Cabinet has had initial discussions of a planning proposal.	Spring 2005	In progress
	Implement a Faculty Mentoring program	Achieve a participation rate of 25	Implemented Fall 2004 with 37 participants	Fall 04 and ongoing	In progress
	Implement a Faculty Orientation program focused on teaching and learning	Achieve a participation rate of 90% of new faculty	Implemented Fall 2004	Fall 2004 and ongoing	In progress
	Improve the quality of and the contact between students and their academic advisors	Student satisfaction and retention will increase	Part of the Strategic Priority Task Force report on Undergraduate Excellence	Ongoing	In progress
	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	CDC staff attended three Mankato Area Chamber of Commerce functions to network; promotional mailings sent to local part-time employers resulting in 20+ new part-time job listings; several other mailings and visits with employers to discuss services MSU can provide.	06/05	In progress
	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.	Space re-design progressing on schedule with move-in scheduled for 01/15/05. On-line services continue to be enhanced.	06/05	In progress

B. Advocate for a strong liberal arts foundation.	Continue with the strategic priority to enhance academic excellence in undergraduate studies	The task force has completed the study of various components of the undergraduate experience and has inventoried ideas.	Completed	08/04	Completed	
		Priorities for further consideration will be discussed during fall semester, funding needs identified, and a draft plan for campus discussion completed for distribution.	Draft plan is written and will be disseminated for campus discussion 1/12/05	12/04	In progress	
	Examine liberal studies philosophy – review academic standards	Continue to promote the Center for Excellence in Teaching.	Invited to present at the HLC meetings in April 2005	Ongoing	In progress	
	Develop an Academic Master Plan	Define the Master Plan and develop a process for review of programs in all colleges. Implement new academic programs consistent with Academic Master plan	Beta draft being reviewed	06/05 Fall 2005	In progress In progress	
C. Sustain career and technical education.	Support preparation for Higher Learning Commission Site visit in 2006 and NCATE site visit during 2004-05 academic year.	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.	Work continues on self-study plan for HLC site visit in February 2006. Budget has been allocated for the visit.	02/06	In progress	
			NCATE visit successfully completed	11/04	Completed	

D. Support innovation and quality.	Implement a teaching excellence certificate program	Participation rate	60 faculty are involved	Fall 2004 and ongoing	Implemented	
	Organize two major conferences on Teaching & Learning	Attendance	Fall conference "Talking about Teaching & Technology" attending by approx 100 and a spring conference "Talking about Teaching & Significant Learning" will be keynoted by Dr. Dee Fink. Active Learning Programs continue to grow with strong participation by faculty.	Fall 2004 & Spring 2005	Completed In progress	
	Increase faculty involvement in Center for Excellence in Teaching & Learning Activities	Participation rate	Using leverage funding from the Faculty Association and MSU, the Center added to library holdings on active learning.	Ongoing	In progress	

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.	Center was completed and opened	10/04	Completed		
	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	In progress	
		Convert all existing Ucompass/Educator courses over to D2L			11/04	In progress	
		Integrate D2L with other MSU campus services and information			04/05	In progress	
		Provide resources and services for producing course content to be used with D2L			01/05	In progress	
	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	In progress	
	Implement ResNet Depot service in residence halls	Computer hardware assistance will be provided to students in their residence hall	ResNet service implemented. There was a noted reduction in student complaints and concerns regarding service.		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.	Consultant hired; RFP writing in progress. Expect to issue early January 2005 with decision by 03/05.		03/05	In progress		

BASIC SYSTEM COMMITMENTS:**A. Strategic Direction: Strengthen Community Development and Economic Vitality.***The Minnesota State Colleges and Universities will work in new and collaborative ways to maintain and build vital communities and economies at the local, regional and state levels.*

System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Completed or In Progress	HLC/AQIP Criteria
A. Conduct applied research.	Engage in research, discovery and other creative work	Identify funding for the Campus Research Incentive Program and increase the number of faculty receiving release time for scholarly activities.	Funding continues	12/04	In progress	
		Continue the Undergraduate Research Conference and encourage increased student and faculty participation.	Planning for the annual conference is underway.	Spring 2005	In progress	
		Continue participation in the MnSCU Research Consortium.		Ongoing	In progress	
	Develop a Center for Excellence in Research model.	Establishment of Center	On going discussions. Open forum scheduled for 01/05.	Fall 2005	In progress	

B. Pursue partnerships and collaboration.	Provide opportunities for students to become good citizens.	Continue to support the American Democracy Project, volunteerism, service learning and civic engagement.	Supported voter turn-out programs. President Davenport's commentary on campus program printed in on-line edition of <i>New York Times</i>	Ongoing	In progress
	Refine and implement an Integrated Marketing Plan	Hire an assistant vice president to oversee all university marketing efforts.	Assistant Vice President hired	09/04	Completed
		Seek competitor analysis from consultants	Consultant delivered two-phase analysis	09/04	Completed
		Review marketing funding and redeploy as needed	Reviewed special initiative funding priorities and determined effective use of funding	10/04	In progress
		All MSU departments that market will begin working together	Assistant VP has met with all campus marketing groups and maintains on-going dialogue with each.	Ongoing	In progress
		Create an External Marketing Advisory Board	The Board meets periodically.	11/04	In progress
		Update and enforce visual identity standards	Graphic identity standards are continually being reinforced with departments.	11/04	In progress
		Develop community relations plan for university involvement in community relations		12/04	In progress

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	Feminist issues learning community established with 13 participants	Fall 2004 & Spring 2005	In progress (2 year grant)	
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	Revised enrollment management plan in draft form for discussion spring semester	06/05	In progress	

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.	Formal agreement in place to provide student health service to SCTC students	09/04	Completed	
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.						
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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

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>Plan is complete and funded for \$100,000. Partnership with MN Rural Education Assoc to help with implementation.</p> <p>Data based is completed for analysis and a research group initiated with representatives from MSU, the University of MN and others.</p> <p>Numerous programs implemented and revised to support Graduate Education Center concept.</p> <p>Curriculum review process will begin 1/13/05. Data has been gathered.</p> <p>Five programs have been approved and were implemented. The College of Education is engaging in cross program discussion to increase the number of students we serve.</p>	<p>Fall 2005</p> <p>Ongoing</p> <p>Fall 2004 and ongoing</p> <p>Spring 2005</p> <p>Fall 2004/ Ongoing</p>	<p>Planning completed. Program will be initiated Summer 2005. In progress</p> <p>In progress</p> <p>In progress</p> <p>Completed and on-going</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	Institutional accreditation received	Fall 2004	Completed	

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.	Programs are being developed. The technical communication graduate program is currently on-line. Nonprofit leadership certificate is now totally on-line.	Ongoing Ongoing	In progress In progress	
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

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	RFP draft has been completed	10/04	Completed In progress	
				1/05		
	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		06/05	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.	Tool developed and assessment completed Discussions continue.	12/04	Completed	
	Discuss reallocation of resources to institution's highest priorities rather than division allocations.	Benchmark best practices		On going	In progress	

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

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.

<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.