

2010-2011 Triple I Progress Reports Submitted by Campus Units

Department/Unit	Imperative	Goal	Progress Achieved
Accounting & Financial Services	Innovation	Build, in coordination with HR, SFA, and IT, of online PA form process.	The ePAF team has documented current processes and is currently designing the electronic process. Student Employment, HR, Payroll, and IT are working closely together to develop the first ePAF, which will be for student employees. A student ePAF is expected to be completed in the Fall 2011 semester.
	Building Partnerships	Develop a budget development process for auxiliary units.	A budget rollup worksheet was developed and used for the 11-12 budget development process. This rollup provides a summary of individual auxiliary foapals and ensures each auxiliary unit has a balanced budget. The Director of Accounting designed the worksheets with input from the auxiliary directors.
AIMS/Student Affairs	Innovation	Increase Junior and Senior students' ACT Test Scores in Math and Science because of their active participation in a new test prep program.	1. 85% of Juniors and Seniors High School students taking the ACT Test by December of 2011 will improve their scores in Math and Science Reasoning by 10%over their last years score.
	Building Partnerships	Establish connections with target area Churches and Boys and Girls Clubs to assist with recruitment of students for the Program.	1. The program will connect with at least 5 new community organizations for the 2010-2011 recruitment cycle; to be completed by January 2012.
Alumni Affairs	Innovation	Development and implementation of a fully functional mobile application for MSU.	<ol style="list-style-type: none"> 1. Request for bids was released Fall 2010. 2. Company was selected and contract negotiated in Fall 2010. 3. Development of proto-type application early spring 2011 with test version for summer 2011. 4. Additional contract and integration of iTunesU with mobile application was developed over spring 2011. Next steps: <ol style="list-style-type: none"> 1. Fully functioning application will soft launch August 13, 2011 with full launch August 22, 2011.

	Creating Community	Create communication system with international alumni and prospective students.	<ol style="list-style-type: none"> 1. Converted news, events, website and university course catalog to Chinese and posted on Ren Ren (Facebook) and Youku.com (YouTube). In May 2011 review showed 6000 connections in China 2. Hosted Korean Alumni event in Seoul South Korea on May 28 with 20 alumni attending. <p>Next steps:</p> <ol style="list-style-type: none"> 1. Continue posting to Chinese social media with updated translations. 2. Implement e-communication pieces to alumni in their native language (Chinese and Korean). 3. Host Chinese Alumni event in May 2012.
	Building Partnerships	Serve as model school for Ohio Valley Conference outreach initiatives established in spring 2010.	<ol style="list-style-type: none"> 1. Participated in monthly conference calls with OVC schools' alumni directors and Central Office. 2. Selected three key alumni who served on steering committee aiding in research, ideas and implementation. 3. Promoted off-site events via mailing, email, social media and phone calls. 4. Participate and promotion of OVC schools unified events in extended areas of US where MSU alums live. <p>Next steps:</p> <ol style="list-style-type: none"> 1. Continue participation in conference calls and alumni representation on OVC committees. 2. Continue to develop areas for Watch Parties for televised athletic events.
Athletics	Innovation	Develop and implement a Season Ticket / Racer Club initiative geared toward young alumni encouraging and soliciting season ticket and Racer Club membership.	Implemented GOLD (Graduates of the Last Decade) initiative for 2010-11 basketball season. Special half-price offer was provided, renewable for up to three years, for graduates of Murray State the past 10 years. Direct mail solicitation to graduates within 60 mile radius was completed in July, 2010, in addition to online promotion. New GOLD season ticket holders totaled 67 for year one. Planning to implement GOLD for Football, 2011 season and continue for Basketball, 2011-12.
	Building Partnerships	Fully evaluate transcript evaluation process strengthening appropriate standards within each MSU unit for effectiveness, accuracy and institutional control.	Engaged Registrar's Office for a comprehensive review of transcript evaluation process and eligibility certification. Developed agreed upon processes and policies relating to communications between the units. Created detailed calendar for NCAA Eligibility Specialist to follow for the upcoming year. Will perform follow-up reviews to mark progress toward meeting deadlines.

Breathitt Veterinary Center	Innovation	Improve customer relations, through expanded utilization of web-based services.	<p>1. On-line access to laboratory reports by June 30, 2011. Achieved: Online access to lab reports is available to selected clients. Further development of the website is in progress.</p> <p>2. On-line access to invoices and on-line payment for services by June 30, 2011. Achieved: Online access for payment of invoices and bills will be available by June 30, 2011. Coordinating with Finance and Accounting.</p> <p>3. Utilization of Facebook, Twitter, and other social networking services to disseminate information to veterinarians and livestock producers by June 30, 2011. Achieved: The BVC instituted a Facebook page for disseminating information to veterinarians and livestock producers. Other methods are being investigated.</p>
	Building Partnerships	Provide for ongoing laboratory operations in the event of a natural disaster or overwhelming disease outbreak.	Secure MOA's with other AAVLD Accredited animal disease diagnostic laboratories to ensure ongoing operations in the event of a natural catastrophe or disease outbreak. Goal is to have agreements in place with 1-3 laboratories by June 30, 2010. Achieved: MOA's with the Tennessee Kord Animal Disease Diagnostic Laboratory and the Mississippi Veterinary Research and Diagnostic Laboratory System have been executed. Discussions are underway to establish the same with Arkansas.
	Excellence	Green Initiatives.	Implement facility upgrades to increase energy efficiency. Replace existing thermostats and control boxes and replace energy obsolete energy recovery wheel by June 30, 2010. In progress. The project is out of the design phase in the bidding process at this time. The project should be completed by Fall 2011.
Campus Recreation	Innovation	Campus Recreation will implement a new online software program that will enable participants to register teams online.	IM Leagues were implemented in October 2010 and have been very successful in increasing awareness and communication for all our participants. We've actually seen an increase in our program attendance as a result.
	Building Partnerships	Annual Blue/Gold Game.	We coordinated this 2nd annual event with MSU football and it was again very successful and enjoyed by both the athletes and the IM participants.
	Creating Community	Staff and Official's recognition cookouts.	We were rained out so much of this year, that instead, we purchased MSU sweatshirts from the bookstore to serve a dual purpose, one - it was used as a uniform and two - it was a nice thank you for your time and effort.

Career Services	Innovation	To provide Career Related Services to Murray State University students attending classes at satellite campuses.	The director obtained information to conduct Eluminate sessions with off-campus student from the Center for Learning and Teaching Technologies-Two sessions utilizing Eluminate were scheduled with off-campus students, one in Madisonville and the other in Hopkinsville-In one session, web page and video sharing were conducted-In the other session, a resume was reviewed and critiqued-Both sessions were completed by October, 10, 2010.
	Building Partnerships	To provide access to the Career Services job services web-site, Experience, through each student's myGate account.	Access is still in progress; however, the single sign-on portion of this project may be live by June 10, 2010. There were many unknown obstacles in the way of implementation:-lack of communication between Experience, MSU IT and Career Services personnel-lack of understanding regarding implementation process and procedures from initial purchase date-coordinating CIP codes and Experience hand numbers required for data transfer-coordinating CIP group numbers with Experience codes-full implementation is now expected by the end of June, 2011.
	Creating Community	To increase student and faculty awareness of Career Services resources through increased departmental presentations.	Videos we developed covering a variety of topics: Resume, cover letter and reference list development and how to participate in the National Student Exchange. All four videos were published through YouTube with the following number of "hits:"- Resume- 184, Cover letter -110, Reference page - 87, National Student Exchange -283. This year the Career Services unit provided approximately 150 presentations to a variety of audiences. This number reflects an actual decrease of 12 presentations from the 2009-2010 school year.
Center for Continuing Education & Academic Outreach	Innovationi	Finalize and implement a funding model for online learning that will create a win/win for key stakeholders in order to create greater access for students learning at a distance.	A comprehensive funding model for online classes was developed and approved in Jan 2011. The pilot for this began in the Summer (May-Aug). Details of the plan were shared among the key stakeholders in the spring of 2011 with implementation in the summer of 2011. The plan is already showing great increases in the number of courses and sections offered online. The number of courses (duplicated) currently offered the summer and fall of 2011 is 255, compared to 189 in the summer and fall of 2010, a 35% increase.
	Creating Community	Increase the awareness and enrollment of the Bachelor's of Integrated Studies Degree	The Integrated Studies program continues to grow with the fall of 2010 seeing the largest number of new BIS students. The record number of 136 new BIS students represents growth at most extended campus locations. The Integrated Studies program graduated a record 137 students during the 2010-2011 academic year.

Center for Continuing Education & Academic Outreach MSU-Henderson	Innovation	Increased growth through innovative marketing.	<ol style="list-style-type: none"> 1. The second office at HCC was established. Hours were established at about 7 per week. 2. Routines were established. Additional days/hours were accumulated, but not at the rate of 2 days per week. 3. The Director did establish and continues to work closely with the Henderson Chamber of Commerce. Numerous public service activities were performed, including being the Host/Moderator for the local public elections in November. The Director continues to participate on two committees, including Education. 4. The Director and Advisor have assessed the effectiveness of the use of our marketing funds, and have made an adjustment in the types of spending we will do in 2011.
	Building Partnerships	Promote growth in the BIS and other programs.	<ol style="list-style-type: none"> 1. The Advisor did make progress in building communication bridges for the RN to BSN and Business Adm. 2. The Advisor performed above the call in trying to bridge gaps and barriers for potential Henderson middle school prospects. Some of those barriers fell, while some exist. 3. BIS did draw new prospects, but our overall growth fell. 4. The Director did guide large amounts of marketing/advertising funds toward BIS.
	Creating Community	Support of the MBA.	<ol style="list-style-type: none"> 1. The Director performed and continues to perform all requests and requirements to make the MBA cohort continue to be successful. 2. New students were added between the start of the program and January 1. 3. All Henderson employees have excelled making the MBA staff and students comfortable in their surroundings.
Center for Continuing Education & Academic Outreach MSU-Hopkinsville	Innovation	HRC staff will embrace job descriptions and work to insure a high level of customer/student service at all times.	HRC staff are all well-versed in the programs and offerings at HRC and are able to answer questions and provide guidance for students and potential students. All staff are trained to handle routine issues that may arise with ITV rooms as well as traditional classrooms. The HRC staff now works from a shared calendar system that allows staff members to see and make appointments on all calendars.
	Building Partnerships	HRC will work with the Hopkinsville Christian County Chamber of Commerce to embrace CCC 2015 and become a more involved community partner.	HRC and its staff have participated in numerous CCC 2015 activities. Two staff members hold positions on the CCC 2015 steering committee as well as two separate task groups aimed at Talent Development for the community. Additionally, HRC became the first PiE participant in the fall of 2010 when they signed an agreement to partner with Martin Luther King Elementary School as part of another CC 2015 initiative. In August HRC will partner with the Office of Regional Stewardship to sponsor the Teacher and Staff Appreciation Breakfast and Lunch for the Christian County School System.

	Creating Community	HRC will increase enrollment for fall 2011.	HRC is currently working on a proposed marketing campaign including radio, print and community event participation in an effort to meet our fall 2011 enrollment goal of 620 enrollments.
Center for Continuing Education & Academic Outreach MSU-Madisonville	Innovation	Record a "demonstration" video for our students on using MSU-Madisonville online and onsite services here in Madisonville and make it available electronically for all newly enrolled students.	We have not been able to record a "demonstration" video to date; however, we did have live demonstrations for our students in the Spring semester for each class. We have created a brochure of frequently used onsite and online services pertaining to our students.
	Building Partnerships	Advising Guides (all programs to a program with MSU in Madisonville) for Transfer. "Survival" Guide for MCC Advisors with MSU information.	We have created survival guide for MCC advisors to ehlp ensure each advisor knows what is available at Madisonville as well as the curriculum to purse through the community college. We have work with Madisonville Community College for associate degree approval as well as MSU departments offering programming locally. The advising sheets are still in process of being laid out for printing.
	Creating Community	Develop MSU-Madisonville Awareness in underrepresented counties of Muhlenberg & McLean.	We met with key leaders in Muhlenberg County including Board of Education, Economic Development, Chamber of Commerce, industry leaders, health care providers, etc. as well as those that regularly participate in activities of the Greater Martin Community Foundation Planning Meetings. We have also begun an aggressive television campaign and billboard advertising campaign in Muhlenberg County. We have met with McLean County Board of Education, but have not met with any other key personnel at this time. Our Muhlenberg County television advertising and our radio commercials locally in Hopkins County support McLean County.
Center for Continuing Education & Academic Outreach Integrated Studies, Distance Learning, and Non-Credit and Youth Program	Innovation	Create a series of one-credit hour Community Education Courses that create up to 30 new enrollments.	Three courses (four total sections) of CEC prefixed courses were created in the fall of 2010. "Baby Sign Language" had an enrollment of 10, "Ballroom Dancing" had an enrollment of 24 and two sections of "Computers for Senior Citizens" had an enrollment of 33. In total, 67 new enrollments were produced.
	Building Partnerships	Finalize and Implement a funding model for online learning that will reasonably compensate key stakeholders in order to create greater access for students learning at a distance.	The new funding model for online distance learning was approved in the fall of 2010. Details of the plan were shared among the key stakeholders in the spring of 2011 with implementation in the summer of 2011. The plan is already showing great increases in the number of courses and sections offered online. The number of courses (duplicated) currently offered the summer and fall of 2011 is 255, compared to 189 in the summer and fall of 2010, a 35% increase.

	Creating Community	Increase the number of BIS applicants and enrollees by campus.	The Integrated Studies program continues to grow with the fall of 2010 seeing the largest number of new BIS students. The record number of 136 new BIS students represents growth at most extended campus locations.
Center for Teaching, Learning & Technology	Innovation	Promote the delivery of classes by means of both online and hybrid formats. Support instructors as they develop and deliver course materials in new and innovative methodologies.	Worked with the Office of the Provost to create incentives to promote offerings of online courses by using a portion of the Faculty mini-grant money as a stipend. Each faculty who agreed to the terms set forth was required to meet with CTLT staff to review best practices in online course design and were made aware of additional support available. Approximately 10 faculty participated in this incentive. Purchased a campus wide license for Respondus Test Creator to allow quicker and easier creation of tests to be used in the Blackboard system. Upgraded the Blackboard system to new VM environment and latest version of the software.
		Ensure the quality of online and hybrid course offerings by instituting a review of online course designs by means of the Quality Matters rubric.	Paid for subscription to Quality Matters course design review system. Met with about 10 faculty who would be teaching in either Spring 2011 or Summer 2011 and gave each a copy of the Quality Matters Rubric for course design and explained that we were not yet prepared to do formal course reviews, they should check their online courses against the rubric to ensure the course adhered to the basic best practices before deployment. Instructors also met with other support staff in the unit for advice and technical instructions.
Center for TSM	Innovation	Work with College of Health Sciences and Human Services to develop a program to address the increased demand for Health Information Technology qualified graduates.	A TSM Certificate in Health Information Technology has been approved and is available for individuals. A marketing strategy is being developed. Additional work with the College of HSHS has been delayed until a new Dean is in place.
	Building Partnerships	Host a regional meeting on Telecommunications Policy.	The Multi-state Telecommunications Summit will be held on campus on August 24th. Currently six states will be represented. Additionally, the Joint Legislative Committee on Economic Development and Tourism will visit campus on August 18th. Initially the two events were going to be done as part of the same event but the committee asked for the date change.

<p>College of Business</p>	<p>Innovation</p>	<p>Enhance and Expand the accelerated MBA in the region.</p>	<p>From an initial start of 15 graduate students in the Henderson cohort on Sept. 24, 2010, continue to recruit for in January, 2011. Timeline: Late Fall, 2010. PROGRESS: SUCCESSFUL WITH ADDITIONAL 5 GRADUATE STUDENTS BRINGING COHORT TO 20. * Begin to work with CE/AO (Paducah) in recruiting for an accelerated launch of September, 2011 for MBA. Timeline: January, 2011. PROGRESS: THIS WAS DISCUSSED WITH PROVOST AND PRESIDENT AND THE FOCUS WAS TO CONTINUE ON REGULAR SCHEDULE WITH A START DATE IN PADUCAH IN FALL, 2012. * Work on marketing in Paducah (Catherine Sivills, etc...), especially on high-traffic placement billboards. Timeline: January, 2011. Possible resource request from CE/AO / Marketing for advertisements. PROGRESS: SAME AS ABOVE WITH ACTION SET TO OCCUR SPRING, '12.</p>
	<p>Building Partnerships</p>	<p>Expand naming opportunities throughout the college.</p>	<p>* Work with Development and increase activity to naming the "Financial Services Center," i.e., trading room. Timeline: Fall, 2010 and Spring, 2011. PROGRESS: A \$400,000 "ASK" WAS PRESENTED TO US BANK, SPRING, 2011. AS OF JUNE, 2011, THIS WAS NOT FUNDED BUT A PLEDGE OF \$25,000 WAS MADE. NEXT MOVE IS TO APPROACH EDWARD JONES INVESTMENTS, SUMMER, 2011. * Work with Development to increase activity to naming "Financial Services Resource Center"- State Farm Ins. approached. Timeline: Fall, 2010. PROGRESS: STATE FARM AGREED WITH A PLEDGE OF \$52,500. * Work with Development to increase activity to naming the College. PROGRESS: PRESIDENT DUNN APPROACHED DONOR AND HAD CANDID TALK IN SPRING, 2011. UNDERSTANDING IS IF MOVEMENT BY DONOR DOES NOT OCCUR BY OCT. 2011, NEW STRATEGY BEGINS.</p>
	<p>Creating Community</p>	<p>Expand entrepreneurial activities in the college curriculum and in outreach endeavors.</p>	<p>* Establish new course on "Creativity." Timeline: Fall, 2010 to be taught Spring, 2011. PROGRESS: ACCOMPLISHED. * Establish new course on "New Product Development." Timeline: Fall, 2010 to be taught Spring, 2011. PROGRESS: ACCOMPLISHED. * SBDC goal-establishment of Pre Business Orientation sessions which provide start up info and business plan direction to entrepreneurs. Test session was held in Paducah with 32 attendees. Program success indicates interest & will expand in Murray, Mayfield, and Paducah. Target timeline for the sessions is one recurring every 60 days. Additionally, the implementation of a 4 to 8 week training course for business success will begin following trial run of program in Oct. from Hopkinsville location. PROGRESS: The Pre Business Orientation (hereafter PBO) test session in Paducah was successful. Following this success, sessions in both Paducah and Murray have been held and are scheduled to continue for the coming year. Based on this success, the PBO program has been expanded to the area serviced from our Hopkinsville campus. Presently PBO sessions have held in</p>

			<p>both Hopkinsville and Madisonville. A PBO session will also be held in Cadiz in summer 2011 to test the market demand in that area. Additionally, the Owensboro office has scheduled a test PBO session in Henderson. The Mayfield Market has been approached via the newly hired Mayfield Chamber Director. She is interested in PBO sessions and talks are currently underway. Also mentioned in our previous Triple I goal was the establishment of a 4 to 8 week training session to provide more in-depth business planning training. The first session was held earlier this year and was in partnership with EntrePaducah branded as "Entre 201". This session was a success with 10 participants receiving certificates. * RBIC goal-create MSU student opportunities and regional school opportunities to learn entrepreneurial areas as career options through experiential learning. Specifically, the SIFE organization (Students in Free Enterprise) will now be coordinated at the RBIC. PROGRESS: ACCOMPLISHED, WITH ADDED ENTREPRENEURIAL SESSIONS CONDUCTED FOR GOVERNOR'S SCHOLARS PROGRAM.</p>
College of Education	Innovation	Develop grant proposal to improve elementary teachers' mathematics instruction using software that resets teachers' conceptual understanding of mathematics.	The grant proposal is written and partnerships with schools and other educational institutions are being developed with a CPE grant. The grant RFP has changed somewhat to reflect different levels of partnerships so the current plan is to submit at the October 2011 deadline.
	Building Partnerships	Design and evaluate an undergraduate writing improvement plan as part of the MSU QEP Writing Across the Curriculum Project.	The scores from the Holistic Scoring Team have been reported to chairs. This summer as part of the COE leadership team activities, the scores and feedback from the team will be reviewed. A report from the COE writing liaison Sharon Gill recommends steps and strategies to take to improve student writing. Gill will present a PD session to the faculty at the College meeting in August. A report of assignment plans for writing-intensive courses are due to the Provost office September 23, 2011.
	Creating Community	In accordance with SB1, the College of Education will design strategies and methods of delivery to help high school teachers and administrators to improve the mathematics scores of high school students on the ACT exam. Kentucky high schools are mandated to prepare students for college by scoring a 19 in math on the ACT. 2010 provides a baseline year of scores and by 2014 high schools are to increase the percent of college ready students by 50%.	Two COE faculty served as liaisons for the KDE Network training. Meg Crittenden served as COE liaison for the instructional supervisor's SB 1 training group. The COE held four faculty PDs about common core standards that paralleled the Network meetings sponsored by KDE. 30 COE faculty attended SB 1 lunch meetings sponsored by the CPE grant/Provost Office. Marty Jacobs is the COE liaison for the SB 1 CPE grant. Six learning community proposals were developed by COE faculty and Sharon Gill is a member of the English learning community. Campoy served on the steering committee for the SB 1 CPE grant and helped to design the lunch meetings P.D.s and summer institutes.

College of Health Sciences & Human Services	Creating Community	Develop a new Major course of study for YNL and develop bridge courses.	The new major in Youth and Non Profit became a reality with passage by the CPE and Academic Council in the Spring of 2011. As of June 2011 there were already 22 persons who had declared YNL as a major even though no formal publicity has been distributed extensively. At least one new bridge course was developed and offered to high schools students during the Fall of 2010. Approximately 30 students enrolled and completed the course. Plans are to continue the course in Fall 2011. Several classes within the College of HSHS are open to high school students.
	Building Partnership	Working with higher learning institution.	Continuing contact was established with UK College of Health Sciences regarding both the Physical Therapy and the Physician Assistant Programs. Several of MSU's pre-physical therapy and Exercise Physiology students were admitted to UK's graduate programs. No Pre-PA students applied to the UK Physicians' Assistant program yet, as the program has only been established within HSHS for one year. Contact has been made with faculty at Bethel College regarding their Physician Assistant Program as well. A visit occurred between faculty in the Occupational Therapy program at ECU and faculty in HSHS during the Spring of 2011. Two students have applied and been accepted into ECU's Occupational Therapy program. Faculty from UK visited with HSHS pre-professional students and faculty at MSU. Students from MSU visited UK and St. Louis University Physical Therapy programs.
	Fostering Excellence	Development of a fourth department in the College of HSHS.	Due to the change in leadership in the Dean's office and discussions with the Provosts Office, a fourth department within HSHS has not been developed yet. Plans and discussions are on-going regarding growth of the College of HSHS. Those may be in the way of new programs within current departmental configurations or the formation of a new department. This goal will be reflected in 2011-2012.
College of Humanities & Fine Arts	Innovation	Develop and implement innovative ideas for academic programs, enrollment, etc.	The chairs' retreat was held as planned in January, and a large majority of departments later decided to implement a 1-hour Professional Engagement course for students not otherwise getting hands-on experience applying the skills learned in the major. A note has been added to the catalogue, and the requirement will become effective in Fall 2013. We believe this will be both an effective recruiting tool for the college and a possible model/pilot for the university as a whole. Departments are also implementing other changes such as increased on-line offerings, particularly in the area of University Studies courses.

	Creating Community	Develop and implement new evaluation materials.	A revised college Policies and Procedures Manual and new departmental sections thereof were completed in Fall 2010 and Spring 2011, then distributed to college faculty as well as the Provost's and President's offices. These documents represent a great deal of work by all involved, and we believe that they lay out expectations for faculty performance as clearly as possible. The Chairs' Council also developed a form for the evaluation of chair performance, and this form will be used for chair evaluations starting this summer. Together, these documents provide CHFA with the most comprehensive and clear evaluation system in the college's history.
College of Science, Engineering & Technology	Innovation	MSU/MCC Articulation of Engineering Technology Programs.	Funded through internal reallocation. CSET began the process of hiring an MSU faculty member to be a liaison to the Madisonville Community College campus to teach years 3 and 4 of the Electromechanical Engineering Technology program. A search for this position was underway, but was halted and closed in April 2011 when the lecturer lines comprising this position were swept in the budget rescission.
	Building Partnerships	CSET Coordinator for Outreach and Engagement.	CSET used Regional Stewardship funding to employ Dr. Carrie Cox as collegiate Coordinator for Outreach and Engagement to expand the number of students impacted by CSET outreach activities. Final number of K-12 students involved in these activities exceeded 21,100. Activities were conducted in all of the 18 country service region and beyond. STEM events and activities included: <ul style="list-style-type: none"> • Science, Engineering and Technology Field Day • Girls in Engineering Days • Engineering Summit • Trigg TEC (Technology and Engineering Camp) • JETS (Junior Engineering Technical Society) • MSU/WKTEA (West Kentucky Technology Education Association) Competition • Design Competitions for PLTW schools • Boy and Girl Scout Days • Networks to Go (TSM mobile unit) • CSET Ambassador Program • School Visits and Outreach • Hooked on Science School and Community Programs • Math Mentoring/Tutoring (K-5th grade) • Kentucky Girls STEM Collaborative/MSU Forum • MAST (Math and Science Treasures K-5th grade) • Scanning Electron Microscope Outreach Program - HBS.
	Creating Community	Speaker to Motivate Teaching Excellence.	CSET sponsored an institutionally mission-centric speaker to deliver the college's keynote Boggess Distinguished Lecture. Drs. Tom McBride and Ron Nief, creators of Beloit's "Mindset List", spoke in November 2010, encouraging faculty to consider ways to better engage a new generation of students.

<p>Council of College Heads</p>	<p>Innovation</p>	<p>Revise the Faculty and Professional Staff Service Guidelines.</p>	<p>In October 2010, an Ad Hoc committee of CHs rewrote and refocused the service guidelines to facilitate implementation of the MSU Imperatives as outlined by Dr. Dunn and to reemphasize the importance of faculty/staff participation in the Residential Colleges. After approval by the CCHs, they were reviewed, edited and approved by Dr. Dunn. In April of 2011 Dr. Dunn presented the revised guidelines at the Campus-wide Administrator's Meeting in Wrather Auditorium and the CHs distributed them to the faculty and professional staff. In the 2011-2012 year the revised guidelines, along with an emphasis on intrinsic rewards, will be used to refocus and reinvigorate faculty involvement in the residential colleges.</p>
	<p>Building Partnerships</p>	<p>Increase faculty involvement.</p>	<p>Overall, faculty/pro-staff involvement in residence hall programming was "unchanged". In 2011 they participated in 201 programs while in 2010, they were involved in 200 program events. Though three residential colleges were able to increase faculty-staff participation, as a whole ten fewer participated, which may reflect the now 15-20 year trend of being under increasing responsibilities in their academic/administrative units coupled with the shorter term economic realities. With the newly approved guidelines for faculty-staff participation, we plan to renew efforts to increase involvement next year emphasizing both the personal/intrinsic and merit/extrinsic rewards of working with students in the residential settings.</p>
	<p>Creating Community</p>	<p>Relate programming to the MSU Characteristics.</p>	<p>This year's characteristic was, "Engage in mature, independent and creative thought and express that thought effectively in oral and written communication." Clark College conducted a paper/written communication workshop as well as biweekly tutoring sessions for paper and report writing. Elizabeth College held a writing seminar in conjunction with Black History Month which emphasized composing and reciting original prose and poetry that reflected positive living and past struggles. White College sponsored a "College Writing Series" that introduced freshmen to academic writing and critical thinking. Hart College conducted an "Acceptance Week" program where students met in the college lobby and wrote short narratives about their individual uniqueness; these writings are now in frames that hang in the Hart Conference Room. Hester College held a spelling bee that promoted cultural literacy for college students and used an open microphone night as an opportunity to present poetry and prose readings. Springer/Franklin College held a program to write slogans for MSU's "Take Back the Night" ceremony and conducted a meeting to write award nominations for the MSU Housing honor society's annual banquet. Regents College transcribed written comments from First Year Leaders regarding "Great Beginnings" and sent the comments to the Vice- President for Student Affairs and the University Retention Office;</p>
			<p>Regents also collected written observations about the first semester</p>

			experience from its Freshman Advisory Council. Regents First Year Leaders also created resumes reviewed by peers and faculty. Both Regents and Richmond Colleges hosted workshops that trained students to prepare nominations for the MSU Housing honor society's "Of the Month" OTM and "Of the Year" OTY awards. The Council of College Heads has established an award to recognize the "Outstanding Program that Promotes Oral and Written Communication." Clark College's program, noted above, received the award at the housing honor society's annual banquet in May of 2011. Since the university has made oral and writing communications a priority, the Council will continue to give the award and strive to increase the quality of programs in this area during the next and future academic years.
Counseling and Testing - Women's Center - Academic Enhancement Services	Innovation	Create the basis for desktop video conferencing to provide counseling services to our remote sites.	Completed at our offices, all counselors have desktop teleconferencing capability via Illuminate scheduling. Meetings have been held with site coordinators. Connections are functional.
	Fostering Excellence	Move the Counseling Center to a more appropriate location that is accessible to students with mobility disabilities and free of extraneous disturbance.	Completed 5/31/11. All offices are relocated to the Oakley Applied Science Building. The criteria set out in the goal have been met.
Curris Center/ Student Activities	Innovation	To track usage and patrons of the Curris Center, so that we may provide better customer service.	The Curris Center implemented "Four Square," a social networking game. This has provided demographic information on use of the facility. This will be continued into the fall (2011) semester with information tables set up on the concourse and t- shirt giveaways to promote "Four Square."
	Building Partnership	To provide opportunities for MSU students to interact with area university students as leadership skills are enhanced.	Plans are currently underway to host conferences on two weekends in the Spring of 2012 for high school juniors. Attendees will be selected on the recommendation of high school guidance counselors. A committee to plan possible dates and activities continues to meet.
Department of Accounting	Innovation	Develop a social media strategy to help the Department of Accounting promote its programs, enhance its alumni relations, and strengthen its development initiatives.	The department has selected a social media initiative leader, Dr. Leigh Johnson; an ad hoc committee will oversee our efforts; the department has approved the concept of a Facebook page. The page was launched on March 31, 2011.
	Community	Evaluate and develop a working plan for a major, annual accounting conference to be held on campus. This event would utilize, each year, some of the distinguished accounting alumni currently in practice across the country.	The department has approved the concept of a major accounting conference for the upcoming year. The conference will call on our alumni to serve as speakers and discussion leaders. The interest earnings from the Dill endowment, coupled with department and collegiate resources and potential sponsors, will finance the conference. An invitation list is being developed, although this might not be completed until early September. A spring date seems most likely.
	Excellence	Develop a written student recruiting	The chair met with the Office of Recruitment in October, 2010; a

		plan in conjunction with the Office of Recruitment and the COB Dean's Office.	process for developing a call list was developed in December and calls began in January; a draft plan has been developed, with the final written plan and implementation to occur in early 2011-2012.
Department of Adolescent, Career, & Special Education	Innovation	ACS faculty will plan for the implementation of the Kentucky Core Academic Standards in Math and Language Arts into graduate and undergraduate programs.	<ol style="list-style-type: none"> 1. Kentucky Core Academic Standards (Math and Language Arts) began to be embedded in professional education courses during the Fall 2010 and Spring 2011 semesters. 2. Professional Learning Communities have been established and approved to begin incorporating the new Kentucky Core Academic Standards in Math and Language Arts into graduate and undergraduate program syllabi and course activities. Anticipated completion of the PLC tasks will be mid Spring 2012. 3. Students have deconstructed the new standards and have used them as a basis for lesson and unit design (Spring 2011).
	Building Partnerships	ACS faculty will develop a partnership with local schools to enable our students to practice formative and summative.	<ol style="list-style-type: none"> 1. Professors are emphasizing the definition and purpose of formative and summative assessments in order to develop a common understanding among all pre-service teachers prior to field experiences (Spring 2011). 2. Students have researched the topic of formative assessment and created an activity file of formative assessments that have been used in the development of unit plans for future use in the classroom field experiences (Spring 2011). 3. Students developed formative and summative assessments that were utilized in their course work and further implemented in their field experiences (Spring 2011).
Department of Agriculture Science	Innovation	School of Agriculture Bridge Program - Agriculture Science Class.	<ol style="list-style-type: none"> 1. Solicit 12 Pilot Schools. Achieved: 25 different Kentucky high schools participated in the 2010-11 academic year. 2. Select 4 Secondary Agriculture Teachers to help develop curriculum. Achieved: 25 Kentucky high school teachers participated in workshop that MSU Hutson School of Agriculture hosted at Louisville, Kentucky at the Agriculture Educators Teacher's Conference. 3. Offered at 12 High Schools. Achieved: 25 different Kentucky high schools participated in the 2010-11 academic year. 4. Goal of 100 Agriculture Students Achieved: 116 Kentucky high school students participated in Fall 2010 semester and 35 in Spring 2011. 5. Continue to develop enrollment and overall expansion of program. Achieved: 4th course will be offered in Fall 2011. 28 Kentucky high schools have expressed interests in the program for Fall 2011. The bridge program is now being called Racer Academy.
	Creating Community	Provide Community Service through Agriculture Education and Agriculture recreation Events - Fall on the Farm.	<ol style="list-style-type: none"> 1. Add one new education station. Achieved: Hutson John Deere of Mayfield brought a 125 Hp tractor to present a new educational program on tractor safety. 2. Add two new recreational stations. Achieved: 12 new inflatable Bouncing Horses for races were added. New permanent wood structures including 1/2 scale 1920's truck, 1/4 scale tractor and wagon, and 16 benches.

			<p>3. Involve 70% of Agriculture Science Faculty in conducting Fall on the Farm. Achieved: All faculty except one participated for a 90% involvement rate.</p> <p>4. Involve a minimum of 175 of the Agriculture Students in conducting Fall on the Farm. Achieved: Approximately 200 Agriculture science participated. Complications arose with collecting student worker signatures.</p> <p>5. Involve 3% more local grade school students in the Fall on the Farm experience. Achieved: Last year total of 1,750. This year total of 2,360 for a 25% increase.</p>
	Creating Community	Continue development of data base for Agriculture Science Assessment.	<p>1. Evaluate mastery of computer skills - AGR 339. Achieved: 71 of 74 students scored distinguished in Microsoft Office word and 3 scored proficient. Students were proficient in PowerPoint, Access, and Publisher. 62% were proficient in computer hardware parts identification. 80% were proficient in Excel.</p> <p>2. Evaluate mastery of writing skills - AGR 199. Achieved: According to t-test, significant learning took place.</p> <p>3. Evaluate mastery of agriculture math skills - AGR 133. Achieved: According to t-test, significant learning took place.</p> <p>4. Evaluate mastery of academic area of study and agriculture core content - AGR 599. Achieved: AGR 599 class was developed as capstone class with following content: Senior Exit Core Exam, Senior Exit Option Specific Exam, Soft Skills, Senior Exit Interview Survey, and final written assignment. Each was included in class as an ongoing assessment process.</p>
Department of Animal Equine Science	Innovation	VISTAS Project Valuing Innovation, Students, Teaching, and Sustainability	<p>1. Construction of manure handling facility in late stages of "pre-construction". Bidding process started.</p> <p>2. Plans for clean bedding storage barn and new student stall barn are underway.</p> <p>3. Old University barn demolition is planned and will be bid shortly.</p> <p>4. Additional plans for facility upkeep and improvement underway.</p>
	Partnership	Revise Curriculum and Outreach efforts to reflect new opportunities in Animal/Equine Science	<p>1. Curriculum revisions have been completed. New courses in hoof care, beginning horsemanship, and internship approved and taught, or scheduled to be taught. Hoof care class filled quickly (16 students) and received positive feedback from students. One student spent a semester in Australia as part of the internship course.</p> <p>2. Collaborations with local farriers were used to provide expert help for hoof care course.</p> <p>3. Despite forest fires, six students traveled to New Mexico where they participated in an authentic pack trip through the mountains.</p> <p>4. Collaborations were formed with local school district and Extension service to provide demonstrations of the equine disciplines offered at Murray State.</p>
	Community	Provide competitive opportunities for	<p>1. Ranch horse team was formed. Twenty Students practiced three</p>

		animal/equine-oriented students	<p>times per week and competed in three shows. The MSU-owned horse Papanita Fantasy earned the High Point Horse award at one show.</p> <p>2. The Ranch Horse Team hosted 15-time world champion Les Vogt as a clinician. The sold-out clinic drew participants from several states.</p> <p>3. The livestock judging team recruited and trained five students. The team traveled to competitions in Tennessee, Texas, and Mississippi where they competed against the top teams in the nation.</p> <p>4. The IHSA teams competed in eight shows including two held at MSU. Three students advanced to national competition. One student earned the National Championship in Alumni Horsemanship</p>
Department of Art & Design	Innovation	Develop New Communication, Marketing, and Recruiting Plans/Strategies.	Updated web site pages with CMS system and link with next high school e-mail newsletter, continued work on updating department web pages. • Met with communication consultant to review all departmental marketing, especially our web site. The consultant has given us a review document which highlights needed changes for 2011/12 academic year.
	Creating Community	Expand Visiting Arts Program Quality and Awareness to Greater University Community and Local Region.	A review of visiting artists scheduled for the academic year and funds was conducted. The visiting artist program continues, and we find ways of bring in about the same number; however, any expansion is being limited by current available funds. • The plan for next year is to make sure the program we have is advertised more broadly to all constituents.
Department of Biological Sciences	Innovation	Create a new option in Biology, Pre-Physician's Assistant, to provide an additional option for students interested in the Health Professions and wanting a degree in Biology.	Created a Pre-Physician's Assistant option in Biology and it was approved by Academic Council for Fall 2011. The option is in the new Undergraduate Bulletin. Dr. Chris Trezpacz was assigned to advise Pre-Physician's Assistant students, and we began advertising the option during the 2011 Summer Orientation sessions.
	Creating Community	Initiate a seminar series with Biology faculty to present research at the Community Colleges.	Seminar speakers from the Biology Department were available beginning Fall 2010. Faculty presented research, showcased the new Biology Building and Science Complex, and emphasized undergraduate research opportunities in attending MSU. Dr. Chris Trezpacz participated in the seminar series at Western Kentucky Community and Technical College Fall 2010.
Department of Chemistry		No report submitted	Due to transitioning leadership over the past year, no new Triple-I plan was developed for the 2010-11 academic year. The Dean worked with the unit on goal setting during the year and the situation has been discussed with the incoming interim chair. The interim chair has already suggested several initiatives that support the spirit and intent of the Triple-I program, but these will be reflected on the 2011-12 Planning document.
Department of	Innovation	Enhancement of curricula and	This is an Innovation Goal.

Computer Science & Information Systems		Learning.	<p>1. Develop/retool content for three graduate courses to serve as "health-care informatics" electives in the MSIS program (August 2011). 2. Present the above three courses as the core courses for a Certificate program in Health Care Informatics (December 2010). 3. Deliver the content online (effective Fall 2011).</p> <p>Amount requested is seed money for designing and developing a SCORM- compliant series of courses. Part of the funds will be used for implementing a decent marketing plan and to travel to Nashville to meet CIOs and other experts in the health-care field. Update: Several meetings were held with key stakeholders: Primary Care Medical Center, Dr. Richard Crouch (UK Asst. Dean of Medical School for Rural Health Program), College of SET, HSHS, COB and School of Nursing, Some of our key faculty participated in a conference on issues and challenges in Health Care IT sponsored by the Nashville Technology Council in the Fall term. Our last departmental advisory board meeting (Spring 11) focused almost exclusively on this aspect and we have gathered critical input that will serve as the thrust of further action in Fall 2011. We have added three new members who are leaders in the health care informatics area. We hope to have a suitable curriculum in Fall 2012.</p>
	Creating Community	Enhancement of external relations and recognition.	<p>1. Offer abbreviated versions of the above courses as 2-day seminars for physicians and practice managers in the region (Fall 2011). 2. Motivate gifted teachers to help with above seminars (Fall 2011). Amount requested is seed money. Update: This has gone to the back burner" as it is tied to Goal 1; we would like to have that completed first.</p>
	Creating Community	Enhancement of external relations and recognition.	Offer a "give camp" where software developers, faculty and students come together to create usable software applications in a 48 hour period for the local community and/or non-profit organizations. This will be a great experience for all participants and there will be the reward of doing something for the community. If successful, this will be the first such camp in Kentucky. Update: Unfortunately this was no attempted as the key faculty are under mounting pressure to publish their research.
Department of Early Childhood & Elementary Education	Innovation	Faculty in the Department of Early Childhood and Elementary Education will plan for the implementation of new Kentucky Core Academic Standards in Math and Language Art into graduate and undergraduate coursework.	The majority of faculty in the Department of Early Childhood and Elementary Education attended College of Education SB 1 training sessions or a university wide SB 1 meeting. Dr... Brandi King and Dr. Carrie Howell faculty in the department facilitated the college and university training sessions. Elementary education and IECE faculty have approved plans for professional learning community activities to embed SB 1 initiatives into the programs at the graduate and undergraduate levels.
	Building	Implement Baby Signs course as a	Baby Signs was taught by Nancy Strong during fall semester through

	Partnerships	community outreach partnership with Murray Head Start and Continuing Education and develop 4 courses teaching American Sign Language (ASL) to be offered by MSU as a certificate program. ASL courses will be developed and submitted for approval through Academic Council.	the Center for Continuing Education. There were 9 parents who participated and 2 child care providers. Murray Head Start allowed us to use the Early Head Start classroom in Alexander Hall. The class was taught using play group format. Nineteen students were enrolled in EDU 201 American Sign Language 1 during the spring, 2011 semester. EDU 202 American Sign Language 2 will be offered Fall, 2011. There are currently 8 students enrolled in the course. Faculty and community partners who work with the deaf are working on syllabi for EDU 203 and EDU 203. The department plans to submit these courses for approval through Academic Council.
Department of Economics & Finance	Innovation	Establish Financial Services Center.	Final plans are in the works for renovation to begin on the BB105 Office suite. A \$52,500 pledge was received from State Farm to assist with renovation and scholarships. A \$5,000 gift was secured from Hilliard Lyons. Renovation should be complete for the Fall 2011 semester with student work spaces, conference room, and faculty access. The suite has been renamed the State Farm "Financial Services Resource Center." A proposal was presented to U.S. Bank for a grant to fund a trading room which would be located across the hall from the FSRC. This resulted in a \$25,000 pledge but not enough for the naming. Another financial firm will be asked during the Summer 2011.
	Creating Community	Create new courses for the economics program.	The course "Women in the Global Economy" was taught as an experimental course in the Spring of 2011. The course had broad appeal with both econ majors and non-business students. The American Economic History course was also taught. Both are likely to remain part of our regular course offerings.
	Creating Community	Financial planning workshops.	The Finance and Economics Society promoted the www.cashcourse.org/msu web site as a financial resource for students. This included giving away an iPad in a drawing for students who participated in an online financial literacy program. As we expand and re-task the Center for Economic Education financial education for both the campus, regional public school students and the community will be an important new function of the Center.
Department of Educational Studies, Leadership & Counseling	Innovation	Counseling faculty will develop a model and seek funding for a 'clinic' that will support students' needs for placement and the counseling needs of rural communities.	A counseling faculty member was assigned to attend a grant writing workshop. He developed a framework for a clinic model that has potential for operationalization. Before implementation is viable, the program needs to regain CACREP Accreditation.
	Building Partnerships	Human Development and Leadership faculty will seek agreements with agencies to partner with as part of recruitment to the program.	A MOA with the Boy Scouts of America has been routed to the Office of the Provost for review. During the summer of 2011, it is anticipated that the agreement will be signed. Conversations are underway with persons in the Madisonville area for an agreement with a large healthcare provider.
	Creating	ELC programs will develop a	Counseling faculty now serve prominent roles in the West Kentucky

	Community	comprehensive plan for program outreach to stakeholder groups.	Mental Health Counseling Association and the Kentucky Counseling Association. School administration faculty visited 22 school districts in the 2010/2011 year to secure MOAs for the principal preparation program. Efforts continue in this area. The webpage was not addressed in 2010/2011, but is on the agenda for the summer 2011.
Department of Engineering & Physics	Innovation	Develop an Introduction to Engineering course (EGR 101) bridge course to be used to enhance the interest of high school in engineering.	This goal includes replacing the former EGR 195 as the first engineering course taken by our majors and presenting this as a web course to high school seniors in order to: <ol style="list-style-type: none"> 1. Help them further their understanding of engineering as a profession 2. Allow them to develop some basic engineering skills so that they will feel at home as an engineering major. Progress toward this goal includes (a) (10-15-2010) Developed course syllabus and requested course through the Academic Council new course request system. (b) (1-14-2011) Defined course content, text requirements, student assignment requirements. (c) (2-15-2011) Scheduled course for Murray State students and as high school Racer Academy course. (d) (continuing) Work with program alumni to develop video clips and biographical descriptions of the type of work performed by engineers, with emphasis on area that are developed in Murray State's Engineering Physics program. Work though technology requirements. (e) (continuing) Place material on the web and work out technology requirements.
	Building Partnerships	Increase outreach to regional schools through expanding the JETS/TEAMS competition from four to eight schools.	This goal was to expand involvement in the JETS/TEAMS competition in order to heighten awareness of the engineering profession and Murray State's program in engineering. This goal used funds provided from the previous year's Triple-I goal to support its accomplishment. Progress toward this goal includes: (a) (30 Sep 2010) Sent out flyers and e-mail all schools. (b) (31 October) Arrange for facilities, and awards for competition. (c) (30 November) Contacted school representatives by phone to encourage participation. (d) (26 February) Held Competition. Results: (1) We met the goal of eight schools participating in the event. This included the four previous schools plus four new schools. (2) We also increased the number of teams participating from 9 to 15. This 67% increase in participation was the highest in the nation. This includes more than 130 universities, schools and corporations that hosted the competition. This achievement was highlighted in the May JETS/TEAMS newsletter university Spotlight: http://www.jets.org/explore/spotlight/MSU.html Assessment and reporting of results and continued connection with teachers. Funding from 2009-2010 request will be used to achieve these goals by providing for costs associated with awards, food, and promotional items for increased participation.
Department of	Innovation	To develop and have approved a five-year	The department's curriculum committee approved the program

English & Philosophy		BA/MA program in English literature.	proposal in April 2011 and will submit the proposal to Academic Council in September 2011. Upon approval by Academic Council, the department will begin recruiting for this new, accelerated program.
	Building Partnerships	To launch new online graduate certificate program in professional writing	The program was approved by Academic Council; two core courses are scheduled for Fall 2011. The department mailed postcards advertising the program in May 2011. The program is described at www.murraystate.edu/profwriting .
Department of Geosciences	Innovation	To enhance the Forensic Anthropology programs at Murray State University.	During the spring semester, 2011, Dr. Kit Wesler, Professor of Geosciences, initiated discussions with faculty from departments which might offer classes that could be included as electives in an interdisciplinary forensics major or area. Colleagues from Computer Sciences, Telecommunications Systems Management, and Graphic Communications Management/Journalism responded positively. Given previous consultations among the departments of Chemistry, Biological Sciences, Geosciences, and Criminal Justice, Dr. Wesler will be in a position to develop a proposal with several alternatives and a needs assessment for an interdisciplinary Forensics program during academic year 2011-2012. The proposal can then be circulated among interested colleagues for their discussion.
	Building Partnerships	To establish new Internship opportunities for our undergraduate majors.	This goal has been achieved. The United States Geological Survey (USGS) moved its district office to the MSU campus in the Fall 2009 semester. Discussions with the USGS regional director in the fall 2010 semester resulted in the commitment to two paid USGS internships for our department's undergraduate students. Three students were interviewed in December 2010 and two were selected. The students began their internships in the spring 2011 semester continuing into the summer and fall 2011 semesters. New applications will be accepted during the fall 2011 semester.
Department of Government, Law & International Affairs	Innovation	Develop three POL courses for delivery in alternative formats, offering courses (graduate & undergraduate).	We now offer over 10 courses in one venue or another or both. The department will continue to develop more courses for distance learning.
	Creating Community	Enhance the horizon of the local and university communities with current international and national issues.	Ms. Jean Offenbacher presented a lecture and a movie on 9/27/2010 about "Tea & the Axis of Evil" pertaining to Syria. Dr. Abed Awad presented a lecture on 3/12/2011 on the "Shariah, The Constitution & the American Muslims." Federal Judge Roger Vinson presented the Harry Lee Waterfield Distinguished Public lecture on "The State of the Judiciary" on 4/14/2011.

Department of History	Innovation	World CIV students will be urged to vet their required CIV papers at the Jones Writing Center in the Waterfield Library. Thesis statements and supporting outlines will be analyzed for best writing practices.	CIV students are still having difficulties developing concise these statements and outlines for required short papers. Although CIV instructors urged their students to use the Jones Writing Center in the Waterfield Library, it is estimated that only about 8% (64 students) did so at least once. Of these students a high number went to the Writing Center more than once. Professor Taufiq Rashid, the CIV Coordinator, reports that the fall 2010 sample of student papers is perhaps too small to base many assumptions but we may surmise that of those CIV students who went to the Writing Center there was a marked improvement of well-crafted these statements supported by outlines. In order to make more progress with our students' abilities to formulate these statements and outlines we will need to find methods to induce them to go to the Writing Center.
	Building Partnerships	The Department of History and the Department of GLIA have many of the same needs---to expose their students to a variety of historical and international viewpoints.	The Department of History and the Department of GLIA co-sponsored Jean Marie Offenbacher's documentary film and discussion "Tea on the Axis of Evil" (on 3 Nov 2010, FH 208), a film about Syria and U.S. foreign policy toward this vitally important Middle Eastern country. The room was full with virtually no seats left. Although most seats were taken by students there were respectable numbers of members of the community present as well as staff and faculty. Our timing could not be more perfect; with the Middle Easter "spring" and the many regime changes witnessed in 2011 as well as the March 2011 outbreak of demonstrations in Syria against the Bashar AL-Assad regime, the topic was well-chosen and obviously timely. The audience was vigorously interested and questions continued for over 45 minutes after the film.
Department of Industrial & Engineering Technology	Partnership	Complete the 2 + 2 program between MSU's Electromechanical Engineering Technology program and Madisonville Community College's AIIT program.	The curriculum development as a component of the 2 + 2 articulation is 85% complete between MSU and Madisonville. This articulation is a major initiative for the department with far reaching implications to the states of Tennessee, Indiana and Illinois in regards to a 2 + 2 agreement with many community colleges throughout the southeast. The next phase of the initiative is to complete the final phase of the 2 + 2 curriculum articulation and begin development and delivery of on-line Electromechanical Engineering Technology courses (year 3 and 4) as well as teach classes that will be available for MCC and other community colleges. Funding that had been secured to hire a person for this development and delivery of the program to MCC and other community colleges was cut this spring of 2011. This will slow the delivery of the program; however, it is still hopeful that this will eventually be supported. Currently the department is involved in two NSF grant proposals, working with four community colleges on the Electromechanical program initiative. This is on hold until funding becomes available.

	Community	Sponsor a summer Engineering and Technology Camp at Trigg County High School in June of 2011 for incoming high school freshman.	The Department of Industrial and Engineering Technology sponsored a Trigg County Engineering and Technology Camp June 22-24 with 14 high school freshman in attendance. This camp was taught by the Project Lead the Way (PLTW) teacher (Lori Ricks). The camp focused on introducing high school freshmen to engineering and technology concepts and activities encouraging these students to enroll in the PLTW program at TCHS and ultimately encouraging students to attend MSU in Engineering, Engineering Technology or Industrial Technology.
Department for Journalism & Mass Communication	Innovation	New undergraduate curriculum in Advertising, Journalism, and Public Relations to meet the career objectives of the students.	<ol style="list-style-type: none"> 1. September 2010 - Curriculum revisions to Academic Council for inclusion in 2011-2012. 2. December 2010 - January 2011 - Renovation of Classroom FA 840 to accommodate larger enrollments in JMC 270, other tech classes. 3. August 2011 - First students enrolled in new curriculum. PROGRESS: ALL OBJECTIVES ACCOMPLISHED.
	Building Partnerships	Creation of JMC 101 and online sections of JMC 168 and JMC 194 as bridge classes to increase new freshmen and transfer student enrollment.	Successful JMC High School Workshop with more than 450 students on campus. Largest ever. PROGRESS: Instructor for JMC101, JMC 168, and JMC 194 left to take a job with Marshall County Schools; classes cancelled.
	Creating Community	Integration of Graphic Communications Management program into department.	<ol style="list-style-type: none"> 1. Fall Semester 2010 - Move all GCM classes to renovated space in Wilson Hall. 2. Spring Semester 2010 - Host Gravure Day with visiting members of the GCM Advisory Council. PROGRESS: ALL OBJECTIVES ACCOMPLISHED, INCLUDING NEW COMPUTER LABS FOR GMC WITHIN THE DEPARTMENT OF JMC.
Department of Management, Marketing & Business Administration	Innovation	Transform the front half of BB 452 into a presentation/conference room/mini- lab facility for Emerging Technologies in Marketing Initiative activities (GIS, Social Media, E-Commerce, and Entrepreneurship), team project work, and presentations. Goal is to make this space a fully equipped facility to showcase projects and make presentations to current or prospective clients of the Initiative.	Space was evaluated and estimates are being processed for the transformation. Work likely to be started and completed in August-September 2011.
	Building Partnerships	Provide support for students (who meet a minimum requirement) to take the SHRM HR Assessment--a national assessment exam developed by Society for Human Resource Management (SHRM); and support for our SHRM student organization for field trips to area organizations and HR-related conferences.	First students with support will be taking exam in Fall 2011. In addition, brochures with overview of our HR option were delivered in November 2010.

<p>Department of Mathematics & Statistics</p>	<p>Innovation</p>	<p>To improve communication between regional in- service teachers of mathematics and our department so that mathematics coursework appropriate their anticipated Master's degrees can be offered by us and utilized by them in sufficient numbers.</p>	<p>During the past year, I have kept up communications with the teachers in the region, with emails to all secondary mathematics teachers this past Fall to tell them about Spring coursework, and another round of emails this past Spring to tell them about Summer and Fall coursework as well as about a new (online) option for Spring 2012. Through the Spring 2010 survey we were able to identify a class time that was more convenient for the in-service secondary mathematics teachers and identify a statistics course that is of interest to a number of them. Loss of a statistician last Summer and the development of another statistics class made it impossible to get the teaching statistics course developed for Fall 2011, however I have good hopes to have one ready for Fall 2012. The emails and survey have begun the process of building communications between our department and the in- service teachers, as indicated by some follow-up emails from a handful of in-service teachers. While there were only 3 in-service teachers in our courses this year (and at least one additional one this summer), I expect this to increase in the coming years as we learn more about their educational needs, as they become more aware that we are interested in their future educational needs, and as we catch more of them towards the beginning of their plans rather than at the end. Finally, this past Spring I also invited Middle School Mathematics teachers in the 18 county region to a survey like the one I had invited Secondary School Mathematics teachers to (in Spring 2010). Thus, while we did not meet last Fall's target of having 5 in-service secondary Mathematics teachers in Master's level coursework, but we did achieve a strong beginning.</p>
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	Creating Community	To establish a connection between our mathematics scholars (both student and faculty) and those of the regional community colleges.	<p>We contacted an appropriate club at each of the four KCTCS schools in our region about developing a relationship between our club and theirs, awarding scholarships to their best mathematics graduates coming here as mathematics majors, and otherwise recruiting their mathematics graduates. There was substantial interest generated with Paducah, and we did award a scholarship this Spring to a Mathematics student graduating from WKCTC and coming here next Fall. Members of our Math Club were going to assist their Math club in putting on an Elementary- Middle Math contest, but the contest was put off until this coming Fall. There was also real interest from the Hopkinsville Campus, where the communication prompted the sponsor of the Science club try to get the members to make it a Science/Math club. That was all the further that we got with them this year. The Henderson faculty were interested, but they just have too few students to make a Math club or a relationship viable; we (us and them) left it that when there were next some interested mathematics students there, we'd connect in some way. The only disappointment was that we were unable to progress any further with Madisonville, even though they already have a Mathematics club; the faculty there were very busy implementing some changes that had occurred there. Having a speaker exchange this past year was hampered somewhat by</p>
			<p>the planned event which was postponed, and by the time demands of the 4 faculty searches that our department engaged in this past year. Thus, with respect to the goals laid out last Fall we made the following progress.</p> <ol style="list-style-type: none"> 1. No student and/or faculty speaker exchanges happened this year, but the stage has been set for a probable two next academic year; our target of 4 total talks was too optimistic at so early a stage. 2. We awarded a Mathematics Major scholarship to the only incoming transfer Mathematics Major scholarship from those institutions; we did as well with this target as the graduating classes allowed. 3. We were successful in getting that one graduating Mathematics student to visit the MSU campus and join our department for 2011-2012 (which he probably would have done anyway); we did as well with this target as the graduating classes allowed. 4. As expected, at this early stage and with no funds, there was no joint meeting.

	Building Partnerships	To improve the instruction in our core Mathematics courses for our students in Elementary and Middle School Education.	We were unsuccessful in the difficult task of hiring a faculty member with a Doctorate in Mathematics Education (but we were extremely close). We will try again this next year and I have good hope of being successful. We were able to hire a Mathematics Educator with a Master's degree in Mathematics for our open Lecturer position. This new Lecturer will serve as coordinator of our coursework for Elementary and Middle School Education (MAT 115, MAT 215, MAT 305, MAT 399) and be involved in K-12 educational grants and initiatives at the local, state, and national level. He already has some excellent ideas for those courses for the coming year, and he is leading our department's efforts in MSU's Senate Bill I grant much better than we would be doing without him. This past year we did increase the number of sections of MAT 115 offered from 3 to 4, so that the class sizes are now down to 30 students per class. In addition, this past year we researched the prerequisites of other institutions in the state and region for the standard MAT 115 and MAT 215 (Mathematics for Elementary and Middle Teachers I & II); we found that our prerequisites were among the weakest and so we developed more appropriate prerequisites for these courses and the Academic Council approved them for implementation in Fall 2011. Finally, the department pays for the teaching of MAT 305 and 399 on the Hopkinsville campus to help a fledgling Middle School 2+2 program get started. For this goal, we achieved the target of hiring the Mathematics Educator with a Master's degree in Mathematics as coordinator for MAT 115, and we lowered the class sizes MAT 115. The remaining targets are not measurable until several years have passed. Above and beyond these targets, we also aligned our prerequisites for MAT 115 and MAT 215 with those of other institutions in the state and region.
Department of Modern Languages	Innovation	Develop and submit program for Teacher Certification in Japanese.	Japanese Teacher Certification has been submitted and approved by the College of Education as well as by Academic Council. We are only awaiting final approval by the Education Professional Standards Board, which should occur in early August, 2011. We will be following through with this and begin advising students this fall who wish to pursue this career option.
	Building Partnerships	Begin work with local community and technical colleges to set uniform standards.	Have met with Carolyn Perry of KCTCS (Spanish Coordinator), who visited three MSU classes in Spanish. Two of our Spanish faculty and the Chair held a discussion with her to discuss proficiency standards and smoother articulation between the community college curriculum and our own. We plan to continue this dialogue with Ms. Perry and other community college faculty in languages across the state at KWLA in September of 2011.

Department of Music	Innovation	Create YouTube Channel for Murray State Music Performances and Tutorials.	YouTube Channel has been created. Several items/videos have been uploaded. Music faculty are making plans for a program of submissions to be added to the channel in 2011-2012. No keyword funding has been granted to bring MSU's items to the top of the search list at this time. The department will continue this innovative project next year because we do believe that, while providing service, we are providing name recognition for the university and the Department of Music.
	Creating Community	Organize and Advertise a Community Music School.	A task force met throughout the year to gather information about other similar programs, including fees for faculty- and student-taught lessons, other course/ensemble offerings, and nature of the director's position. We will need a director who handles the money, the scheduling, and the PR for this program. It may be possible to combine this with another administrative assignment, but a faculty member with a full-time teaching load will not have the time to run the community music school. It will take someone new. In Fall 2010 we offered a guitar class on campus for beginners. In spring 2011 we negotiated with North Calloway Elementary School to begin after-school violin classes for elementary students at that school taught by an MSU student. Lessons on campus taught by faculty and upper class students continue to be offered, yet all are separately funded and managed by each teacher. It will take a program director to pull this project together. As this Community Music School (new name TBD) continues to grow, the potential for new town and gown relationships will develop. We can serve the K-12 students and adults of the community as well as our students through visible and viable endeavors such as this. Everyone benefits from our initiative.
Department of Occupational Safety & Health	Innovation	To develop two interview rooms with virtual/web-based interview technologies that have both live and recorded capabilities.	The OSH department researched and contacted vendors of virtual/web based interview technologies. After selecting a vendor several training sessions were conducted. By the fall 1010 semester, two interview rooms within the OSH department were elaborately remodeled (furniture, carpet, blinds and paint) and equipped with virtual/web based technologies (flat screen TV/large remote screen, web cams, microphones and lap top computers, projectors and appropriate software). Both rooms are now utilized for both traditional interview rooms, as well as virtual/web-based interviews for those companies unable to come to the Murray State campus. In the spring 2011 semester, several trial runs were conducted on the virtual/web based interview system with the software supplier. By the end of the semester, the system was functioning for use with companies wanting to recruit occupational safety and health interns and graduates. The interview rooms, both in the traditional and web-based modes, were utilized in placing over 80 interns for the summer 2011 semester and a very high placement rate of May/August 2011

			graduates in full-time positions. We will continue to update the technologies and improve the ease of use and compatibility of the virtual/web based interview system in the hopes of appealing to more companies facing higher travel costs and leaner budgets.
	Building Partnership	To develop a partnership with CNA Insurance to enhance students' learning experiences through the donation of resources, training opportunities and laboratory equipment (fall-protection demonstration model).	An initial meeting between representatives from CNA Insurance and the OSH department was conducted early fall 2010 semester. Representatives from CNA Insurance included Mr. Bill Boyd, Senior Vice-President of Risk Control, and Joe Wallace, Director of Risk Control of U.S. Insurance Operations. Several phone conversations followed the initial meeting. The purpose of the meeting was to develop collaborative opportunities for resources, donations, training, internships and full-time positions. In the fall 2010 semester, CNA Insurance provided the course expenses for an OSH graduate student to attend a fall protection training program in Minnesota. In the spring 2011 semester, CNA Insurance committed to an annual scholarship donation of \$8,000 to the OSH department at Murray State. The \$8,000 was distributed as follows: \$4,000 to an OSH graduate student (This student will also be interning with CNA Insurance this summer.); \$2,000 to an OSH undergraduate student interning with an insurance company; and \$2,000 to an OSH undergraduate student interested in the loss/risk control field. Two OSH graduate students who graduated in May 2011 have accepted full-time positions with CNA insurance in the Chicago and Nashville locations. One OSH graduate student is interning with CNA insurance in Nashville during the summer 2011 semester. The OSH department will continue to build its partnership with CNA Insurance in the continued collaboration of the development/advancement of the Fall Protection Demonstration Laboratory; through CNA's continued support of OSH students with its annual scholarship; and the appointment of OSH students in full-time positions and internships with CNA.
Department of Organizational Communication	Innovation	Develop instructional lab space and coursework in "new communication technologies" for our BS and MS programs.	Progress: Two new courses were created: COM 422--Communication and Technology; and COM 622--Communication Technology in Organizations (offered Sp-11). Both courses are electives and will be offered more regularly with the addition of the computer lab. Renovations to the new Wilson 207 computer lab began summer of 2010. Computer desks, chairs, a security camera, and a network printer have all been installed. Computer installation will be complete by the end of July. Total COB investment in equipment and technology is over \$25,000 plus the cost of the room renovation following Geoscience's relocation to Blackburn.
	Building Partnerships	Develop, recruit for, and deliver a BIS in Organizational Comm Program in Madisonville to help achieve our 12X12 goal.	Progress: Currently, we have 21 "BIS Org Comm" students in the new Madisonville program. Two, half-semester Tuesday night classes were offered F-10 (COM 381 and 353) averaging 18 students per class; two were offered Sp-11 (COM 384 and 385) averaging 26 per class. Additional online COM courses for all BIS Org Comm students were offered throughout the 2010-11 year

			with very healthy enrollments. Eight of the 21 Madisonville students will graduate in F-11. Heather Roy has done a fantastic job recruiting and advising students. I'm confident she will add to that base enrolling even more this coming F-11 semester. This program has been a success and will continue.
Department of Psychology	Innovation	Establish an annual departmental presence at a regional/national academic conference.	Although the Department had eighteen student-authored or co-authored research presentations at local, regional and national conferences over the 2010-2011 academic year, there was not a formalized departmental presence at a single conference. Most submissions must be made over 6 months prior to the scheduled date of the conference to enable sufficient time for the peer-review process. At the time this goal was set in the Fall of 2010, many deadlines were already fast-approaching. The Department has begun the planning process to realize this goal in the next academic cycle as faculty are aware of this priority prior to beginning of the submission process. Several conferences have been identified and will be compared against the academic calendar for 2011-2012. Once selected, the targeted conference will be communicated (this summer) to the faculty so that appropriate submissions can be identified well in advance of due date.
	Creating Community	Expand Speakers Series such that one regional and one nationally known outside speaker are brought in each year and one departmental faculty member presents each semester.	Last year, two faculty (Dr. William Zingrone and Dr. Dan Wann), one regional and one national speaker made a total of four presentations. These events were well-attended with the culminating event in April filling an auditorium that seats over 100.
	Creating Community	Develop a series of continuing education workshops for PSY graduate students and for mental health professionals in KY, Western TN, and Southern IL.	The Department applied for approval as a sponsor of continuing education programs for mental health professionals. The Board of Examiners in Psychology granted this approval in March, 2011. Since that approval, three continuing education programs have been held (The Highs and Lows of Life as a Murray State University Men's Basketball Fan, March 24; The Pain of Rejection: Breaking and Restoring Bonds with Others, April 7; and Using the Rey Memory Tests with Children and Adults, April 2; each with greater attendance than the previous event. A total of 32 hours of CE credit have been awarded, free-of-charge, to regional providers of mental health services. We have already scheduled our first event for the Fall, 2011 schedule. On September 9, we will host a workshop on eating disorders for local counselors/therapists and clinical psychology graduate students.

<p>Department of Social Work, Criminal Justice & Gerontology</p>	<p>Innovation</p>	<p>Institute a new evaluation system for the two directors of the two programs in the department.</p>	<p>During the school year a Program Evaluation Committee was formed, made up of two representatives each from the Social Work and Criminal Justice Programs. This committee was charged with the responsibility of developing an evaluation instrument that would be presented to the entire faculty, including the two directors whose performance would eventually be assessed. The Program Evaluation Committee examined the evaluation instruments used in several different departments and produced a product, which was fully discussed in two faculty meetings devoted just to this issue. The finalized instrument was approved by the faculty and administered in late April. The issue of confidentiality was a central concern among a number of department members. The Evaluation Committee, assisted somewhat by the department chair, developed the following procedures for administering the questionnaire. First, each faculty member (excluding the chair and the two directors) was instructed to pick up a copy of the questionnaire instrument from the department administrative assistant. Some of the questions on the instrument were closed ended and some were opened ended. Second, responses to the open ended questions were to be typed to avoid specific handwriting being recognized. It was decided by the entire faculty that the members of the Evaluation Committee would also write a report based on the results of the evaluation. An excellent suggestion was made by the chair of the Evaluation Committee, that the two criminal justice members of the committee would write up the results for the Director of the Social Work Program, and the two social work members of the committee would write up the report based on the results for the Director of the Criminal Justice Program. Third, the departmental administrative assistant would play an important role in this process, inasmuch as she would make sure each faculty member received a questionnaire (the assistant kept a signed document where each faculty member indicated he/she received the instrument). In one case where a faculty member turned in a written response to the open ended questions, the administrative assistant typed the material over. Finally, the assistant received and recorded the returned questionnaire. She also made sure the questionnaire data was kept under lock and key.</p>
	<p>Building Partnerships</p>	<p>Develop new courses that will be taught in the community by members of one of the two programs in the department.</p>	<p>Progress toward this goal is still a work in progress. It has been determined that the first course that will be pitched to local high schools is SWK 225 (Human Diversity). This is a class that includes interesting and timely material, inasmuch as it covers the issues of race, ethnicity, gender, sexual orientation, social class, age, and disability. Human Diversity is the class in our department that has drawn the most high school students from the Bridge Program (now known as Racer Academy) here on campus. Discussions are ongoing with Mayfield High School (located in Mayfield, KY) about offering the diversity class in the 2011-2012 school year. There is only a slim chance that this course will be offered in the fall of 2011 and a better chance that it will be presented in the spring semester of 2012.</p>

	Community Partnerships	Create new academic and structural linkages between the criminal justice and the social work program.	There have been several discussions between criminal justice faculty and social work faculty regarding common courses that can be used in both programs as electives. We have tried to draw on and learn from some past experiences, some of them failures of a sort. For example, one research class that was listed under social work and taught by a social work faculty member was taken by both criminal justice and social work majors, in turn generated a number of problems. We have recently started to talk to the handful of students that are majoring in criminal justice and pursuing a minor in social work or vice versa, in order to get some ideas about common courses that might be attractive to students. The above-mentioned project is still a work in progress.
Department of Sociology	Innovation	Explore the possibilities of offering classes either on-line or developing courses for high school students.	Faculty explored the possibility of teaching course at Graves County High School; however due to communication problems the faculty did not hear back until too late to prepare and offer the course for this coming fall. We will continue to pursue the possibility of offering a class at Graves Co. for spring or fall of 2012, depending upon funding, interest of high school and staffing.
	Building Partnerships	Develop ties with the local community to provide opportunities for student internships.	Have had fundraiser for CASA this spring for purpose of supporting this organization and developing ties in the community for internships. Also have been developing ties with organizations such as Carl Perkins Center in Lexington, Tenn. where we have a student completing an internship summer of 2011.
Department of Theatre	Innovation	The Department of Theatre will actively utilize up to two Social Media websites to promote the Department, recruit more students, promote the productions, and to further the career of our students.	This goal was originally placed under the "innovation" category. Because that category does not exist in the drop down box to the left, the goal has been altered to "Excellence." We are using Facebook and Google for our two social media sites. We promote the program through these sites and we have contact with prospective students, current students, and alumni. The Facebook site has been very successful. The Google site has more limited use. We will continue to use both sites during the coming academic year to promote the department.
	Building Partnerships	The Department of Theatre will reach out to the Calloway County High School drama/speech areas for assistance we can offer to their students and the Department will do the same for the Playhouse in the Park.	Our department has worked with Calloway County High School this past academic year. Lissa Graham, Associate Professor of Theatre, has taught several workshops for the school. This work has taken place in the High School's drama/speech classes. Additionally, we are on track to teach a course at CCHS in the fall should funding be available. We would like to offer a THD104, The Theatrical Experience course at the High School for local High School students. This goal is moving in a positive direction. At Playhouse in the Park, Lissa Graham and several of our students led workshops and worked with children in the Playhouse's programs two days per week. Each Tuesday and Thursday

			<p>afternoon, Lissa and our students would be at the Playhouse for 2-3 hours working with student actors developing theatre games, working with character development, etc. This has been an incredibly successful program which, hopefully, will lead to a summer experience here at MSU for the students who participate in the Playhouse programming during the academic year.</p>
<p>Department of Veterinary Tech & Pre/Vet Tech</p>	Innovation	<p>Implement the use of an "Essential Skills" Booklet into the Veterinary Technology Curriculum.</p>	<p>Essential Skills Booklets listing all AVMA required skills have been implemented for the following classes: AGR-332, AGR-324, AGR-340, AGR-400, AGR-410, AGR-420, AGR-430, AGR-540 and AGR-550. Each semester the students must successfully complete each task, obtain approval by instructor and have each skill in the booklet signed by the appropriate instructor. Essential skills booklets are retained by department for verification by the AVMA accreditation committee. Booklets are housed at the A. Carman Pavilion. Any student that does not successfully complete the skill(s) receives an "I" and must return the following semester to complete any unfinished tasks. These booklets will be an on-going part of the veterinary technology curriculum.</p>
	Creating Community	<p>Expand the students' exposure to community animals to improve their welfare.</p>	<p>Students in the following classes, AGR-310 and AGR-332, were given a weekly schedule to volunteer their time from 10:00 a.m.-4:00p.m., Monday through Friday. Students provided basic medical care and husbandry in the following areas: bathing, ear cleaning, nail trimming, and physical exams. A master schedule was created for AGR-310 and AGR-332 students that allowed them to expand their exposure to community animals and improve the animal's welfare. Also the following upper level classes, AGR-400, AGR-410, AGR-420 and AGR-430 provided multiple laboratory diagnostics which include the following: Heartworm testing, Parvo testing, Giardia testing, ear cytologies, skin scraping, parasite exams, complete blood counts and blood chemistry evaluations. Plans are for the veterinary technology program classes/students to continue to provide basic preventative medical care and diagnostics in the upcoming year.</p>
<p>Department of Wellness & Therapeutic Services</p>	Innovation	<p>Create an undergraduate departmental inter-disciplinary research methods course.</p>	<p>Division coordinators met during the fall semester to discuss the feasibility of developing an interdisciplinary undergraduate course in research methods. Ideas such as surveying students at the sophomore level to determine interest and possibly offering a section of the course limited to a handful of students from each discipline were discussed. No final action has been taken due to curriculum changes in several programs. Action has been tabled until 2011 - 12.</p>

	Creating Community	Twenty-five per cent (25%) of students within each major area of study in Department will complete one service learning course prior to graduation.	Ideas are being discussed in terms of the most practical way to determine student involvement in service-learning and overall civic engagement in the department. Data on graduates obtained through the graduation office along with surveys of graduating seniors will be used in this assessment. While two of the six programs in the department (REC and YNL) offer the most service learning courses, other WTS programs such as EXS and NTN have offered SL courses. The ultimate goal is to determine how best to fit these courses (were appropriate) into the curriculum.
Dining Service & Racer Hospitality	Innovation	Dining Services and University Store will collaborate on an extensive Secret Shopper Program in cooperation with Glen Mangold of the Marketing and Business Department.	The Secret Shopper Program started in February of 2011 and ran through the third week of April. The program took place in dining only. The University Store will be doing their SS program in the Fall of 2011. The program went well. There were six (6) students who participated in the program. The results were very positive. A full summary of the program is available for review. We are planning to repeat this project again either in the Fall of 2011 or Spring 2012.
	Creating Community	Renovations of T-Room to more appropriately accommodate our customer base.	This goal will not be totally achieved this year. Planning and development took place from September through April. Unfortunately when the project was completed and ready to go out to bid, it exceeded the budget allotment of \$600K. There was a clear understanding of cost and competent costs right up till April when "out of the blue" the project mechanical and electrical scope increased by almost \$100K. At this point we have convened another meeting with the architect and are pursuing the project for next summer. We have asked the architect to go back and design a program that gives us all the elements we are had in the original design but to put it within budget. The goal is to bid the project early in the fall of 2011 for construction in summer 2012. The scope will remain at \$600K.
	Building Partnerships	Conduct Campus Dining Customer Satisfaction Survey.	We conducted a Campus Dining Customer Satisfaction Survey in November of 2010. The survey was completed by 1404 customers of which 94% were students. 71% were female and 29% were male. 63% were on-campus customers while 37% were off-campus. The gap of participation was pretty even at 30% being freshman, 23% sophomores, 23% juniors, 16% seniors, 7% graduates. A copy of the survey results is available upon request. We plan to conduct this survey again in the fall of 2011.
Elizabeth College	Innovation	To create the LIZO "E.A.G.L.E Award to 3 people in the following categories: 1.RA/FYL/RCC Leader 2. International Student 3. Resident or Commuter	The RELATED IMPERATIVE was INNOVATION. The purpose was to increase Elizabeth College student participation by 20%. The recipients embraced the love, reputation, and co-culture of LIZO. Each winner received a certificate and a small LIZO gift. Their names were featured in the weekly newsletter. We were 70% successful with this initiative. Later in the second semester students became more involved with philanthropy and programming so these awards were no distributed in February, March or April.

	Building Partnerships	To enhance the communication skills of Elizabeth Residents and Commuters through seminars and workshops involving outside professionals.	The purpose was to increase scholarship and retention rates by 25% within Elizabeth College. Professionals from different areas of expertise were invited to share their insight about career advancement. We were successful with this initiative. However, we did not MEASURE the success in a quantitative form. However, from leadership and team building to resume writing and interviewing, programs were offered and students attended them.
Enrollment Management	Innovation	Implement a student search marketing plan.	A student search program was launched May 2011 to target high school sophomores and juniors entering college in 2012 and 2013. Approximately 100,000 sophomores and juniors in Kentucky and the regional states were contacted about Murray State. Program costs for this initiative came in at approximately \$220,000.00.
	Building Partnerships	Create a program/structure that capitalizes on our opportunities for high school juniors and seniors to take dual credit, on line and web courses	An enrollment management committee was established and started meeting in September 2010 and meets on a monthly basis. The committee consists of financial aid, bursar, registrar, transfer admissions, int'l admissions, freshmen admissions, academic units and graduate admissions. An enrollment plan was put together that focused on 15 goals as we approach the fall 2011 semester. This committee has resulted in improved communications across campus.
	Creating Community	Establish an Enrollment Management Committee to expand communication /recruitment efforts across campus.	Racer Academy was established to respond to the need for more juniors and seniors to take high school courses. Racer Academy offers high school students college courses at a discounted rate. This academy was established to provide access to college for high school students.
Equal Opportunity	Innovation	To develop partnerships with faculty, staff, and students to continually make progress toward an equal opportunity climate and an environment free from illegal discrimination and harassment.	In the Fall, EO reminded faculty and administrative staff of the University's commitment to an environment free from discrimination and harassment during college-wide meetings. Further, EO provided an in-depth workshop to new faculty. In addition to faculty, workshops were provided to graduate assistants, student workers, tutors, and teaching assistants. Throughout the year, EO provided workshops for the staff in Dining Services and Facilities Management. All workshops specifically addressed Sexual Harassment prevention, embracing Diversity, disability, Title VII, and equal opportunity regulations. EO's educational outreach efforts to faculty, staff, and students reached approximately 600 hundred people. Presently, in discussions with New Media Learning, LLC located in Austin, Texas. We are considering on line training programs titled Preventing Workplace Harassment and Preventing Employment Discrimination for MSU. A proposal has been provided for each program and each program is priced and licensed separately. New Media host the completely customized program on the New Media Learning servers, so you do not use valuable IT time or server space to support this initiative. *Pricing: One Year License Fee of \$8,245. This agreement is binding for one year only.** Optional Discounting Opportunity 3 year Prepaid: When choosing to purchase

			Preventing Workplace Harassment (for three years) license fee and paying for this service at the time of contracting our program*. The discounted pricing is: PWH 1 program-3 yr Discounted pricing: \$23,004**Total Savings of \$1,731 for Murray State University Above pricing offer good through July 31, 2011.
	Creating Community	Improving the diversity efforts for the institution.	The MuSU diversity Plan was submitted to CPE staff on April 22, 2011. CPE staff reviewed and concluded that the Plan was in compliance with the Statewide Policy and Kentucky Administrative Regulations. A meeting was held on May 10, 2011 to request follow-up data. On June 9 the CPE Committee on Equal Opportunities reviewed the MuSU Diversity Plan. The Committee found the Plan to have met the requirements of the Statewide Policy and voted to forward it to the full CPE for review and acceptance at their September meeting. Prior to the CPE's September meeting, The Plan will go before MSU'S Board of Regents for approval in August.
Facilities Management	Innovation	To develop innovative technologies that allow the University to reduce energy consumption and become more energy efficient.	The high-tech Voltage Regulation System (AdaptiVolt) installation was completed on April 4, 2011 at which time the 90-day measurement and verification period began. Initial indications are that the savings will be greater than anticipated.
	Creating Community	To develop a Residential College Parking Master Plan for the Residential Colleges thereby improving the sense of community for each college.	An inventory count of parking space usage in the Residential College parking lots was completed in May of 2011 by the students of a campus Land Use Planning course. This data will be utilized along with additional data from FM inventories and Housing/Public Safety parking data to develop the Residential College Master Plan. The goal is still to have this completed prior to the Fall 2011 semester.
	Creating Community	To continue to use innovative designs for campus facilities such as porous pavement for parking lots.	During the survey portion of the 16th Street (Curd Tract) parking lot design, it was determined that the soil and parking lots were not suitable for a porous pavement lot. FM will continue to investigate the possibility of environmentally friendly designs on future parking lots.
Fiscal Planning and Analysis	Innovation	Develop an appropriations forecasting model that will predict Murray State's share of future state revenues based on the 2012-14 formula funding model currently under development. (See Goal 2).	This process is still incomplete as the Budget Officers Group is still working on the Funding model with an anticipated completion date of October, 2011. Incentive Funding will be linked to the Strategic Agenda but the specific funding metrics are still being determined. The probable four metrics will be Degrees conferred, graduation rates, number of transfer students and reduction graduation gaps among select groups. However, a forecasting model cannot be developed until the weighting and values of the metrics are determined. Have done some modeling of six different capital allocation schemes to see which would best benefit Murray State. Also, have run a couple of Delta Project scenarios comparing Murray State to Eastern Kentucky, Morehead State, Northern Kentucky and Western Kentucky comparing completions per 100 FTE; graduation rates, total degrees, and Expenditures per degree.

	Building Partnerships	Participate in negotiations with Budget Officer counterparts in developing a postsecondary education funding formula for the 2012-14 biennium.	Have attended three CBO retreats: August, 2010; October, 2010; December, 2010 and five follow up meetings in 2011. Advocated for protecting the historic base funding and for reducing the amount of potential state appropriations committed to unfunded O&M from prior biennia. Also advocated for restoring budget cuts in the same manner of the original reductions. Argued against putting existing base at risk for incentive funding.
Hart College	Innovation	Hart College members will select one local non-profit agency for which Hart Residential College Council will plan and implement fund raising events in order to raise \$500 for that agency this academic year.	Hart RCC conducted two fund raising events and the Hart RAs conducted one fund raising event. These activities raised \$240 for Main Street Youth Center, the local non-profit agency selected for this academic year.
	Creating Community	The Hart Residential Council will plan and implement three community building programs for the entire college each semester.	During the Fall 2011 semester, the Hart RCC hosted these community-building programs: opening weekend cookout, first home football game cookout, movie marathon weekend: Acceptance Week social activity. During the Spring Semester, the Hart RCC hosted these community-building programs: Super Bowl party, Just Desserts, Party Hardy(in conjunction with Hart RAs);Music on the Lawn.
	Fostering Excellence	The Hart Residential Council will sponsor one educational program conducted by a faculty member each semester	During Fall Semester, the Hart RCC sponsored Acceptance Week, a week - long series of programs and activities designed to encourage diversity on campus and in the College. Dr. Crystal Coleman discussed diversity with a group of students on one evening that week. During Spring Semester, the Hart RCC conducted open interviews with four individuals who applied for the position of Hart College Head to begin Fall 2011
Health Services	Innovation	Assume an active role in Healthy Life Wellness Incentives Plan for faculty/staff, promoting an increase in participation 1/1/10 - 12/1/11.	<ol style="list-style-type: none"> 1. Reviewed 104 Healthy Life Plan participant information and provided feedback to participants through 5/31/11. Ongoing. 2. Provided appropriate health education materials to Healthy Life participants as needed based on health information submitted. Ongoing, will keep record of number of handouts distributed during upcoming year. 3. Submitted monthly reports to Human Resources on the 1st of each month regarding Healthy Life participants. Ongoing. Adjusted information submitted to HR for improved records. 4. Provided individual and group health education sessions to Healthy Life participants through 5/31/11. Health Educator also conducted Lunch and Learn sessions as needed. Ongoing. 5. Provided weekly health tip for publication in Student Affairs Monday Minutes. Also provided commentary as requested. Ongoing. 6. Collaborated with Human Resources regarding Healthy Life program and made necessary adjustments for the upcoming year. Participated in advertising of program and presenting information at employee health fairs. Ongoing

	Creating Community	Facilitate growth of Peer Educator program on campus 1/1/10-5/13/11.	1. Health Educator served as mentor to PEER group conducting meetings weekly for guidance and support through 4/30/11. Will resume PEER program fall 2011. 2. Provided health information and resources to PEER groups to assist in program presentations through 4/30/11. Will resume PEER program fall 2011.3. PEER group presented health education programs reaching over 735 students through 4/30/11. PEER group attended Bacchus General Assembly Conference to enhance skills in November 2010. Will resume PEER program fall 2011.
Honors Program	Innovation	Revise Honors Sequence Curriculum to allow greater flexibility among various majors.	1. New Honors Seminars in Economics and Psychology approved by Academic Council. 2. New Honors Seminars in Economics and Psychology successfully run in Spring 2011. 3. New Honors Curriculum with elective model approved by Academic Council.
	Building Partnerships	Explore possibilities of new assistant director position to focus on working with Recruitment office for recruitment of high-potential students and closer, supplemental counseling/guidance of Freshmen Honors students.	No resources available. No Progress.
	Innovation	Work with Student Affairs to create an Honors "track" for Great Beginnings Week to avoid separate general and Honors orientations.	1. Secured Student Affairs recommendation for Honors FYL leaders. 2. Received Residential College Head Council approval for experimental Honors FYL leaders. 3. Recruited Honors FYL leaders for each residential college. 4. Met with Honors FYL leaders to set out Honors FYL activities within overall structure of Great Beginnings.
Housing & Residence Life	Creating Community	Utilize technology to create various on-line forms and procedures to make them more accessible and convenient for staff and residents.	In College move request form on line by Fall 2010 semester (completed). College to College move request form on line by Fall 2010 semester (completed). Private room request form on line by Fall 2010 semester (completed).
	Creating Community	Restructured residential programming model to improve diversity of types of programs, to improve relationship between RCC's and RA staffs, and to increase opportunities for student participation.	-Will see increase in the types of programs being presented. We did have a very small increase in the types of programs from last year to this year, but this was the first year of this new programming model.

Human Resources	Innovation	Provide innovative ways to communicate with faculty and staff.	HR staff created a video for open enrollment and published it on the HR-Benefits web site. In the months ahead, staff will create brief "mini videos" for selected subjects for open enrollment. This will complement the written documents that are on links already on the HR-Benefits web site. Personnel Matters is HR's newsletter distributed via email to all faculty and staff. It continues to evolve and improve with various links and graphics. An archive has been created on the HR web site for persons to see past editions.
	Building Partnerships	Improve the workers compensation program with the help of a new third party administrator.	The HR Director met with 2 potential partners to design and implement a self-funded workers compensation plan. In the months ahead, further discussions will be held, and a Request For Proposal may be distributed to find a consultant to guide University staff in creating such a plan. Work on this project has been delayed due to a significant change in staff in the HR Office during the last 6 months. HR has not had the resources to devote to this very important project.
	Creating Community	Inform new department heads and other persons in supervisory roles about managing people at MSU.	No campus-wide initiative has begun yet regarding supervisory training. HR staff has been reactive in guiding supervisors in specific employee relations events, but no proactive workplace learning programs have been installed yet. In the months ahead, HR staff will meet with faculty and staff department heads to gather ideas on how to inform and inspire persons in a supervisory role. Delays on this project have occurred as a result of the turnover in the HR Office. HR staff has been slightly reorganized so that work on this project will likely have the staff necessary to create such a critical program.
Information Systems	Innovation	Explore the feasibility of server-based computing on Murray State's campus.	<ol style="list-style-type: none"> 1. November 10 - Obtain quotes for implementation. Complete 2. December 10 - Form a planning team. Complete 3. February 11 - Arrange informational systems/training for planning team. Complete 4. May 11 - Develop Server-based computing pilot. Pilot Operational and expanding across campus
	Creating Community	Foster a campus climate of information security awareness.	<ol style="list-style-type: none"> 1. March 2011 - Deliver security awareness sessions to focused campus groups. Security Policies that Form a basis for presentations have been developed and passed by the BOR. Formal presentations will be scheduled fall 2011. 2. May 2011 - Develop a Security website Website created https://sites.google.com/a/murraystate.edu/information-security/policy/aup

Institute for International Studies	Innovation	Automate key IIS operational functions.	IIS has contracted with the Simplicity Corporation to implement a technology-based management system solution for study abroad. The package is fully operational now and is allowing the Study Abroad Office to manage all study abroad programs online. The software has the capability to also manage educational exchange programs and this feature will be executed this summer. As far as international student recruitment is concerned, we are using Hobsons, a client relations management (CRM) solution, to communicate with and recruit prospective international students. Furthermore, the international admissions office has now become paperless in the majority of its operations. However, Banner limitations have prevented us from totally going paperless in this area.
	Building Partnerships	Build partnerships across the University to implement the IIS strategic plan.	A strategic goal for IIS has been to open the Latin American market. IIS has partnered with the College of Science, Engineering and Technology to offer, in cooperation with Quality Leadership University (Panama), the bachelor's degree in telecommunications systems management in Panama. The proposal is pending approval from the National Secretariat for Science, Technology and Innovation (SENACYT), a Panamanian government agency. A recent visit by Dr. Dunn to SENACYT is moving the proposal forward with an expected starting date in Spring 2012. This initiative is expected to increase new international student enrollments at Murray State by approximately 30 students per year (once the project moves to the MSU phase).Partnerships with other colleges are being worked out. For instance, IIS is working on an application for a Confucius Institute, which will partner IIS, Ludong University (China), and the College of Humanities and Fine Arts for its implementation.
Institutional Advancement	Innovation	Lead and advance the university in support of Communications Office role in embracing and utilizing all form of social web tools and practice to support university goals.	With the assistance of Blue Fuego's consultation and communications staff deployment, we gained regional and national attention with our implementation of social web practices. In this year we rollout our new website and integrated social media best practices into the launch and made on-going changes as needs changed. Worked closely with Enrollment Management and all departments that had a marketing designate or staff member. Created a regular meeting for those with marketing duties to share and teach new practices. The university and alumni affairs website both garnered statewide awards for implementation and design.

	Building Partnerships	Through our relationship with KET, the university should focus on highlighting and enabling more exposure to campus events via this statewide medium.	Roundabout U was selected as a CASE KY Grand Champion in the video category and the production value increased considerably. RU is now available in 5.5 million homes as well as airing weekly in HD on WSIL. A great showcase for MSU. We produced 4 new programs for KET including 3 Lovett Live performances and our symphony's appearance in Chicago. Racer Live Productions was reorganized into a student partnership between the SGA and the Music Business program to give more students input in to major concerts and lectures. This group and leadership will ensure that all major events are promoted and advanced utilizing all our promotions and exposure resources.
Judicial Affairs/ Governor's Minority Student	Innovation	To use technology to educate sexual misconduct hearing panels.	Have done the research for training video and met with two vendors who have already developed a training video for sexual misconduct hearing panels. This is still an ongoing process and we hope to have it completed for fall 2011.
	Building Partnerships	Secure funding for an institute that provides an on campus experience for African American middle school Students and under class high school students.	Through work with the Lincoln Foundation, we have secured partial funding for the institute. Ongoing work to secure additional funding from the Lincoln Foundation in an effort to serve more participants.
MSU-Paducah Campus	Innovation	Establish further relationships with WKCTC in program areas such as social work and nursing.	MSU Paducah Campus has hired a part-time instructor (Dr. Whitney Cassity Caywood) to help recruit and advise social work students that plan to transfer from WKCTC in Paducah over to the regional campus or Murray Campus. Dr. Caywood has been speaking to the WKCTC classes that feed the MSU program and has served as an advisor to the MSU Paducah Campus SWK Club.
Office of Development	Innovation	Work with the Paducah Area Chamber of Commerce to support funding for a MSU Paducah Regional Campus. By 10-31-10, develop a plan and obtain cost and timing estimates for a comprehensive data update for our alumni and friend database (ONE) with a specific focus on address updates, cell phone number acquisition, e-mail address acquisition, completing lost alumni records, a possible wealth code insertion into records, and matching gift updates. It is estimated that this process will cost \$15-20,000 and take 60-90 days once started. This innovative project would be the first time that a major scrub" or update has occurred in 8-9 years for our alumni	Murray State Paducah Campus helped establish a new facility in Paducah as a top priority for the Paducah Chamber of Commerce Education priorities. This focus helped motivate the City and County Governments to support funding for a new facility to be constructed in Paducah in the next couple of years. This goal has been achieved by contracting with a firm during FY 2011 and obtaining more than 8000 new e-mail addresses during the past few months which brings us to more than 33,000 e-mail addresses in our alumni/friends database of more than 65,000. Second, we have obtained more than 4800 new cell phone numbers to enhance our Racer-thon phoning system. Third, we have a dedicated staff that continuously monitors and updates alumni records (every day) in order to achieve our goals in this area. Lastly, we have managed and updated the database for mailings and for many other university uses securing a 95%+ success rate on mailings.

		database and is vitally important as we further enhance our development efforts. Lastly, it is my plan to incorporate matching gift information into the PAT system in order that students can review who is employed by a "matching" company before they initiate a call.	
	Building Partnerships	By June 30, 2011, raise at least \$6.0 million for this fiscal year - in gifts received (does not include planned gifts or pledges) and have at least \$58 million recorded toward our \$60 million goal.	We are on track to exceed \$10 million of funds raised in FY 2011, a new record for MSU. Our previous record year was in FY 2008 when we raised \$8.5 million. Additionally, we will hit the campaign goal of \$60 million before June 30, 2011, 18 months ahead of schedule. Our desire is to now work toward \$70 million by October 2012. FY 2011 was successful due to the CFSB Center naming gift, Cindy and Sue Hutson gifts, Cindy Hutson farm gift, the Franzman family gifts, and Dr. Jesse D. Jones' gifts, just to name a few. These large gifts to MSU are among the largest gifts in our history and provided unique naming opportunities to MSU and have allowed the Campaign to advance to \$60 million ahead of schedule.
	Community	By June 30, 2011, close at least two of the three major gifts being negotiated --- a possible new farm gift, the naming of RSEC and the Franzman gift, a major scholarship initiative - and largest gift ever for the College of Education. Two of these gifts will total more than \$4 million - all three could total more than \$6 million. The specific information for gifts is confidential at this time.	The CFSB Center naming gift of \$3.3 million from CFSB Bank, the Cindy & Sue Hutson gifts, Cindy Hutson's gift of a 160 acre farm, and the Franzman family gifts all occurred in FY 2011 totaling more than \$6 million. All 3 of the major gifts that were negotiated during FY 2011 were closed during the year. A very successful year and many thanks for the tremendous generosity to CFSB Bank, Cindy and Sue Hutson, Dr. Jesse D. Jones and the Franzman family for these amazing gifts.
Office of Multicultural Affairs	Innovation	Re-establish the Multicultural Parents Advisory Council and the Multicultural Student Council.	Related Imperative: Community & Innovation: Conducted focus groups with various multicultural student organizations. Revised the Multicultural Organization Constitution and By-laws. Plan to seek funding and implement the Multicultural Student Council in Fall 2011. Restructured Multicultural Parents Council. Facebook, Ning and Twitter accounts will go on line July 2011. No funding to develop Multicultural Parents Council State-wide Summit.

	Creating Community	Increase by 10% awareness and participation of African American, Hispanic & LGBTQ Students in OMA Programs and Activities.	Related Imperative: Excellence & Community Planned, Developed and Implemented "Celebration of Diversity Initiative which included celebration weeks for Cultural/Global Leadership African American, Hispanic, Indian, Asian, LGBT, Women and Diversity. This Celebration ended with the Annual Achievement Awards in the Spring. Funded "Stonewall Scholars" Book Club for Alliance. Established "SPECTREM" LGBT Support Club in Office of Multicultural Affair which will be implemented Fall 2011. Established ongoing program relationships with the Indian Student Association and Alliance. Conducted Women's and Men's Conference. Weekly "Hump Night" Study Program had 65-70 diverse students attending weekly. This resulted in over a 25% increase in OMA programs and activities this academic School year.
	Building Partnerships	Develop a network of African American and other Alumni and to increase support of office programs and objectives.	Continuing efforts. Limited progress this Academic school year.
Office of Recruitment	Fostering Excellence	To provide a campus visit program that is accessible to a wide target audience.	The Office of Recruitment added one extra time slot per day (for a total of 5 extra per week) to the visit calendar. In addition, we were open four additional Saturdays throughout the year. As of June 1, we are up about 900 campus visits over this time last year.
	Building Partnerships	Partner with 50% of 18 County Service Region to promote higher education possibilities at Murray State.	The Office of Recruitment promoted MSU and Higher Ed in 100% of the 18 County service region. Through Racer Caravans, campus bus ins, ACT Prep workshops and college visits--we were able to partner with every county.
	Creating Community	Host recruitment-type events in conjunction with other campus departments and local community organizations	We hosted many events throughout the year with on-campus groups and community organizations. A few of the programs were: 1. Project Leadership with College of Business. 2. ACT Test Prep Workshop Weekends with Paducah Tilghman Scholars. 3. Hopkinsville Youth Summit. 4. West KY Chamber of Commerce Symposium. 5. Fulton County Education Awareness Day.
Office of the Provost-Academic Affairs	Innovation	Development of an electronic newsletter to highlight faculty and student research and creative activity.	This goal was met. Two electronic newsletters were sent to campus users during the past academic year and they were very well-received. Plans are underway to develop a printed publication during the 11-12 academic year. This will be a high- quality magazine that will be distributed to alumni, other universities, and across campus.

	Building Partnerships	Develop, submit, and implement a CPE grant in the amount of \$200,000 designed to address mandates as prescribed in Senate Bill 1.	This goal was met. MSU was among the first to receive funding from CPE and we were applauded for submitting an excellent proposal. During the spring semester, information luncheons were held and involved more than one-third of the entire MSU faculty. Summer academies are scheduled to involve faculty and their content area counterparts from high schools to discuss curriculum alignment and assessment.
Office of the VP Student Affairs	Innovation	To develop a comprehensive staff development series of programs for Student Affairs staff on the issue of college bullying and online harassment.	Conducted a January retreat for Directors on topic. Discussed in meeting and workshop format with student groups and leaders. Was included in Fall and Spring RA training. Handouts were developed.
	Innovation	Implement a customer service/satisfaction program for the Division of student Affairs.	Discussed options with legal counsel, President, Provost, Institute for International studies and International student Retention Committee and Facilities Management. Decision was to create a multipurpose room in Woods Hall by renovating a basement lounge. This would be for use by all international groups through a reservation format coordinated by the Institute. Plans were developed and funding of \$60,000 plus obtained from President, Provost, Student Affairs, Residence Life, Institute International studies and Facilities Management. Multipurpose room scheduled to open August 2011.
	Partnership	Develop intern and field experiences for students in School of Nursing and Health Services.	Meet with Interim Dean, Nursing Field Placement Coordinator and Director of Health Services in Fall Semester to discuss how to implement. Agreement was reached on potential of field experiences as new Doctoral program develops. Need to revisit when new Dean arrives on campus and develop a new time line for 2011-2012.
Procurement Services	Innovation	Use the Knowledgebase System to provide learning opportunities on Procurement procedures for the campus.	Transferred Procurement Services procedures to the Knowledgebase System by mid Spring 2011. Complete.
		Track federal fixed assets more effectively across campus.	Did first federal capital equipment asset inventory for campus. Researched, purchased and installed RFID for federal capital equipment assets to make inventory of these assets easier in the future. RFID technology will be evaluated for future inventory use. On-going.
	Building Partnerships	Share contract documents in Procurement with University Counsel and VPFAS.	Was unable to find time when training was convenient for all. Hope to combine with future training of other units such as Accounting and Financial Services.

Public Safety/ Emergency Management	Innovation	Improve the safety of our University Community by increasing the effectiveness of the University's Emergency Notification Systems.	Our goal for the triple I was the acquisition and implementation of the emergency text messaging system. Public Safety and Emergency Management proceeded ahead of schedule. A vendor, School messenger, was chosen and initial setup and Banner integration were completed in September and October 2010. November tests were completed and the sign-up period started. Advertising and roll-out were completed prior to the Spring semester 2011. The system has been used several times during the Spring and Summer semester. Activations included system tests, tornado warnings and University closures. Voluntary sign-up has been less than we would like to see but may increase with increased University promotion, Roundabout Murray, Retreats, Staff Congress, etc. Currently 3800 people have initiated sign-up with 3100 completing the process.
	Creating Community	To develop a Residential College Parking Master Plan for the Residential Colleges thereby improving the sense of community for each college.	An inventory count of parking space usage in the Residential College parking lots was completed in May of 2011 by the students of a campus Land Use Planning course. This data will be utilized along with additional data from FM inventories and Housing/Public Safety parking data to develop the Residential College Master Plan. The goal is still to have this completed prior to the Fall 2011 semester.
Regents College	Innovation	Create a Freshman Residential College Advisory Council.	During the FA10 Semester members of the FYL GUI 252 class each recruited at least one freshman from their assigned group to serve on the Regents Residential College Freshman Advisory Council (FAC). The FAC meetings were integrated with the FYL meetings, FAC students were invited to participate in FYL events, and FAC members were asked to write constructive comments regarding their first semester at MSU. Participation waned towards the end of the semester because of the holidays and impending final exams.
	Creating Community	Increase international student involvement.	Regents College RCC partnered with the International Cultures and Languages Association (ICALA) to host Mardi Gras Celebration and Information Session on 08 MAR 2011.
	Building Partnerships	Relate programming to the MSU Characteristics.	<ol style="list-style-type: none"> 1. FYL students made written comments/constructive criticisms regarding Great Beginnings which were transcribed and sent to the VP for Student Affairs and Special Assistant to the VP. 2. Freshman Advisory Council (FAC) students made written comments and constructive criticisms regarding their fall/first semester experience at MSU. 3. FYL students created resumes which were both peer and faculty reviewed.

Regional Stewardship (now Regional Outreach)	Innovation	To enhance the Universities outreach by creatively combining efforts geared toward community engagement.	Currently working with department managers to collect data on outreach activities through digital measures and exploring the use of an online national network to connect university entities to community agencies. Working with the Provost Office to hire a full-time Service Learning Coordinator and identify a faculty rep who will serve 1/4 time in the fall and spring to promote and manage the service learning program. Secured the 2010 President's Higher Education Community Service Honor Roll award for the second year in a row.
	Building Partnerships	To maintain partnerships with key leadership in the region that will support the work of Regional Stewardship and Outreach.	Maintained a healthy working Advisory Council with the addition of four new members by conducting training and regular communications. Provided funding for 12 new service projects that resulted in 75 regional events impacting 32,596 individuals. Developed working relationships with regional organizations and currently serve on the boards of the West KY Regional Chamber Alliance, Workforce Investment Board, Purchase/Pennyryle Ad Districts as well as the Kentucky Chamber.
	Building Partnerships	To foster educational opportunities for the citizens of our region.	Developed guidelines to foster the funding of both internal and external projects that support educational attainment in the region. Managed to secure three grants from Kentucky Campus Compact for regional educational outreach: Pay it Forward, Learn & Serve, KY College Coaches.
Registrar's Office	Innovation	Online graduation application process.	Students are now able to apply for graduation, and pay the applicable fee, online. Feedback from students has been positive, and we have eliminated the necessity for paperwork. Implemented Spring 2011.
	Creating Community	Upgrade degree-audit system.	Reviewing second degree audit software to compare with u.achieve so that a better informed and most economical decision may be made. Implementation of either product will require extensive support from Information Technology personnel in addition to regular Registrar maintenance. Decision to be made and product purchased by December 2011. Revised implementation timeline is July 2012.
	Building Partnerships	Online transcript requests.	Current and former students are now able to request, and pay for, transcripts online through the National Student Clearinghouse. Implemented April 2011. Next step is to develop a method for current students to request transcripts via myGate, so they won't be subjected to the NSC service charge. Implementation requires support from Information Technology personnel. Implementation timeline is December 2012.

Retention Office (now Retention Services)	Innovation	Partner with Faculty Divisions to develop/improve a campus wide retention plan.	Progress has been enhanced by the Retention Commission. The faculty have generously given their time by joined the sub-committees set up by the Commission Co-Chairs.
		Secure a training program for all advisors.	This is actually a primary initiative from the Retention Commission---it is a top priority item to be presented to the president.
RSEC (now CFSB)	Innovation	To provide quality entertainment and programming for the community, the university, and the region	We had a very successful entertainment line-up in 2010/2011. We were host to Jason Mraz, Miranda Lambert, the KY Boat and Outdoor Show, The Ringling Brothers Barnum and Bailey Circus, Sesame Street Live, plus a number of basketball games, tournaments and other functions.
	Building Partnerships	Operate the facility in a fiscally responsible manner as well as keep the facilities in good working order.	The facilities were able to produce profitable events while maintaining excellent facilities. Our staff worked diligently through all of the basketball and special event change-overs. Our staff takes tremendous pride in making our facilities shine for the community. Our unit took over the Concessions Department in Fiscal Year '10/'11 and saw increased revenues by adding new items such as Starbucks coffee, Culver's Custard, and Subway sandwiches.
	Creating Community	To position the CFSB Center and Lovett Auditorium with the arena industry as being first class and innovative venues.	We have created partnerships over the last two years that have helped us advance our programming. These partners afford us the opportunity to be aggressive and bring concerts to our facilities. Partners such as Outback Concerts, LMG Concerts, Forever Communications, Bristol Broadcasting, Red Mountain Entertainment, Feld Entertainment, and others, help us provide the programming that is key to our operation.
School of Agriculture	Innovation	School of Agriculture Bridge Program-Agriculture Science Class.	<p>ACHIEVED - Leading the Way in Innovative RACER ACADEMY OF AGRICULTURE, Specific Goals :</p> <ol style="list-style-type: none"> 1. Solicit 12 Pilot Schools. Achieved: 25 different Kentucky high schools participated in the 2010-11 academic year. 2. Select 4 Secondary Agriculture Teachers to help develop curriculum. Achieved: 25 Kentucky high school teachers participated in workshop that MSU Hutson School of Agriculture hosted at Louisville, Kentucky at the Agriculture Educators Teacher's Conference. 3. Offered at 12 High Schools. Achieved: 25 different Kentucky high schools participated in the 2010-11 academic year. 4. Goal of 100 Agriculture Students. Achieved: 116 Kentucky high school students participated in Fall 2010 semester and 35 in Spring 2011. 5. Continue to develop enrollment and overall expansion of program. Achieved: 4th course will be offered in Fall 2011.28 Kentucky high schools have expressed interests in the program for Fall 2011. The bridge program is now being called Racer Academy.

	Building Partnerships	Partner with MSU students, alumni, corporate partners and others to support the ACRES farm procurement plan.	<p>Achieved- To date, \$585,448 has been pledged or received for the ACRES campaign. Specific goals:</p> <ol style="list-style-type: none"> 1. Engage students in the effort. Achieved: The Agriculture Leadership Council supported the Acres campaign through an enacted per credit hour farm and facility fund. Students also were invited to and played a part in the Homecoming Farm Dedication ceremony and the Hutson School of Agriculture Dedication ceremony. 2. Solicit support of Alumni. Achieved: Alumni contributed \$7,500 in support of our phone-a-thon to go toward ACRES. An alumni mailing to all alumni resulted in several donations. 3. Hold meetings of the ACRES leadership team; solicit donations. Achieved: ACRES board met at Homecoming; an effective campaign was organized. 4. Make visits in conjunction with Development office to Corporate partners. Achieved: Paul Radke and Dean made several corporate visits. To date donations have been received from Jackson Purchase ACA, FNB bank, Murray Bank, Planters Bank (Cadiz), Clinton Bank and several other pending commitments. 5. Finalize plan for Potential Donated Farm. Achieved: Donated farm received Homecoming, 2011. Appraised value \$1,000,000) Begin to develop transition plan for new farm acreage. Achieved: New Farm Advisory Committee Formed and has had initial meeting; new energy crop/soybean research being conducted as of this date.
	Innovation	Successfully complete first year of West Kentucky Bioworks initiative in conjunction with RBIC, College of Business and College of Science, Engineering and Technology.	<p>ACHIEVED - West Kentucky BioWorks has been successfully launched</p> <p>Specific Goals:</p> <ol style="list-style-type: none"> 1. Secure and implement Agriculture Development Fund (Governor's Office of Ag Policy - GOAP) grant. Achieved: GOAP Grant of \$50,000 received; Specific tasks being implemented 2. Implement Farmer network. Achieved: Farmer Network has been formed with 12 farmers from the Purchase region. 3. Expand Partnership with Regional (Memphis) Bioworks organizations. Achieved: Cooperating with Delta Bioworks and other Regional Bioworks initiatives. 4. Engage with Business community in pursuit of appropriate strategies. Achieved: Formed West Kentucky Regional Agricultural Development Planning Council in conjunction with Kentucky Agriculture Council and the MSU Regional Business and Innovation Center; Organizational and Follow-up meetings held; Engaged with Purchase and Pennyriple Area Development Districts to plan appropriate strategies. 5. Develop New and Emerging Crop Demonstration Center Achieved: New and Emerging Crop Demonstration Center is planned and under development at the new University Farm.

School of Nursing	Innovation	Granted approval to provide the Doctor of Nursing Practice (DNP) as entry level for advanced practice.	Application for the DNP was approved without recommendation by the Kentucky Board of Nursing Education Committee on May 19, 2011. The application will be presented to the full Board of Nursing during the June 16/17 Board Meeting. Following the expected approval the proposal will be address by the CPE during the September meeting. One additional faculty was added to the School with the hiring of the new Dean for July 1, 2011. One other faculty has completed the PhD in Nursing and will be awarded that degree in August 2011. Budget increments of \$150,000 have been provided through f/y 2011/2012 to the SON to support the DNP degree. The initial DNP class remains on schedule for admission in the fall of 2012.
	Creating Community	One hundred RN to BSN Students enrolled fall 2011.	Seventy RN to BSN students are anticipated for fall semester 2011. Implementation of the corrected MAP reports and KCTCS transfer agreements continue. MSU announced the creation of a campus at Paducah which will permit location of permanent faculty in that site and facilitate recruitment and education of RN to BSN students.
Springer/Franklin	Innovation	End of Year Residential College Banquet.	In conjunction with the goal of innovation, the Springer/Franklin Residential College Council held an end of year banquet in the Curris Center Thoroughbred Room on Saturday, May 7, 2011. Approximately 50 college members attended, including fourteen faculty members and their spouses. The Residential College Council presented several awards that recognized student and faculty accomplishments relating to Springer/Franklin during 2010-2011. Due to the event's success, we will host another banquet at the end of the 2011-2012 academic year. We expect this to become an annual event.
	Building Partnerships	Year-long partnership with Big Brothers/Big Sisters of Calloway county.	Springer/Franklin College entered into a rewarding partnership with Big Brothers/Big Sisters of Murray/Calloway County during 2010-2011. Working with Suzy Crook, the local director, and Dr. Bob Long of MSU's Youth and Nonprofit Leadership program, Springer/Franklin's Residential College Council members escorted a group of local children to a Murray State Racer football game in October and a Racer basketball game in February. Prior to the basketball game, college members and children painted a desk that was auctioned the following week for \$500 as part of a Big Brothers/Big Sisters fund-raiser. During November a group of children attended the Springer/Franklin Residential College Council's "Fallopooza" celebration. During March college members hosted a ping-pong tournament that raised over \$100 for the organization. The college head and the Residential College Council served on the board of teams for the annual fund-raising campaign during the spring of 2011. In addition to helping raise the money noted above, the college donated at least \$150 to Big Brothers/Big Sisters during 2010-2011. We will continue this partnership in the next academic year and begin planning with Ms. Crook during the summer of 2011.

	Fostering Excellence	Sigma Eta Honor Society Inductions.	In order to foster excellence Springer/Franklin's honor society, Sigma Eta, planned to increase the number of new members during 2010-2011. The organization conducted induction ceremonies on October 18 for the fall semester and March 31 for the spring semester. We began the 2010-2011 academic year with 23 members and inducted 7 new members during the fall and spring. Six of our members graduated; we finished the year with 24 members for a net gain of one member for the year. This modest gain represented the attainment of our goal. Six of our new members joined during the fall and only one during the spring. Perhaps the small number of spring inductees was a result of our college's involvement in other activities, such as All Campus Sing and Residential College of the Year and related award competitions. We plan to make Sigma Eta more visible during 2010-2011 and include a higher-profile publicity campaign in conjunction with membership invitations that we send to students who qualify for Sigma Eta. We did engage in successful community service projects by making door decorations for residents of Fern Terrace Retirement Home during the fall and spring semesters. We were encouraged by the large number of attendees at our final meeting of the year on April 21 where we elected officers for the next academic year. Springer/Franklin plans to induct an increased number of new members for 2011-2012.
SSLD	Innovation	To provide cultural/educational enrichment activities by sponsoring two study abroad opportunities exclusively for students with disabilities.	Students who received services through our office were surveyed to assess interest in studying abroad. The data indicated that students would be interested, if an SDS staff member would also go along to assist with any accommodations they might need.. In early fall, the SDS Office coordinated with the MSU Study Abroad Office and organized two study abroad trips for students with disabilities. . During spring break, Loetta Gipson, SDS Retention Supervisor accompanied three of our students to London. Students received three hours of credit in a history elective class as well as one credit hour in a study skills support course. In May, Cindy Clemson traveled with four of our students to Daegu, Korea. Students received three hours of credit in a humanities elective course.

	Building Partnerships	To work with departments (including extended campuses) who have been providing services/accommodations for students with disabilities to improve the delivery of services.	<ol style="list-style-type: none"> 1. Worked with departments on campus to bring all of the services and accommodations for students with disabilities under one operational unit (Office of Student Disability Services). Developed forms and materials to reflect the new office and its function. 2. OSDS worked with a over 500 students with disabilities during the academic year. 3. The Office of Student Disability Services hosted a five- part audio conference for the campus community that discussed the reauthorization of the Americans with Disabilities Amendment Act of 2008 and how the changes would impact college campuses. Topics of discussion included: • Accessible Design in Facilities • Program Access • The Virtual Environment • Disability Documentation. 4. Met with Continuing Education and established primary and secondary contacts at each of the four extended campuses to work with making accommodations for students with disabilities. 5. Plan to update website this summer.
	Fostering Excellence	To hire a full-time testing center coordinator by the fall 2011 semester. Testing accommodations are required by federal law to be provided by universities.	Priority funds were allocated in the University budget for the Testing Center Supervisor position to begin July 1, 2011. We continue to assess the cost/need for classroom accommodations for students with hearing impairments. We currently have 7 new students for fall with various needs for accommodations including sign language interpreters, alternate forms of note-taking services, and the use of an FM System.
Student Financial Aid/Scholarships	Innovation	Purchasing and implementing new software for scholarships.	With additional scholarships being created and needing to award all scholarships in a timely fashion, there is a need to have new software that will list all scholarships and guidelines, create lists of all students eligible for a scholarship, allow electronic awarding of scholarships by the committees while allowing for awards to be extracted into Banner. This software will also allow for award letter/email (with detailed award information). We hope to have this software implemented in the fall of 2010 to begin accepting applications for the January 15, 2011 deadline. IMPLEMENTED STARS FOR THE ACADEMIC YEAR OF 2010/2011. STUDENT APPLICATIONS WERE LOADED INTO STARS AND COMMITTEES WERE ABLE TO REVIEW ALL INFORMATION THROUGH STARS TO AWARD SCHOLARSHIPS.
	Creating Community	Electronic PAs	Our office would like to be the first to set up electronic Personnel Action forms. IN THE PROCESS OF IMPLEMENTING. SHOULD BE TESTED AND IMPLEMENTED SOMETIME IN JUNE.
	Building Partnerships	Banner 8 implementation.	Implementing Banner 8 and enhancements that will create a better service for the university community. IMPLEMENTED AND TESTED SUCCESSFULLY.

Student Recreation & Wellness Center	Innovation	Promote innovation by doing something that has never been done before and promoting new aspects and opportunities for students in the area of wellness.	I submitted a request for a proposal to teach a wellness class through the study abroad office It was accepted and so I began to promote it through the use of brochures, posters and by going to many classes to explain the class and to get interested persons. Worked with Melanie in conjunction with CCSA to plan appropriate places to visit while in London. Had 5 students sign up for the class. Met weekly most of the semester to research and prepare for the trip. Traveled to London and surrounding areas. Went to the Tower Bridge, Tower of London, St. Paul's Cathedral, Westminster Abbey, Greenwich, Stonehenge, Bath, Kings College, Chelsea football match, and on the tour of where the Olympics will be next year. We also went to a fitness center and interviewed the trainer and to see two museums and measured our steps in the US and London. On returning summarized the trip and discussed how wellness is viewed here and abroad. Also researched a class to Scotland for next year.
	Creating Community	Foster Excellence and build community in our department and building by working early to research and getting input from participants to find new equipment to lease and or buy for the spring semester.	Visited Western Kentucky University, Lindsey Wilson College, Anytime Fitness in Nashville and Paducah, Checked out equipment in several hotels and looked at equipment at the NIRSA national convention. Also, had dealers bring in equipment from three different companies and looked at equipment from three different catalogs. Worked with Jim Baurer and David Blackburn on proper procedures to allow bids. Followed up with Matrix for installation of the spinning bikes and LifeFitness for installation of the ellipticals, steppers, bikes and rowers. So far equipment has been working great and enjoyed by patrons.
Student Support Services	Innovation	SSS will ensure 75% of SSS program participants will persist from one academic year to the next academic year or graduate.	As set forth by federal guidelines, we must ensure that 75% of program participants will persist from one academic year to the next. Based on data from 09/10 to 10/11, the SSS retention rate of participants was 80%. Therefore, we achieved this objective. This objective was met through academic services provided by SSS. From the initial Triple I Planning Report, we anticipated implementing a new online version of our progress report. The progress report is one measure of persistence at the institution. It gives professors an opportunity to let us know how our participants are doing in classes and allows us an opportunity to contact them regarding their progress. In trying to implement the totally online version, we ran into technical/security issues. Therefore, we had to improvise with a partial online form. Although it is not what we initially envisioned, the improvised method worked well and yielded more feedback than we normally receive. In the future, I would like to take measures to work more closely with Carmen in the Retention Office to streamline this process and also possibly make the progress report available to instructors through MyGate (much like the availability of the Retention Alert form).

	Building Partnerships	SSS will partner with other campus and community entities to provide academic support to our participants.	Nine specific workshops were offered to participants during the fall and spring semesters. Of the nine, four were conducted in conjunction with other campus entities. Our goal was to conduct at least one each semester; therefore, this goal was met. This goal was measured through attendance records (sign-in sheets) kept at each workshop. On average, workshop attendance was 7 - 10 attendees. The workshops specifically designed to partner with other entities included: Graphing Calculator Workshop conducted in conjunction with the Department of Mathematics, Financial Aid and Scholarship Workshop conducted in conjunction with Student Financial Aid Office, Study Abroad conducted in conjunction with Institute for International Studies, Stress and You conducted in conjunction with the MSU Women's Center/Counseling & Testing, Future steps include seeking out additional partnerships to offer a wider variety of workshop and use the resources available from the campus and community entities.
	Creating Community	SSS will create leadership opportunities for participants by offering a new program called Emerging Leaders.	During the fall semester, SSS implemented an Emerging Leader Program. Eight students were chosen to participate in the inaugural group. Our goal was to conduct a community service project that would involve the Emerging Leaders and the entire SSS population. This goal was met during the spring semester. Throughout the fall and spring semesters, the Emerging Leaders group met to conduct business and discuss leadership development. Additionally, the group elected to work with the Calloway County Humane Society to conduct an adoption drive. The group promoted the event within SSS and one Saturday during the spring, five emerging leaders, six SSS participants, and two staff met to take photos of adoptable pets, give baths, and hang posters throughout the community. Although the group was small, we considered the event a success and the Humane Society was appreciative of the support. In the future, I would like to see the Emerging Leaders branch out into the community and do more than one project and really promote the events within SSS and perhaps the campus community to have a large scale community project.
Teacher Education Services	Innovation	To train student teachers to use the Kentucky Core Academic Standards.	Ninety-two (92) student teachers (Fall 10) and two hundred twelve (212) student teachers (Spring 11) were trained during sessions at student teaching seminar.
	Building Partnerships	Work with I and T and Tracy Roberts to ensure that data for the College of Education programs is infused in a module in Banner/myGate for continuous assessment for NCATE accreditation.	1. Work on the Implementation of the admission to teacher education data into myGate, to facilitate its use as a prerequisite for class enrollment began in May, 2011. The requested data file was sent to I and T. Work on items 2, 3, and 4 is in the talking stage. It is anticipated that progress on these items will be made in the 2011-12 school year. 2. Work towards having each student's admission to teacher education status showing on his/her MyGate page. (Summer 11).

			<p>3. Utilize the SGACoop Module in MyGate for graduate level practicum data. (Summer 10)</p> <p>4. Work towards housing Praxis I and Praxis II data in the SOATEST portion of MyGate. (Summer 11) Work on items 2, 3, and 4 is in the talking stage. It is anticipated that progress on these items will be made in the 2011-12 school year.</p>
Undergraduate Admissions	Innovation	To begin notifying students who qualify for the academic achievement scholarship earlier.	<p>1. Starting in September 2011 letters for students meeting the criteria for the Academic Achievement Scholarship. Letters were twice a week for students who had been admitted that week. By doing this it lets students who qualify know in advance they will have money to put towards their education.</p> <p>2. Continuing looking at admission policies for revising.</p>
	Building Partnerships	To build a closer relationship across campus.	<p>1. Have created relationships with different areas on campus by serving on the Enrollment Management Committee, Racer Academy Committee, and Sorority Extension Committee. By serving on these committees it has allowed me to meet individuals from different areas of the campus.</p> <p>2. The clerks from the admissions department have been sitting in on family visit with the recruitment counselors. This allows my staff to see how things work from the recruitment side. It is important to know how each department interacts with the other.</p>
	Creating Community	To make on-site admission visits with recruitment.	We did a number of on-site admissions with recruitment. Letters were passed out to students who had been admitted and Academic Achievement Scholarship letters were also taken letting students who qualified.
Undergraduate Research & Scholarly Activities	Innovation	Increase URSA Grant Availability.	We proposed to supply a minimum of ten (10) additional students participating in Murray State's undergraduate research experience access to our URSA Grants program (\$500 maximum each) if additional resources were provided. Unfortunately, no additional resources were provided for this purpose. While we provide a number of additional support services for students engaging in these experiences, additional resources are required to further grow these opportunities. This is an ongoing request. \$5,000 had been requested.
	Fostering Excellence	Offer Every Faculty and Student at MSU a Membership in the Council on Undergraduate Research (CUR).	We proposed to raise MSU's institutional membership in CUR to an enhanced level providing all of our faculty and staff with free memberships in CUR. This would have provided faculty with the benefits of CUR's quarterly publication, mentoring from experienced grant writers, and reduced conference registration fees. For students, benefits would have included being listed in the Registry of Undergraduate Research and additional consideration in the Posters-on-the-Hill selection process. Unfortunately, no additional resources were provided for this purpose. \$3,000 had been requested.

	Building Partnerships	Scholarships Plus: Maximizing the Impact of your Scholarship Support.	We proposed to pursue private support to supplement MSU's existing investment in URSA programs, but needed a high-quality, full-color brochure created to promote such. Unfortunately, no additional resources were provided for this purpose. \$1500 had been requested.
University Bookstore	Innovation	Dining Services and the University Store will collaborate on an extensive Secret Shopper Program in cooperation with Glen Mangold of the Marketing and Business Department.	The Secret Shopper Survey was developed, but the focus group was uncomfortable shopping and scoring the departments of the bookstore that they were unfamiliar with or that they would not normally shop. A list of everyday questions was developed for each department, but they requested the project have a fresh start in the Fall 2011 semester. On August 15, I am to meet with Glenn Mangold. He will introduce me to another professor that he feels can possibly use this as a class project. He suggested that I meet with the students to develop a plan and answer any questions they may have, where originally we were trying to keep them anonymous. I feel that I can ease their concerns about shopping in areas and asking questions about products and services they are unfamiliar with. The next step will be to ask our Student Advisory Board to help with the project.
	Building Partnerships	Implement a marketing plan to communicate a clear message that will create high visibility for our product and services.	This year has been packed with special events where the University Store has partnered with student and Greek organizations, departments, vendors and the community, giving us the opportunity to promote our product and services. We have updated our Facebook daily and now have a fan base of 1610. For student and Greek organizations, we have done events like Manic Monday where the Pre-Physical/Occupational Therapy Club did live mannequin modeling in exchange for helping with their club's t-shirts. This year we worked hard to assist Sigma Alpha Iota with the All Campus Sing event as well as supporting the SGA by updating the campus planner that they share in the proceeds of. We provided the t-shirts for the Racer Girl's camp and door prizes for the Student Health Fair and much more. We have partnered with departmental events such as Dunker's Challenge, Senior Salute, Alumni Affair's Homecoming T-Shirt design contest, and the Curris Center Fall Festival with our Dr. Seuss event. We have partnered with the University Libraries to sell supplies in the library for the student's convenience. We received the 2011 Connection Award for outstanding participation, partnering with vendors to save our students money. We partnered with Nebraska Book Company to provide textbook titles for rent that are not available with our in house program and with Team Fan Shops to provide an updated web presence for on-line apparel purchases. Our One Day Without Shoes event connected us to the community as well as students, faculty and staff. We are also working with the Calloway County Public Library to encourage students to join the Teen Summer Reading program by supplying our top selling t-shirt.

	Building Partnerships	To increase the number of titles in the textbook rental program by 50% for the Spring Semester and to double the number for the Fall semester.	The University Store successfully partnered with departments and their faculty to provide 21 in house rental titles for Fall 2010. For the Spring of 2011 we added 8 more titles which fell short of our goal of adding 10-11. In order to provide more value to our students, we partnered with Nebraska Book and were able to supply 14 additional titles for the spring. Our goal for Fall 2011 is to have 42 in house rental titles. To date we have added 11, which brings us to 40 in house rentals--2 short of our goal. We will continue to work with Nebraska Book in order to provide more titles to our students, but we feel confident that as new editions are released there will be more participation in our in house program.
University Communications	Innovation	Develop a campus-wide social media strategy and a combined communications plan with recruitment for 2010/2011 school year.	Formed a campus wide social media committee to meet monthly to share Univ. Communication strategy and share ideas with other units on campus. Formed MSU Connect page directly off of the home page on the website to include all areas that share information via social media. Reached our goal of 12,000 "likes" on our Facebook page and broke records related to engagement with those 12,000 people. We developed unique designs for the main Facebook pages on campus (Alumni, Admissions, main Murray State page, and athletics). We also are running a promotion for RoundAbout U to encourage people to share video content. We completed our work with Blue Fuego. We will continue our digital marketing efforts as we promote the new iPhone app and dive into utilizing QR codes and the sharing of video content as it relates to communicating to all of our constituents.
	Creating Community	Weekly story pushes (both regionally and nationally) for Murray State - pitch one legitimate news piece per week to respected media outlet - track by new Cision software.	Provided Admin Council with a weekly weekend update e-mail highlighting media pitches we have made each week. We decided to switch to Vocus to assist with measurement/tracking. Vocus offers a more streamlined approach to measuring news beyond campus. We continued publishing The Review (now three times per year) and having it inserted into all major regional papers. We have seen an increase with papers like the Paducah Sun in front page stories over the past year. Approximately 88% of our pitches are successful. We also measure the number of news releases printed in news publications and close to 96% of our releases are published in more than one publication.

	Fostering Excellence	As part of Goal 1, identify where all of the \$125,000 of marketing budget is spent through an over-all communications plan that builds the brand foundation we have set with our re-branding.	A challenging task is communicating our brand with a small budget. Thanks to support from the president and up of Institutional Advancement, we are able to share our news via - two magazine mailings per year, an annual report, three Review publications, five billboards, print advertising, direct mail, RoundAbout U on WSIL each week (in addition to the partnership with KET to air the show statewide), special sponsorships for online and TV advertising and a few specific public relation/marketing projects (building banners on campus, Facebook campaign and advertising, We Are Racers campaign that will continue into 2011-12 academic year, and our ranking promotions). Additionally we have invested in new equipment and training for staff working with RoundAbout U and will continue to push our story out to media via video content.
University Libraries	Innovation	Pilot a "shelf-ready" model of book acquisition.	We have started discussions and filled out initial paperwork for Baker and Taylor, but we have not implemented any part of the process. There are still workflow issues that will need to be worked out before proceeding with any vendor. This process should also unfold more upon the arrival of our Technical Services Librarian (starting August 1, 2011).
	Building Partnerships	Hosting a meeting of regional library directors.	An e-mail to all library directors in the 18-county service region resulted in a number of professional development workshops and collaborative meetings at Murray State, the most significant of which were several day-long sessions with the Murray-Calloway Public Library. These meetings allowed the directors to share strategies for state-level budget issues, and allowed library employees to build better networks for making collaboration between institutions more efficient.
	Creating Community	Implementing faculty information workshops.	This year at either the department or college level, subject librarians conducted faculty workshops that provide professional development and research assistance. These have provided faculty with the assistance in selecting appropriate journals for research publication, with using open source journal databases, and using print resources to create new assignments. This past spring, Ashley Ireland, conducted a three-day workshop for faculty in the College of Science, Engineering and Technology focused on tracking citations for tenure or promotion, using Endnote Web, and locating alternative sources in several colleges, with an emphasis on the pay-per-view journal research option now available to all faculty on campus.

Upward Bound/ Grant	Innovation	To address the University's initiative on increasing student awareness of technology based learning.	The Upward Bound Bridge student Soundtrack Project. This project addresses the following academic components: creative writing, self-assessment, public speaking, integration of computer and technology skills, and reflective decision-making. Ninety percent of the bridge students will complete and present their soundtrack project. Students were given the guidelines for the project in August 2010, and will complete the project by January 2011.
	Fostering Excellence	To prepare first generation high school students for a successful transition into postsecondary education.	Eighty percent of the 2010 - 2011 Upward Bound students attending Saturday College meetings will participate in writing workshops. Workshops will be conducted during monthly Saturday Colleges, August thru March, for a total of seven meetings. Students will research, write or type, and submit their work during Saturday Colleges. There will be room for improvement based upon staff critic, peer review, self-reflection, and group discussion. Staff critic will occur during and after meetings, allowing for corrections and then discussed with students at the next Saturday College. Completion - 100% of students participated in some form of writing workshop. Students did different activities based upon the assigned project. Time was allowed for students to complete the assignment during the meeting time. Staff then evaluated the written work, corrected it, made suggestions, and returned it to the students at the next meeting. Our January meeting was cancelled due to weather. Students participated in writing assignments six times this academic year. Students involved in the summer program are incorporating writing into their classes they are taking. I know they are utilizing their writing skills in the Reading class along with their career class and some of their other courses.
VP Finance & Administrative Services	Innovation	To consider innovative tuition and tuition discount pricing to optimize net revenue and enrollment gains.	Worked in conjunction with the Center for Continuing Education and Academic Outreach, the Provost's Office, and Accounting and Financial Services to develop a new online revenue sharing model. This model was implemented to encourage the development of more online courses by faculty and to enhance enrollment. To further assist MSU's students, the guidelines for the Ohio and Alabama regional tuition were finalized and implemented.
	Creating Community	To develop a Residential College Parking Master Plan for the Residential Colleges thereby improving the sense of community for each college.	An inventory count of parking space usage in the Residential College parking lots was completed in May of 2011 by the students of a campus Land Use Planning course. This data will be utilized along with additional data from FM inventories and Housing/Public Safety parking data to develop the Residential College Master Plan. The goal is still to have this completed prior to the Fall 2011 semester.

<p>White Residential College</p>	<p>Innovation</p>	<p>Innovation</p>	<p>White College sponsored a College Writing Series in the fall of 2010 to introduce freshmen to the conventions of academic writing and critical thinking. The main purpose was to introduce students to the conventions of academic writing and critical thinking. The goal was to give them enough practice writing so that they would become more effective writers by the end of the semester than they were at the start. 100% of students made adequate progress. Twenty five students were enrolled. Out of twenty five, nineteen students scored 90-100, and six students scored 80-89. Student questionnaire was used to evaluate the course. 92% of students said that the faculty was very effective in teaching this course. 96% of students said that the faculty stimulated their interest in the subject. 88% of students would choose to take another College Writing Course in the fall of 2011, whereas 12% would not.</p>
	<p>Creating Community</p>	<p>Creating Community</p>	<p>White College sponsored a Sexual Assault Awareness Program in the fall semester. Participants were encouraged to voice their views and concerns on the subject and engaged in activities in order to understand sexual assault. 58 students and faculty participated. The goal of the workshop was to provide students with available resources and assistance in implementing and executing sexual assault prevention and response policies. Preliminary evaluation showed promising results regarding increase in participants' likelihood to say they would make changes in community and be willing to interrupt in instances of sexual harassment. The program was scientifically evaluated and 92% of students said that the program was very effective regarding changes in knowledge, attitudes and behavior.</p>
	<p>Building Partnerships</p>	<p>Building Partnerships</p>	<p>White College offered a Focus Program (Cookout, Slip and Slide, Scavenger Hunt, and Ice Cream Social etc.) during Great Beginnings and in the early weeks of fall semester to help new students become acquainted with returning students and faculty/staff. The goals were to expand opportunities for freshmen and sophomores to meet more upper-class students and graduate students and to participate in a broader range of college-based academic and nonacademic programs. 254 students, faculty, parents, alumni, and commuters participated. The purposes were to facilitate student transitions into the academic and social communities of the university and to promote student growth and leadership. Overall, 3 of the programs (all of which were evaluated with experimental research designs) that focused on improving social skills had a measurable beneficial impact, but some programs were more effective than others. A sophomore said, "Residential colleges may be a good option for meeting students as well as creating increased chances of graduation for college statistics."</p>

WKMS-FM	Innovation	Create on-line lesson plans, curriculum guides for WKMS programs to promote and facilitate use in classrooms.	We were to start researching and developing curriculum guides and outreach this spring and we are only just now beginning. A first initiative is a ongoing set of 90 second modules of Jazz History to precede our week night program Cafe Jazz and to be posted online at www.wkms.org. Secondly we've been invited to present a program for Future Educators Association visitors on campus for which we are developing a module for teachers to use developing a lesson plan in writing from a segment of an NPR archived broadcast. This will begin our real work in creating an approach to using public radio in the classroom.
	Creating Community	Develop the Audio Keepsake Program to offer in public library settings around the region and to produce related programming for WKMS air.	The WKMS Keepsake Project is going to be activated in conjunction with the Smithsonian Exhibition at Wrather West Kentucky Museum in January 2012. We are going to promote contact from people with "Journey Stories", record them and present them in some audio form on the air during the Exhibition's run (Jan-Mid- March). The on-air announcements start July 1. There will also be a web promo so that people can reach us easily.
	Building Partnerships	Develop major giving program. Fundraise and initiate news production from repeater stations 90.9 WKMD Madisonville and 89.5 WKMT Fulton.	We met with an inaugural community advisory board in January 2011 and we are convening a second meeting in July 2011. At first blush it does not look like WKMS has a critical mass of potential major donors to merit a campaign for WKMS with MSU development this autumn, but at a minimum, MSU Development will have case statements and a strategic plan vented by community members by then. In a closing meeting with the CPB Leadership for Philanthropy consultant who had been coaching/mentoring WKMS personnel on the establishment of a major donor program, it was suggested that we organize "coffee shop" meetings in several of our communities, including the new signal area communities of Madisonville and Fulton. Organizing these is in progress.
Women's Center	Innovation	To raise awareness in the student population of the "red flags" associated with an abusive relationship & to understand the dynamics of unhealthy relationships.	<ol style="list-style-type: none"> 1. Materials were received and red flags distributed in increasing numbers across campus for a week prior to the innovative program "Crazy in Love." As people exited the program, we asked if they had seen the red flags across campus. Most participants responded "yes." The project was explained and students were asked to share any "red flags" they had noted in the program they had just experienced. Everyone was able to list several signs of an increasingly unhealthy relationship. The week after the program we posted posters all across campus that revealed "red flags" associated with unhealthy relationships. 2. "Crazy in Love" was AMAZING. 428 students, faculty, staff, and administrators attended. The written responses to the program indicated increased sensitivity to victims as well as increased understanding of the dynamics of an abusive relationship. Many of the

			<p>visitors left and brought others to see the program because they thought it was so powerful. Many teachers offered extra credit for their students to attend and some teachers even brought their students.</p> <p>3. The program was well publicized through every means available on campus.</p> <p>4. We found an abbreviated (10-minute) version of a documentary, "Amy's Story," which we showed to most everyone who attended the program. We have two copies of the entire documentary available for checkout in our library.</p> <p>5. New residential assistants attended the walk-through program and learned how effectively respond to abuse when they see or suspect a resident is being battered or when they believe a resident is abusive to a partner.</p>
	Building Partnerships	To raise awareness of the warning signs of abusive relationships in an effort to prevent the development of unhealthy relationships in adolescents in the surrounding community.	<p>1. Seven women residing in the area shelter for battered women came to the Center and decorated t-shirts to raise awareness of the impact that battering has had on their lives and an additional twelve shirts were provided to the area outreach centers where their clients decorated shirts and brought them to the Women's center to be added to the Clothesline Project.</p> <p>2. One high school class, eight girls in the local girls' group home, and nine clients of local domestic violence shelters and outreach centers "toured" the "Crazy in Love" program. In addition, twelve people saw publicity for the program and came to see it. While we did not reach as many community members as we had hoped, we were pleased that we were able to reach 53 local teens and community members.</p> <p>3. We did not accomplish this last objective but will renew our efforts this fall. We sent out invitations to officials on and off-campus, inviting them to attend a preview of the exhibit on Sunday afternoon prior to the official opening on Monday afternoon but no one attended.</p>
	Creating Community	To educate the entire campus & surrounding community about eating disorders & help everyone know & understand the warning signs & ways to approach someone that often leads a sufferer to seek help more readily.	<p>1. "Room with a View," the interactive, engaging walk-through program in an old residential college was completely revamped in Feb. 2011. The program was designed to show the course of a developing eating disorder and to sensitize participants to the complexity & multiple causal factors that contribute to the development of these serious, life-threatening mental illnesses. In addition, we added an art gallery comprised of art created by individuals in treatment at the Renfrew Center in Brentwood, TN. A student who works in the Women's Center created an 18-minute did that provided participants with additional information about the complexity of anorexia and bulimia and their far-reaching impact on sufferers and those who love them.</p> <p>2. Three faculty members (in nursing, gender and diversity studies, and nutrition) brought their classes to the program and many faculty members offered extra credit to the students who attended. Evaluations of the program indicated that the previous objective was accomplished.</p> <p>3. One residential hall directors and five resident advisors planned staff</p>

			<p>training and programs, respectively, around "Room with a View." Follow-up discussions were held with each group by the Women's Center director and the program's student coordinator which showed that the students had learned a substantial amount and had grasped the suffering that individuals with eating disorders experience.</p> <p>4. We sent letters explaining "Room with a View" and invited teachers of local middle and high schools to bring student groups to the program and offered daytime tours. No one responded but we will try again next year to reach teens with this program by sending letters to local PTA groups as well as church youth ministers.</p> <p>5. 427 students, faculty, staff, and administrators visited "Room with a View" and the written and verbal comments indicated tremendous learning and that the approach was effective in educating and sensitizing participants.</p>
Wrather Museum	Innovation	The museum will have educationally based programs to draw faculty and staff to the museum.	The museum has achieved networking and online capabilities in the auditorium.
	Building Partnerships	The museum will work with the many different departments to enhance the museum's presence on campus.	The museum has achieved this initiative and will partner with TQI and Regional Stewardship to host a Smithsonian Travel Exhibition January 28 through March 12, 2012.
	Creating Community	The museum will add to its growing collection of artifacts which makes people who donated them want to come to visit and have a connection to the museum.	The museum collection grew with a couple of special artifacts relevant to the museum's regional history mission. The Confederate Medal of Honor.