

COLLEGE OR UNIVERSITY : MINNESOTA STATE UNIVERSITY, MANKATO DATE: JUNE 1, 2005

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/ 5 undergraduate programs closed; 2 graduate programs suspended; 2 new programs added	Spring 2005	Completed	
	Review and enhance graduate education	Attract and retain highly qualified graduate students	Strategic Priority Task Force report issued and task force disbanded; Dean of Graduate College implemented new recruiting strategies and funding model.	Spring 2005	Completed	
	Use Enrollment Management plan to reach populations currently underrepresented.	Established goals for 2004-2005 will be met.	All goals were reviewed, with most met and many exceeding goals; new goals for 2005-06 were established.	06/05	Completed	
	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.	Submitted Online Change Notifica website. All colleges have increased on-line program offerings. There was a 61% increase in on-line courses offered; 57% increase in enrollment; and 68% increase in credit hours. Discussion continues Plan was submitted to campus community in Spring 2005; preliminary discussions occurred; new Extended Learning SubMeet & Confer proposed and approved to begin in Fall 2005; discussions will continue in Fall 2005.	06/05	Completed	
	Propose a new college of Extended Learning	Campus discussion will occur and a decision made.		Fall 2005	In progress	

	Internationalize the campus	<p>Increase the number of international students on our campus through targeted recruitment and retention efforts.</p> <p>Increase the number of students studying abroad.</p> <p>Reorganize the infrastructure to increase efficiency and avoid duplication.</p> <p>Review curriculum to include international experiences and/or study.</p> <p>Develop & implement a plan to track international alumni to solicit ongoing support.</p>	<p>International Programs Strategic Task Force appointed 12/04 International student brochure published. Visits to 14 foreign embassies and 5 community college campuses conducted in March 05.</p> <p>International Task Force is developing ideas. This past year 298 MSU students participated in 14 MSU sponsored international programs.</p> <p>Announced decision to move ISO under Academic Affairs</p> <p>International Task Force is developing ideas</p> <p>Seeking ways to improve address acquisition and maintenance. Over 300 alumni have been contacted.</p>	<p>Fall 2005</p> <p>Fall 2005</p> <p>Fall 2005</p> <p>Fall 2005</p> <p>Fall 2005</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	
D. Expand private fundraising.	Improve comprehensive fundraising plan to increase private giving.	<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>Pre-Campaign Audit completed Pre-Campaign training of deans, directors of development, and president Needs list narrowed Created president's vision to be used in creation of Campaign Case</p> <p>Explored options for reorganization with Deans</p> <p>Targeting solicitations of Board members with goal of 100% participation. As of 4/30, had achieved 85% with expectation of 100% participation by 6/30/05.</p> <p>Expand phonathon calling. As of 5/31/05, MSU received gifts from 7,829 alumni which is an increase of 3.5%.</p> <p>Interviews have been completed to hire a development officer devoted to campaign work. Offer pending.</p>	<p>04/05 06/05</p> <p>06/05 05/05</p> <p>02/05 & ongoing</p> <p>06/05</p> <p>06/05</p> <p>06/05</p>	<p>Completed In progress</p> <p>In progress Completed</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	

	<p>Increase volume and dollar value of grants and earmarks.</p>	<p>Increase total giving</p> <p>Prepare at least 5 earmark funding opportunities</p>	<p>As of 4/30/05, private support totaled \$3,372,100 from 10,735 donors. When compared to 04/30/04, this is an increase of 43.5%</p> <p>Three earmarks were prepared for representation in Washington. No decisions to date.</p> <p>Total monies from agencies awarded from 7/1/04 to 5/31/05 were \$2,526,549. Number of proposals submitted during this period increased by 54%.</p> <p>Two examples of grants were an NSF Major Research Instrumentation award of \$212,565 and a prestigious award from the National Endowment for the Humanities in a highly competitive grant program.</p>	<p>06/05</p> <p>Spring 2005 and ongoing</p> <p>06/05</p>	<p>In progress</p> <p>In progress</p> <p>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.	Preliminary report was discussed and final report received by the President. Implementation funding requested.	05/05	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. MSU has received a grant award of \$855,000 for culture change in use of alcohol on a college campus. Task Force will begin work in Fall 05.	Spring 2006	In progress	
	Implement a Faculty Mentoring program	Achieve a participation rate of 25	Implemented Fall 2004 with 74 participants (37 mentors and 37 mentees). The successful program will continue in 2005-06.	Fall 04 and ongoing	Completed	
	Implement a Faculty Orientation day focused on teaching and learning	Achieve a participation rate of 90% of new faculty	Implemented Fall 2004 with participation rate of 67%. The program will continue in 2005-06.	Fall 2004 and ongoing	Completed	
	Improve the quality of and the contact between students and their academic advisors	Student satisfaction and retention will increase	Have signed a contract with RightNow Technologies to develop student, staff, faculty and family advising database to provide timely and accurate information as part of the advising process.	Summer 2005	Contract signed; project will be implemented Summer 2005	
	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 six Mankato Area Chamber of Commerce functions to network; promotional mailings sent to local employers to solicit job listings; several other mailings and visits with employers to discuss services MSU CDC can provide. On-campus employer recruiting has increased 110% for Spring Term 2005 in comparison to 2004. Mavjobs.com listings for internships have increased 71%, listings for on-campus part-time jobs have increased 79% and listings for off-campus jobs have increased 52% for the 2004-05 academic year in comparison to the 2003-04 year.	06/05	Completed	
	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	Space re-design and construction completed. On-line services continue to be enhanced.	02/05	Completed	

		and training. On-line services through The Hub website will be enhanced and expanded.				
B. Advocate for a strong liberal arts foundation.	Continue with the strategic priority to enhance academic excellence in undergraduate studies	The Task Force final report submitted; task force has disbanded; three recommendations from the Task force were funded for FY06 from the Strategic Initiative Fund; existing shared governance groups will continue to review and implement report.	Final Report submitted and discussed. Discussion will continue.	Spring 2005	Completed	
		Continue to promote the Center for Excellence in Teaching.	Presented at the HLC meetings in April 2005	Spring 2005	Completed	
	Examine liberal studies philosophy – review academic standards	Task Force on Undergraduate Academic Excellence will issue a report.	Task Force on Undergraduate Academic Excellence, in final report, recommended that programs and departments consider enhancing academic standards	Spring 2005	Completed	
	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	The Campus Community is now reviewing the gamma draft.	Fall 2005	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	59 teaching faculty participated in this initial program. A second program will start in fall 2005-06 and a follow-up Certificate II program will also begin for those who participated in the initial program.	Fall 2004 and ongoing	Implemented	
	Organize two major conferences on Teaching & Learning	Attendance	Fall conference “Talking about Teaching & Technology”	Fall 2004 & Spring 2005	Completed	

	Increase faculty involvement in Center for Excellence in Teaching & Learning Activities	Participation rate	attending by approx 100 and a spring conference "Talking about Teaching & Significant Learning" (keynoted by Dee Fink) attended by over 100. Programs continue to grow with strong participation by faculty. Almost 600 faculty (duplicated headcount) participated in the activities of the CETL.	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	All faculty have access to D2L. CETL provided workshops attended by 55 faculty.	Spring 05	Completed	
		Convert all existing Ucompass/Educator courses over to D2L	Progress continues	07/05	In progress	
		Integrate D2L with other MSU campus services and information	Many MSU services are now integrated.	04/05	Completed	
		Provide resources and services for producing course content to be used with D2L	Added instructional design position to assist in process.	01/05	Completed	
	Collaborate with other MnSCU institutions to provide efficiencies	Add SCTC and Metro State as sharers of ImageNow document imaging software from MSU's server	Added Inver Hills, North Hennepin, MCTC, SCTC, & Metro. More MnSCU schools are interested.	05/05	Completed	
	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 and Pre-Design Study completed; RFP reviewed by the OFC and mailed to prospective responders. Awaiting responses.	05/05	Completed	

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	Spring 2005	In progress	
		Continue the Undergraduate Research Conference and encourage increased student and faculty participation.	Annual conference was held in April 2005.	Spring 2005	Completed	
		Continue participation in the MnSCU Research Consortium.	Participation continues.	Ongoing	In progress	
	Develop a Center for Excellence in Research model.	Establishment of Center	Draft plan discussed by Deans and Graduate Committee	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> . Developed new website for Center for Community-Based Learning and Civic Engagement, which allows for publicizing civic engagement activities.	Ongoing	In progress	
		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	
	Refine and implement an Integrated Marketing Plan	Review marketing funding and redeploy as needed	Reviewed special initiative funding priorities and determined effective use of funding. Outcomes	04 & 05/05	In progress	

			included testing of presidential vision for MSU with several focus groups and purchasing a pilot program in outdoor advertising for May 2005.	05/05	Completed	
			Submitted proposals for 05-06 special initiative funding and for ongoing permanent university funding	04/05	In progress	
		All MSU departments that market will begin working together	Formed an internal marketing agency team to serve MSU clients	Ongoing	In progress	
		Create an External Marketing Advisory Board	Task Force membership changed and will meet to review final marketing plan	10/05	In progress	
		Update and enforce visual identity standards	Graphic identity standards are continually being reinforced with departments and will be reviewed by Fall 2005.	10/05	In progress	
		Develop community relations plan for university involvement in community relations	New internal communications plan approved and implementation in progress.	11/05	In progress	

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	Additional articulation agreements will be agreed upon during the year Work with SCTC to promote AA transfer curriculum	5 new articulation agreements have been signed; three more awaiting approval. Progress continues	On-going Spring 2005	In progress In progress	
		Further develop the 169 MnSCU corridor	MSU is offering 7 courses in Belle Plaine with an enrollment of 70. Conversations have begun with the cities of New Prague, Montgomery and Lonsdale.	Ongoing	Completed Completed	
		Sponsor a regional MnSCU conference on transfer	No perceived need based on results of survey data. Conference not held	Spring 05	Completed	
	Fully implement CAS and DARS	CAS & DARS will be fully implemented	CAS system implemented 11/04 and DARS system fully implemented 12/04. DARS support brochure published for students, faculty, and staff.	12/04	Completed	
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	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	All goals were reviewed, with most met and many exceeding goals; new goals for 2005-06 were established.	06/05	Completed	

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.						

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
<p>A. Develop strong working relationships with basic education and post-secondary partners.</p>	<p>Develop academies, experiential programs, institutes, and elite institutes for education leaders</p>	<p>Number of institutes; participation rates; initiatives of the Center for School-University Partnerships (CSUP)</p>	<p>Numerous partnerships developed including: Cultural Diversity Grant for the St. James Tutoring Program; Cultural Diversity Grant to Poverty Awareness and Action Team for 2 day teacher/administrator in-service; Minnesota Library Advisory Council (MSU is only University system represented on the Council); Thai/University Partnership at Moundsview, Highland Park and Inver Grove Heights; MVAC Head Start Region 9. 6 Institutes for Continuous Improvement were held; "Stronger Families, Schools, and Communities" initiative in Faribault; "All Day Clinical Experiences" research in 3 of 6 PDS sites. The CSUP implemented 11 institutes for Continuous Learning; held 3 conference events; coordinated mentoring programs in 5 partner school districts; awarded 13 mini-grants for site initiatives; established 5 learning community neighborhoods; developed action plans with accountability measurements; identified 7 additional collaborative partnerships; planned 3 initiatives emphasizing diversity; developed a learning communities model.</p> <p>Plans for a facilitated Writer's Group were completed and the professional development program began in 01/05. Additional development activities occurred for supervisors to increase their use of student work samples as tools to reach consistency in application of evaluation standards during student teaching.</p>	<p>Fall 2004 and ongoing</p>	<p>In progress</p>	
	<p>Encourage faculty creativity through the Teacher Development Center concept, customizing professional development activities for educators and schools</p>	<p>Number of participating schools and teachers; revenue generated</p>	<p>The Center for School-University Partnerships completed a successful year continuing to build relationships within the 3 year action plan. (See above)</p>	<p>Fall 2004 and ongoing</p>	<p>In progress</p>	
				<p>Ongoing</p>	<p>Ongoing</p>	

B. Work with local schools and school districts to encourage middle and high school students to prepare for college.		Develop a relationship with Humboldt Academy	A semester long project included Humboldt teachers working with MSU faculty; MSU students spent a pre-service experience at Humboldt; and 75 9 th graders visited MSU to see first hand a college experience.	05/05	Completed	
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>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. Three "Just in Time" workshops for P-12 educators planned for this summer.</p> <p>Curriculum review process began spring semester. 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.</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Completed and on-going</p>	

		Strengthen the ability of the system to respond to changing needs	Completed program approval documentation and initiated a new undergraduate DCD program; offered new courses, professional development, mentoring services, and leadership development to P-12 educators; discontinued old masters' models in favor of new graduate degrees; Initiated a school leadership program focused on charter schools; initiated an alternative teacher preparation program for person hired to teach without a license because of market shortages.		Completed	
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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	Submitted Online Change Notification to the OTC for four programs: Graduate Certificate in Technical Communication; Undergraduate Certificate in Nursing Practitioner and Clinical Nurse Specialist; and Certificate in NonProfit Leadership.	Ongoing	In progress	
		Expand access to MSU through an increase in regional and online programming.	Plan was submitted to campus community in Spring 2005; preliminary discussions occurred; new Extended Learning SubMeet & Confer proposed and approved to begin in Fall 2005; discussions will continue in Fall 2005.	Ongoing	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
A. Continue to build relationships with business, legislative, educational and community leaders.	Improve Alumni Relations program	Expand and enhance services	Proactively gathering alumni e-mail addresses. Hosted several off campus alumni gatherings in targeted areas. Held 3 spring graduation ceremonies which	Ongoing	In progress	

			allowed commencement to return to campus. Developed with IT downloadable screensavers and wallpaper for alumni.			
		Strengthen Alumni Board	Recruited 8 new members. Created a committee structure to better utilize board resources. Continue to recruit new, strong members and refine committees and board structure.	Ongoing	In progress	
		Enhance communication to Alumni	On-line newsletter goes to over 18,000 alumni monthly. TODAY magazine is published 3 times annually rather than 2. Transitioning Alumni and Graduate Services website to new University web look.	07/05	In progress	
		Use alumni in enrollment management plan	MSU will begin a legacy tuition program for out of state children of alumni.	09/05	In progress	
	Enhance University partnerships and presence in community	Continue involvement with Chamber, GMED, SMIF and encourage other campus leaders to actively participate	Campus leaders are involved in community and regional organizations	Ongoing	In progress	
		Explore opportunities for involvement in creative relationships, i.e. research park	Conversations ongoing with community leaders.	Ongoing	In progress	
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	Legislative Day held with South Central Technical College on 11/16/04.	11/04	Completed	
	Meet with legislators during the session	Schedule meetings at the Capital; respond to requests for information; communicate regularly	Held numerous meetings with legislators in Mankato and in St. Paul. Participated fully in OTC legislative initiatives.	05/05	Completed	
C. Articulate clear and consistent messages about the system's value						

for system representatives and college and university leaders to use among key audiences.						
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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 was completed, proposals received, vendor selected and contract signed. System will be installed beginning in June 2005.	10/04 1/05	Completed Completed	
	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	Access points installed and service dramatically improved. Authentication system implemented.	06/05 01/05 08/04	In progress Completed 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	12/04	Completed	
	Discuss reallocation of resources to institution's highest priorities rather than division allocations.	Benchmark best practices	Discussions and data gathering continue.	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 	<p>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.</p>
<ul style="list-style-type: none"> • Mission 	<p>Our mission as a comprehensive university will remain.</p>
<ul style="list-style-type: none"> • Programs 	<p>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 subject to approval by Board of Trustees and Higher Learning Commission.</p>
<ul style="list-style-type: none"> • Technology 	<p>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.</p>