

Department/Unit	Imperative	Goal	Progress Achieved
Accounting & Financial Services	Innovation	Provide online direct deposit enrollment for payroll and accounts payable (student refunds and employee travel reimbursements).	A vendor has been narrowed down to provide online enrollment in direct deposit for A/P (student refunds) and payroll. We are currently working on the programming details before forwarding a contract to legal counsel for review. If approved through the administration, target completion is still fall 2012, before the spring semester begins.
	Excellence	Provide online access to additional Banner Payroll informational forms to campus users.	Online campus training as been enhanced and updated on myGate HELP tab Administrative/Procedures Payroll category for Leave and Time reporting. This was done in April 2012. Online training has been developed for other banner forms that will assist departments with monitoring position numbers, PA form status, and vacation time balances. Forms for enrolling for this access is expected to be completed and distributed to the campus by the target completion of summer 2012 (mid-July).
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.	93% of AIMS Juniors and Seniors High School students who took the ACT Test by December of 2012 improved their scores in Math and Science Reasoning by 10% over their last years score.
	Partnerships	Establish connections with target area Churches and Boys and Girls Clubs to assist with recruitment of students for the Program.	The AIMS program connected with three new community organizations for the 2011-2012 recruitment cycle. The organizations were the Boys and Girls Club of Paducah, KY; Washington Street Baptist Church of Paducah, KY; and the Adult Learning Center of Murray, KY. The agencies were instrumental in making connections with families that had eligible high school students in their various communities. Our program staff were able to set up recruitment presentations and post program material in their facilities.

Alumni Affairs	Innovation	Create a Student Alumni Association organization.	Objective: Develop and utilize a selected group of students for purposes related to alumni functionality both on and off campus. Achieved: Research of other universities and established roles. Recruited and interviewed students with selection of 20 students to form Student Alumni Board (SAB) by January 2012. SAB members attended national conference for additional ideas/networking. Participated in events/activities throughout campus during spring semester. Next steps: Recruit additional students for Student Alumni Association (SAA) beginning June 1, 2012 with goal of 250 students involved next year. Continue to participate in events on campus and interact with alumni.
	Partnerships	Partner with Office of Development for "Racer Roundups" Legacy events.	Objective: Identify and cultivate alumni in 5 key areas who have high school/college aged children to provide the potential student with university information, Legacy Tuition scholarships and technology equipment. Achieved: Hosted 4 events (Madisonville, Paducah, Louisville, Nashville) inviting legacy children and parents. Awarded/applied 32 Legacy Tuition scholarships to incoming freshmen accounts. Next steps: Continue to collect student info and partner with Recruitment. Begin planning of 5 locations for fall events.
Athletics	Innovation	Through partnership with OVC, or unilaterally, upgrade quality and increase quantity of departments webstreaming of sporting events.	Equipment purchased to build platform for digital quality broadcasts to begin in 2012-13. Training will occur during summer, 2012. All soccer, volleyball, football, men's basketball, and women's basketball home and conference games were broadcast during 2011-12 meeting 15% increase target.
	Excellence	Upgrade athletic facilities to ensure competitive balance with fellow OVC members and regional rivals.	Construction underway for new men's and women's basketball practice facility to be completed by January, 2013. Funding identified and planning underway to relocate softball complex to campus location next to stadium. Silent phase of baseball fund-raising campaign continues as planned.
Breathitt Veterinary Center	Innovation	Implement utilization of new technologies to improve customer relations, communication, and quality assurance.	 Key instruments have been successfully interfaced to the Laboratory Information Management System (LIMS). Improves accuracy and time to reporting. The BVC developed a Facebook page to disseminate information to referring veterinarians, livestock and pet owners. The BVC successfully implemented technology to provide online access to reports and bill payment.
	Excellence	Green Initiative	The BVC Controls Project is in the final phase of implementation to increase energy efficiency by replacing existing thermostats, control boxes, and install new system controls. The Controls Project will improve environmental temperature control in laboratory areas and provide the capability for off-site monitoring during off hours.

Career Services	Innovation	Improved Marketing of the Career Services office.	*Facebook "reach" numbers approximated 1300 users (Facebook analytics); *Facebook "likes" numbers equal 1,551 (Facebook analytics); *Twitter - number of tweets equals 372 (Twitter analytics); *Twitter - number of followers on Twitter equals 240 (Twitter analytics); *Number of campus events in which Career Services staff participate included the Student Organization Fair, Parents Weekend, Racer Days and*Facebook posts from Career Services equals 175 (Jan 2012 - May, 2012)*LinkedIn - Career Services has 319 connections*LinkedIn post - four total (began May, 2012)
	Excellence	Increase the utilization of the Experience web-site now known as Racer Tracks	*Racer Tracks and GoinGlobal were both promoted during all presentations. The combined total of presentations provided by the Career Services staff was 134 reaching 4,467 students (March, 2012 data); *Racer Tracks and GoinGlobal were promoted via the MSU News in both Career Fair tabs, one per semester; *New student eRecruting files activated equals 1915 (March, 2012 data); *Racer Vision was not utilized during the 2011-2012 academic year.
Center for Academic Advising	Innovation	To implement a persistence program for students that are undeclared and on probation after their first semester.	Due to insufficient funding, this initiative was unable to be accomplished. Alternative efforts were made to communicate and assist these students to persist.
	Excellence	To provide opportunities for students to continue exploring majors/careers beyond their first semester.	Due to lack of resources this initiative was not accomplished, but efforts will continue to achieve this goal
Center for Continuing Education and Academic Outreach - Henderson	Innovation	MSU/Henderson will plan marketing strategies with the HCC/KCTCS campus.	1. Our campus will, under the guides set by CEAO, budget funds for co-marketing strategies with HCC. FULLY FULFILLED. OUR STAFF MET ROUTINELY WITH HCC MARKETING STAFF TO PLAN AND SHARE MARKETING FUNDS AND STRATEGIES. 2. Our campus will advertise simultaneously with HCC. FULLY FULFILLED. MSU/HENDERSON SHARED NEWSPAPER, RADIO, AND CHAMBER ADVERTISING COSTS. 3. Our campus Advisor/Recruiter will attend student fairs together, and market our programs together. ON-GOING. OUR ADVISOR/RECRUITER ATTENDED FAIRS AWAY FROM CAMPUS WITH HCC AS WELL AS ATTENDED ON CAMPUS FAIRS HOSTED BY HCC. 4. Our campus Advisor/Recruiter will attend educational seminars or other learning activities together. ON-GOING. 5. Our campus will purchase with HCC promotional materials bearing both schools' names. ON- GOING. MSU/HENDERSON PURCHASED MARKETING ITEMS, SUCH AS PENS, T-SHIRTS, ET AL WITH MSU/HCC BRANDING.

	Partnerships	MSU/Henderson strives to continue its strong relationship with the local KCTCS.	1. President Dunn, President Williams and Dean VanHorn met at least three times this year. 2. President Williams has moved our offices to the ground floor of the administration building, in a very student centered area. 3. HCC staff and MSU staff cooperated vigorously to move MSU into two larger and better spaces for ITV labs (giving us four labs). HCC staff cooperated fully in accommodating not only ITV needs, but visiting professors, and the MBA cadre. 4. MSU transfer center staff held a spring fair using HCC space. It was a successful recruiting event, with in excess of 20 new students. HCC provided MSU transfers transcripts at no fee. 5. As a portion of co-mingling funds, MSU contributed an excess of \$7,000 to a new sign at the main entrance of the campus bearing MSU branding alongside HCC. A second entrance sign is planned for next year, of which we plan to participate.
Center for Continuing Education and Academic Outreach - Hopkinsville	Innovation	Raise awareness about MSU HRC within the community and region by taking advantage of unique event hosting and sponsorship opportunities.	In November and December Murray State-Hopkinsville sponsored and hosted a six-week Science Academy for gifted and talented students in the CCPS. The science academy was the first of its kind in Christian County. MSU-H sponsored the Regional Education Summit held at Hopkinsville Community College in February. MSU-H sponsors the CCPS and Workforce Education Development's partner's in Education Program by providing mentoring and other student-centered services to students at Martin Luther King Elementary. MSU-H provided over 35 student, faculty and staff volunteers to the school for the 2011-12 school year. MSU-H will sponsor the Teacher Appreciation Breakfast in August 2012 which will be attended by approximately 700 K-12 teachers in Christian County. MSU-H contributes to the Christian County Rotary Scholars fund by sponsorships during the annual rotary auction each April.
	Partnerships	Assist the MSU Transfer Center in developing a new memorandum of understanding with Hopkinsville Community College.	A draft of a revised transfer agreement has been sent to Madisonville Community College for their feedback. MCC verbally agreed to the draft before forwarding to the KCTCS System. The state KCTCS Systems Office is reviewing it for legality issues. Further, a draft was discussed with West Kentucky Community and Technical College and Hopkinsville Community College. The TC also made recommendations to the Registrar's Office to gain support for recommended policy changes for fall 2012.
Center for Continuing Education and Academic Outreach - Madisonville	Innovation	Soft Skills Workshops for Students.	Workshops were offered in resume building, job interview, career exploration, and career search each semester.

	Partnerships	Developments of Memorandum of Understanding with Madisonville Community College.	The updated memorandum of understanding has been submitted to KCTCS and verbally agreed upon. Presently, it is in review with legal counsel at the KCTCS Systems Office.
Center for Continuing Education and Academic Outreach - Paducah	Innovation	CE/AO will work with Facilities Management to design and start construction on the new MSU Regional Campus Center in Paducah.	The dean of Continuing Education and Academic Outreach has worked with the Facilities Management Office and Mr. Kim Oatman throughout the process of architect selection, site work, planning and building design, groundbreaking, and other considerations for the building. Weekly meetings have been conducted since Jan. 2012 for this work.
	Partnerships	Assist the MSU Transfer Center in developing a new transfer agreement with our four local community colleges.	A draft of a revised transfer agreement has been sent to Madisonville Community College for their feedback. MCC verbally agreed to the draft before forwarding to the KCTCS System. The state KCTCS Systems Office is reviewing it for legality issues. Further, a draft was discussed with West Kentucky Community and Technical College and Hopkinsville Community College. The TC also made recommendations to the Registrar's Office to gain support for recommended policy changes for fall 2012.
Center for Continuing Education and Academic Outreach - Transfer Center	Innovation	The Transfer Center will make recommendations to Deans & Provost for major transfer policies and procedures to submit to Academic Council. These recommendations will be innovated and forward thinking in terms of traditional policy and procedure followed. The recommendations will put MSU out in front in terms of ease of transferability and ahead of other institutions.	The TC has worked with Tracy Roberts and the Registrar's Office by submitting a list of recommended changes to simplify students' ability to transfer to MSU. The plan is to "jointly" submit this list with the Registrar's Office to academic council in the early fall of 2012.
	Partnerships	Transfer Center will work with the four regional campuses to develop comprehensive partnership agreements detailing the nature of relationships and cooperation of the community colleges and MSU as it relates to transferring, how the community college works with regional campuses in their communities, and the sharing of facilities.	A draft has been shared with three of the regional community colleges for their consideration. At this time, they're reviewing those drafts.
Center for Teaching, Learning & Technology	Innovation	Develop processes and implement the use of virtual desktops for administrative users and support the adoption across the campus community.	We have had 4 stations in the IS department, 1 in the Provost area, 25 in the Gatehouse Training room, 10 in the Registrars area, 16 in the Weaver Center for Student Athletes and 20 machines running in a classroom environment for a total 76 machines outside student labs. We have seen no major problems in any of these areas.

	Partnerships	Build a working relationship with faculty from all colleges and schools to utilize the services of the new Instructional Development Coordinator to ensure improved course design and delivery for all students.	Our new Instructional Coordinator has been involved in 3 major events attended by 147 faculty members representing 18 academic departments. She has also conducted 18 unique specialized workshops attended by 256 faculty members representing 26 departments and given 5 separate presentations attended by a total of 335 faculty. Individual faculty consultations have been held with 30 unique faculty members representing 30 unique departments. All of these efforts have resulted in contact with a aggregate total of 668 faculty from 74 academic departments. These totals reflect the need for the position of the Instructional Development Coordinator position and the desire for improved teaching skills by the cadre of faculty at MSU.
Center for TSM	Innovation	Move 2 or more research products to the commercial market place.	Three research products have made progress toward commercialization. The MITOC communications capability became the first research product to be granted a product license from the University. Murray State signed an agreement with PrepartedIT in October 2011 to commercialize the MITOC. The ResponderLink product received a \$50,000 grant from the Kentucky Science and Technology Corporation (KSTC) to move it toward commercialization. The grant will be completed prior to September 30, 2012. A \$75,000 grant was received from KSTC to help commercialize the Flyable Radio Repeater. This grant will be completed by March 31, 2013.
	Partnerships	Expand the number of companies that contribute to the TSM program and government agencies that assist with research projects.	The TSM program maintained relationships with five major corporate donors. These donors supported scholarships, provided equipment donations and additional cash donations to support our activities. Additionally, four other corporate organizations continued financial support for the program. Four new corporations and professional associations provided financial support for TSM activities during this year. The number of organizations contributing to our program increase as did the total value of the contributions.
Chief Information Officer	Innovation	Complete phase two of the implementation of Virtual Desktop Solutions for targeted desktop computers across campus.	This summer, we are permanently converting most of the labs over to VDI, for a total of 71 machines. The only central lab that will stay a traditional desktop lab is the library (60 machines). Issues unrelated to the cost or functionality of the VDI configuration drove that decision. Verbal ad hoc feedback, as well as surveys, have been completed, tabulated and graphed. We have exceeded our target of 10 pilot administrative users. Additional administrations installations are scheduled for this summer.

	Partnerships	Build on the partnership with Northern Kentucky University to refine our Disaster Recovery solution.	The DR team is utilizing multiple data backup strategies to drive our recovery point lower. Currently we are looking at a 4 hour recovery point for all but a small window of time where the recovery point would be longer due to monthly patching. The DR team is still working on improving our recovery time, and currently we believe it to less than 1 day. The functional user test planned for summer 2012 will provide the first evaluation of our user documentation.
College of Business	Innovation	Fund subscriptions for Bloomberg Financial terminals.	These terminals will be used in the State Farm Financial Services Resource Center, as well as for teaching and research purposes in the Dept. of Economics and Finance, the College of Business and the Library. The educational discount allows us to purchase three yearly subscriptions (at \$60,000 per year for the 3) and receive an additional 9 terminalsa total of 12 terminals for \$60,000 per year. These terminals will not only enhance student learning, but will also enhance faculty research and will greatly assist faculty recruiting in the Department. In addition, familiarity with Bloomberg will be a benefit to our students as they graduate and begin their careers. This will certainly open doors for our students that may not now be available. In addition, this subscription will distinguish Murray State, which will be one of three Universities in the Commonwealth with this capability. The College and Dept. are committed to using foundation money, as well as raising outside dollars to help with the cost of this subscription. The goal would be to have Bloomberg available for the start of classes in the Spring of 2012. Status: This is still a priority for the Dept. and Collegeother funding sources are being examined along with other philanthropic sources. The recurring resource stream is problematic though.
	Excellence	Ensure appropriate processes in place regarding AACSB accreditation, ACEJMC accreditation, and the COB's role in SACS accreditation.	Ensure an active role for all three accreditations, particularly AACSB with the self-study reports rolling this year to be sent Fall, 2012 with visit in Spring, 2013 and SACS (and the COB role in that) with self-study reports rolling this year and next, with visit Spring, 2014. Many in the COB are involved in both of these accreditation efforts and will continue to be involved ensuring success. Status: Accreditations are in good shape. Tim Todd and Gerry Muuka visited with Dean Linda Hadley (Columbus State University in Georgia) last Fall. This half-day meeting was very productive in providing Dean Hadley an overview for her pending visit as she is the chair of our accreditation team. Additionally, in JMC, the hiring of an African American faculty will be solidly endorsed by ACEJMC as this was an area noted in the Spring, 2010 visit in Chicago when re-accreditation was achieved. And, faculty/staff involved in the SACS process have been engaged in numerous reports and meetings. From this understanding and feedback, progress is being made.

College of Education	Innovation	Increase College grant production by 10% to provide outside funds to promote College innovation and additional College services to the community.	Overall, grant dollars were not increased by 10%. The total grant dollars for 2010-11 was \$1143,225, while for this year the total was a much reduced \$665,219. The reduction is due to the loss of several state grants. These include the GEAR UP grant where the CPE failed to include western Kentucky in the contract, the loss of the state middle school grant, and the loss of the First Steps. The last two were both state grants that were not renewed because of overall state budget reductions. These losses will not be replaced through state funding sources, but will require extensive searches to seek federal and private sources.
	Excellence	Improve PLT scores to make progress in meeting CPE goal of 18% by 2014.	The College of Education met the CPE goal of 18% of students scoring at the 85th percentile on the PLT exam. The 18% for the PLT scores will need to be maintained so measures to improve scores will remain in place.
College of Health Sciences & Human Services	Innovation	Create a formal HSHS interdisciplinary community of scholars.	Objective / Timeline: Generate at least three interdisciplinary research projects that will begin data collection during the Spring 2012 semester. Two projects are in progress, but are about two months behind the time line. The HSHS Google Docs platform has been used to keep everyone apprised of progress and to invite others to participate. 1. A collaborative project including Drs. Kleinhans, Chakradhar, and Muller on team climate and multigenerationalism in academia is progressing. The literature review is complete, the data collection instruments have been selected and the IRB paperwork is ready to move forward. Data collection will commence once IRB approval is granted. 2. The proposal for an interdisciplinary project involving Drs. Campbell, Dodd, and Muller (Exercise Science), and Dr. Rice (Nutrition) examining the influence of a 6-week intervention on diet, exercise, and body image among overweight girls aged 11 - 15 years is ready for IRB approval.
	Partnerships	Form at least two new partnerships with local entities to provide health and safety related services to the local community.	Objective / Timeline: The College will enter into formal agreements with the University at large and Murray- Calloway County Hospital during Spring 2012. Agreements will be finalized by June 2012. These goals are being met. 1. The OSH program is working on the Safe Community Initiative. Meetings with Student Services and others have resulted in identification of individuals responsible for moving this project forward. This project is on schedule. 2. HSHS has formalized three agreements with MCCH, one to participate in a diabetes camp for local youth during July 2012, a second to provide epilepsy information training for 12 regional counties, and a third to partner with the Lions Club via the UK Extension office to offer two service events each academic year.

College of Humanities & Fine Arts	Innovation	Plan implementation of departmental Professional Engagement courses.	All five departments participating in this initiative have now had their professional engagement course proposals approved by Academic Council for implementation next year. Two departments, Theatre and Music, have already begun successfully offering the course. We plan to fully implement the courses in the other departments during the next 1-2 years, and will develop forms and other resources as needed.
	Partnerships	Be active partners in the development of a Murray/Calloway County Arts Center.	Dean Ted Brown and Assistant Dean Sonya Baker attended several planning meetings for the Arts Center, but unfortunately this project has been put on hold due to budgetary and other concerns. Although the project seems unlikely to come to fruition anytime soon, we were able to make and/or strengthen connections with a variety of community members dedicated to the arts, which should serve us well for other future endeavors.
College of Science, Engineering &Technology	Innovation	IET-Electromechanical ET Partnership.	Support has been provided to the department of IET in its Electromechanical Engineering Technology program in forming a partnership with regional community colleges (primarily Madisonville CC) to facilitate the development of on-line curriculum and increase the number of transfer students to the BS program at MSU. The curriculum will include a combination of live delivery on-site along with distance-based courses. Additional partnerships with CC's in Tennessee and Indiana, as well as with 4-yr institutions are envisioned as the program develops. In this first year, emphasis is on hiring a full-time lecturer for program development and delivery. A faculty line has been secured from the President's office in support of this initiative. A search has been conducted, with no qualified candidates. The search has been suspended and will be reopened in the fall, as a candidate has been identified who is able to begin in January, 2013. Curriculum development is taking place at this time, and the program will be put in place in the spring 2013 semester.
	Excellence	Work to secure funding for facilities renovation.	Significant facilities upgrades have been completed in three spaces in Blackburn Science Building. These include renovations to the Chemical Services Lab and two large spaces (BL459, 462) that are being used as an archival area for archeological artifacts (BL450) and an engineering design project space (BL 462). In addition, renovation work continues on a GSC research lab. The renovation needs for Freed Curd auditorium exceeded CSET budget limitations, and no carry forward monies were released for this purpose. CSET has established a renovation account and made arrangement to keep it open until such time as funds are identified to replace seating, flooring, and audio system in Curd Auditorium.

Counseling and Testing - Women's Center - Academic Enhancement Services	Innovation	Provide support for academically at risk students.	Partially. For Fall, 2012, reorganization of the program under the Provost has been largely completed. 2011-2012 programs were offered in the former model to over 200 students.
	Excellence	Provide access to mental health services on a timely basis.	Not met in 2011-2012. Extended waiting lists developed. We have attempted to improve this through an increase FTE therapist availability from to 5.5 for 2012-2013.
Curris Center/ Student Life	Innovation	To fully implement "Virtual EMS"this will allow on campus departments and student organizations to request space in the Curris Center from any computer at any time.	Virtual EMS (web-based reservation system) is installed and available for use by all on-campus organizations. On campus organizations have registered for access rights. Usernames and passwords have been assigned. At the beginning of the Fall 2012 semester, training sessions will be conducted to increase utilization. In the Fall 2012 semester it will be made available to on-campus departments.
	Partnerships	The completion of an assessment of the Greek organizations by an outside Assessment Team.	In September 2011, an assessment was completed by "Fraternity Sorority Coalition." Information and insight was gained on helping the Greek community with programming, publicity and promotion of events. Data has been collected. The Coordinator of Greek Life and Student Organizations position has been vacant since January 2012. A search is currently underway to fill the position. When a new Coordinator is hired, the information will be closely analyzed to see how it can be more fully utilized.
Department of Accounting	Innovation	Refine the Department of Accounting's student recruiting plan to utilize as much of the Hobson software capabilities as possible.	Form letters for email correspondence were developed and sent to target high school students, with the assistance of Stephanie Totty and Clover Paradise. Several high school students were called by the department chairman. Students were advised of the deadline for applying for scholarships. Subsequently, students were advised of Summer O dates. Further development of this plan will occur in Fall 2012, including the hiring of a graduate assistant to help formalize our procedures and ensure that follow up calls occur on a regular basis.
	Partnerships	Plan and implement at least two development activities for the E3 campaign.	The Department of Accounting and the Office of Development held multiple campaign events during the 2011-2012 year. First, a luncheon for select MSU accounting alumni was held in Louisville in conjunction with the MSU/U of L football game in September 2011. During November an event was held in Nashville at the home of Steve Priest, an MSU accounting alum. In May, Stephen Crouch and Don Chamberlain traveled to Boston to visit with alumni there. Additional visits will occur during the summer and early fall, although no formal events are planned at this time.

Department of Adolescent, Career & Special Education	Innovation	ACS faculty will plan for the implementation of Senate Bill 1 initiatives into graduate and undergraduate programs.	1. Senate Bill 1 initiatives were embedded in appropriate professional education and methods courses for Fall 2011 and Spring 2012. Fall 2011 and Spring 2012 syllabi (100 %) were correctly revised with Senate Bill 1 initiatives. 2. ACS faculty attended numerous SB1 initiatives (luncheons, department meetings, and college update meetings-Fall 2011 and Spring 2012). Fifteen of sixteen ACS faculty members attended the professional development sessions.
	Partnerships	In response to an EPSB regulation, ACS faculty will develop a partnership with Arts and Sciences faculty to create opportunities for increasing field experience hours.	1. In cooperation with the Arts, Humanities, and Sciences faculty, ACS faculty met numerous times during the Fall 2011 and Spring 2012 semesters to redesign individual programs to incorporate the mandated 200 field experience hours. Through this partnership each ACS undergraduate program has documented the increase of 200 field hours through creating new courses and/or revising existing courses. 2. A tracking system for field experience hours is currently in the final development stages and will be implemented Fall 2012. Instead of utilizing LiveText, COESIS will be revised to incorporate the field hours reporting system.
Department of Agriculture Science	Innovation	Hutson School of Agriculture Writing Skills Improvement.	1. AGR 099 First year experience has a component of writing the first paper to establish a baseline score of writing skills entering college. 2. AGR 199 Contemporary Issues in Agriculture is the HSOA Writing Intensive course and is a recognized University Studies elective. This is the second level of writing skill development. 3. AGR Track Specific Class is dependent upon what area/major/track is chosen. Each track has a designated writing intensive class. 4. AGR 599 Senior Capstone is the last undergrad class for paper writing and should be the premier writing accomplishment. A HSOA assessment writing skills review committee was formed. The committee will randomly select names of graduating seniors and review papers from all four writing venues and record, analysis and present data to HSOA faculty for assessments to improve the overall writing quality in all classes. One selected HSOA undergrad student will be on the committee. At this time, Microsoft office will be used to store data on h drive agri on "robinhood" in the assessment folder.
	Excellence	Emphasizing responsible citizenship of Characteristic 9 of MSU Graduate through Hutson School of Agriculture Student Organizations	Agriculture Engineering Technology - The specific objectives were to: 1. Document existing organizational activities for the community, The Agriculture Engineering Technology Club's principle community service is Lawn- mower Clean-up Fix-up week at Howton Ag. 2. Explore ways to improve existing organizational services, Improve upon professionalism and leadership to customers - Make sure all students have gone through proper servicing and training, all mowers tested and started before pickup and plans made for delivery and drop off times. Commit to more Fall on the Farm services during the week.

			3. Document the percentage of time organizations spend providing service compared to time dedicated to all organization activities, 30% Lawn mowers + 10% Fall on the Farm + 7% Toys for Tots + 3% Tractor Renovation = 50%. 4. Document person-hours dedicated to the community, 60+ hours. 5. Explore new ways to promote citizenship activities in HSOA organizations. The club is looking at new ways to serve the community and committed hours to Fall on the Farm and joined the Agriculture Business Club in Toys for Tots. The club is also rebuilding a tractor to raffle for money to start an agriculture systems technology scholarship fund. Agriculture Business 1. Document existing organizational activities for the community, The Agriculture Business Club adopted the late Dr. Ken Bowman's favorite charity of Toys for Tots. This has been their main community service since his passing.
Department of Animal Equine Science	Innovation	To research, develop plan and implement plan for providing "green" energy solution to heating of the Equine Instructional Facility	 Two new manure facilities constructed. Bioburner units and pelletizer on order (working with AgBioworks) to process equine waste to be used to heat a portion of equine facilities. Working on plans for new student barn and clean bedding storage facility. Additional plans for facility upkeep and improvement underway. Additional partnership plans to upgrade the equine herd.
	Excellence	Promote Holistic systems of forage and animal production	 Enhancing collaborations with local school districts and Extension to provide demonstrations of the equine disciplines offered at Murray State. Partnered with Piney River Cattle Company of Nunnelly, TN to bring noted South African grazier, Ian Mitchell-Innesto to Murray for one day seminar attended by 102 faculty, students and regional livestock producers. A group of faculty and select students then attended a three day extended seminar in Tennessee Community. Working with Piney River Cattle Co. to enhance student involvement.
Department of Art & Design	Innovation	Apply New Communication, Marketing, and Recruiting Plan/Strategy.	Updated web pages with CMS system. However, we did not produce short area YouTube videos to be linked to the website. Developed our communication and marketing efforts with suggestions from last year's marketing consultant. We went to four more portfolio days than last year.
	Community Outreach	Increase Outreach to Local Arts Organizations.	Developed stronger relationship with art galleries in the region through participation in Gallery Hop events on 4-30-12. Planned to move the Curris Center Gallery to Waterfield Library, but were stymied by budgetary/political developments.

Department of Biological Sciences	Innovation	Create an exit questionnaire for all Biology majors leaving the Biology Department for other majors, and determine if there is anything that needs to change to encourage majors to stay.	Ninety surveys have been completed, and the data has been placed on an excel sheet by Biology track, new department, and reason for leaving. The results will be discussed at our Biology faculty retreat the week before classes begin. We will determine possible changes to better retain majors.
	Excellence	Biology graduate students will be required to give a preliminary seminar to faculty and students on the subject of their planned thesis research.	New graduate students in the Department of Biological Sciences were required to give a preliminary seminar on their planned thesis research. Presentations were given both Fall 2011 and Spring 2012. The results of surveys by presenters and faculty/graduate students will be examined and discussed at our faculty retreat.
Department of Chemistry	Innovation	Develop a new model to enhance the interest of middle-school kids in the periodic table and chemistry.	Although funding was not allocated to move this specific project forward, the department did focus time, energy and resources toward the spirit of this goal through the annual Chemistry Scholarship Tournament. This tournament brought 58 of the top chemistry students from fifteen regional high schools to campus and Jones Hall. The event was co-sponsored by the Student Members of the American Chemical Society and allowed the department to award scholarships to four of the top-scoring students. The department also helped sponsor the Gary Boggess Distinguished Lecture featuring Sam Kean, author of the book "The Disappearing Spoon and Other True Tales of Madness, Love and the History of the World from the Periodic Table of the Elements." This event was a huge success as over a 100 individuals attended the event with broad representation from students (MSU and high/middle school), faculty, teachers and community members. The Living Periodic Table in the lobby of Jesse D. Jones Hall played a prominent role in the tournament and lecture. Planning for the next tournament and Boggess Lecture will begin soon.
	Partnerships	Build new partnerships with local companies and individuals and establish the Chemical Services Laboratory (CSL) as the premiere analytical services laboratory in the region.	Although funds to support the marketing and renovation of the Chemical Services Laboratory (CSL) were not available, the CSL had a robust year of activities. A total of six projects were completed for clients external to MSU, including Energy Plus Services (Golconda, IL), Baswood Corporation (Santa Barbara, CA), University of Cincinnati Medical School (Cincinnati, OH) and Savannah State University (Savannah, GA). Work completed in the CSL was published in the journal "Organohalogen Compounds" and presented at three international and 10 regional/state/national conferences and symposia. Much of the research and analytical services work involved undergraduate and graduate students, which solidifies the role of the CSL as a service- and education-based facility. Future plans of the laboratory include securing continuing contracts and attracting additional clients via the new web site and making additional contacts in the region.

Department of Computer Science & Information Systems	Innovation	Offer an innovative and current curriculum for undergraduate and graduate programs (CoB Goal 1).	 Visited stakeholders in Nashville with Dr. Claiborne and consultant to explore Health Informatics program. Three faculty and several graduate students attended the Tennessee HIMSS conference - Summit of the South East. In collaboration with the College of SET, HSHS and AJB-COB, developed an innovative program that could potentially serve majors from all three colleges. This project is now being driven by HSHS as we stand ready to help.
	Partnerships	Grow undergraduate program enrollment (CoB Goal 3).	Partner with areas high schools to offer dual credit courses. Implemented CSC199 in 6 school districts and 73 students were enrolled. 70 completed the course. Plans to offer CSC125 are progressing well. We start this in Fall 2012.
Department of Early Childhood & Elementary Education	Innovation	The Department of Early Childhood and Elementary Education will plan for the implementation of Senate Bill 1 initiatives in undergraduate and graduate programs.	Elementary and Interdisciplinary Early Childhood faculty participated in Professional Learning Communities during the fall and spring semesters to plan for embedding SB 1 initiatives into professional education and methods courses in the undergraduate elementary and early childhood programs and graduate elementary, early childhood programs. When this information was appropriate to the content of the course, SBI initiatives were added to 100% of course syllabi and course activities. Syllabi for these courses were revised and posted on the College of Education web page. Elementary faculty have developed a PLT alignment table. The table identifies courses where content is covered. A web site for students listing information for PLT preparation has been developed for education majors and placed on the Curriculum Materials Center web page. In the fall, one or two elementary faculty members will be asked to take the PLT exam to assist the committee in better aligning PLT content to the elementary program.
	Excellence	The Department of Early Childhood and Elementary Education will revise initial certification programs to meet the new state regulation to provide students with 200 field hours in diverse settings and with diverse populations prior to students' admission to student teaching.	Elementary and Interdisciplinary Early Childhood Education Committees met during the spring semester to revise field hour requirements so that the undergraduate initial certification programs in elementary education and interdisciplinary early childhood education and initial certification graduate program in interdisciplinary early childhood education meet the requirements of the new regulation. All programs have developed tables that depict courses and required field experiences of 200 hours prior to student teaching. Syllabi have been updated to reflect these requirements. The College CAC and department program committees are working on developing a system for tracking required field experiences. At this time the COESIS system is being explored as method for reporting field experiences.

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Department of Economics & Finance	Innovation	Fund subscriptions for Bloomberg Financial terminals.	These terminals will be used in the State Farm Financial Services Resource Center, as well as for teaching and research purposes in the Dept. of Economics and Finance, the College of Business and the Library. The educational discount allows us to purchase three yearly subscriptions (at \$60,000 per year for the 3) and receive an additional 9 terminals, a total of 12 terminals for \$60,000 per year. These terminals will not only enhance student learning, but will also enhance faculty research and will greatly assist faculty recruiting in the Department. In addition, familiarity with Bloomberg will be a benefit to our students as they graduate and begin their careers. This will certainly open doors for our students that may not now be available. In addition, this subscription will distinguish Murray State, which will be one of three Universities in the Commonwealth with this capability. The Dept. is committed to using foundation money, as well as raising outside dollars to help with the cost of this subscription. I would like to have Bloomberg available for the start of classes in the Spring of 2012. Status: At this point we have not been able to fund these terminals. I do not anticipate that we will be funding Bloomberg subscriptions in the near future, though it would be a tremendous resource for our students and faculty. A single terminal is \$25,000 per year. Through education pricing, we would be able to pay \$60,000 per year for three terminals, and receive 9 additional terminals free.
	Community Outreach	Expand the scope and mission of the Center for Economic Education and fund a Director's position.	The Center for Economic Education has played an important role in assisting public schools in our service region as they seek to incorporate economics into their curriculum. The Director of the Center has been a faculty member receiving class release time to run the Center. As the current director nears retirement (end of 2013-14 academic year), I would like to (i) transition to a new director whose primary responsibility will be as Center director with a little teaching in our department and (ii) expand the level of activity and the focus of the center. A director with primary responsibility for the Center will allow the Center to expand its current work by offering a greater number and variety of workshops. I would also like to expand the mission of the Center to include financial literacy education in the schools and community. This will lead to renaming the Center the "Center for Economic and Financial Education." Part of the expanded mission will be community and school based courses in financial literacy. In addition, this Center would house the dual credit courses for the Dept. For this year progress will be measured by (i) having two dual credit courses ready to be offered in the fall 2012 semester and (ii) having the new Director position in the budget and filled for fall of 2012. The requested resources are for salary only and do not include benefits. Status: We were able to use money from a .5 line in the department (left as a result of a retired, .5 faculty, no longer teaching) and other moneys put together by the Dean of the College of Business .

Department of Educational Studies, Leadership & Counseling	Innovation	A Problems of Practice curriculum will be developed for the proposed EdD curriculum.	Focus group work was conducted with central office administrators during the fall semester. The conversations were transcribed and are still being analyzed. Trends and themes that will inform the development of the EdD were identified. Work with the Ag Ed and other EdD strands as paused awaiting final disposition on the EdD administratively.
	Excellence	The counseling faculty will continue laying the ground work for a CACREP self-study as part of program accreditation.	Faculty and the chair attended the CACREP writing training in October. A faculty member was provided release time to assist in constructing the self-study. Resources have been secured from the Provost's office to support the application submission and eventual site visit in the Spring 2013. The accreditation process is right on track for December 2012 submission.
Department of Engineering & Physics	Innovation	To develop and implement a three-week, commuter, multidisciplinary Engineering Academy.	A complete proposal and budget for this project was forwarded. The goal was to interest and inform qualified high school students into pursuing an education and career in engineering, principally by attending Murray State University and majoring in Engineering Physics. The goal required a commitment to funding in order to pursue the following objectives and timeline. 1. Develop application process and identify student qualifications for program. Nov 2011-Work begun. 2. Finalize program schedule and activities. Jan 2012 - Work not completed due to lack of funding. 3. Contact regional high schools to promote and identify qualified students. Measure the number of students informed of the program. It is planned that the top 200 students in Calloway and surrounding counties are informed. Feb 2012 -Work not completed due to lack of funding. 4. Receive applications, measure the number and quality of applicants. The goal is that two applications will be received for each vacancy. (40 applications)Work not completed due to lack of funding. Assessments to be continued after the end of the academic year. 5. Complete objective analysis and survey of the extent to which program student outcomes were met (includes: hands-on experiences, use of engineering tools, functioning in teams, use of modern engineering tools, ability to design a system, ability to conduct experiments, and increased depth of knowledge in electrical and mechanical engineering fields.) Jun 2012 6. Identify the number of students who enroll and take EGR 101. (Jun 2012, Aug 2012) 7. Identify program participants that apply to Murray State and to engineering programs. (Dec 2012).

	Excellence	Develop a formative assessment measure to correlate with Senior Exit Exam and Fundamentals of Engineering Exam.	This goal allowed the department to more accurately evaluate assessment data based on the Senior Exit Exam and the Fundamentals of Engineering exam by asking students short, multiple choice questions in the context of the courses they are studying. These will be compared to similar responses on standardized exams to ascertain whether material is not learned, or whether it is learned and not remembered. *Develop questions for classes to be used as assessment. (Oct 2011)-Completed in some classes; *Determine how questions will be asked in each class (part of exam, quiz, exam review, etc.) (Oct 2011) Completed in some classes; *Collect responses from fall classes. (Dec 2011) - Completed in some classes; *Create questions for Spring classes. Jan 2012 - Completed in some classes; *Evaluate responses to Fall semester questions. Feb 2012 - Completed; *Administer questions in Spring classes. Feb- May 2012 - Completed in some classes; *Administer FE/Senior exit exam reviews Feb-Mar 2012 - Completed; *Administer Senior Exit Exam (Mar 2012) - Completed; *Evaluate Senior Exit Exam, Fundamentals of Engineering Exam, and Embedded Assessment question results (May 2012).
Department of English & Philosophy	Innovation	Develop and implement a one-hour professional engagement course.	ENG/PHI 392 was approved by the Academic Council; both courses will be offered beginning Spring 2013.
rmosopny	Community Outreach	Implement a Shakespeare in the Schools program.	Sept. 2011 and Jan. 2012: Offered workshops to area teachers. Oct. 2011- Feb. 2012: Implemented 3rd-, 4th-, and 6th-grade Shakespeare modules in Murray (MISD) schools, including a 3rdand 6th grade Shakespeare Mini-festival, a 4thgrade Shakespeare Commonplace Book Mini-Festival, and the Murray Shakespeare Challenge for MISD and Calloway students; taught about 270 students. Feb. 2012: Offered performances at the Shakespeare Festival; 138 SiS students attended.
Department of Geosciences	Innovation	As a joint initiative with the Mid America Remote Sensing Center, we will begin construction of an interactive historical map of the MSU campus in preparation for the MSU Centennial in 2022.	Dr. Kit Wesler met with Dr. Jacobs in Fall 2011 to discuss this goal. Funding was not obtained for this effort. However, in January 2012 MSU Public Safety provided input to a related concept by encouraging initial mapping to focus on a parking map application for students and visitors. The Dept of Geosciences provided Graduate Student time and MARC provided Staff time to this effort. As of June 2012, a developmental web server had been configured. The server currently hosts a prototype parking map application.
	Excellence	The Dept of Geosciences will revise all of its Area Tracks. The goals are: to reflect changes in the disciplines; to incorporate the expertise of new faculty members; and to facilitate higher retention rates of departmental students.	This goal has been achieved. During the Fall/Spring semesters revisions to our Area Tracks were developed by our faculty and approved by Academic Council. The changes will be effective with the next Undergraduate Bulletin. In addition, significant revisions to our Graduate curriculum and admission requirements were developed and approved during the same time frame.

Department of Government, Law & International Affairs	Innovation	Increase outreach to incoming students and contact with students currently enrolled.	We have set up a Facebook page. However we also had a goal of getting 80% of our students as 'friends' but we have not achieved this yet. First, the goal of 80% is too high, so in the next academic year we may drop this. Second, in the next academic year we will have to make sure that we push the Facebook page harder to our current students and graduates.
	Excellence	Increase student and faculty participation in politics outside the classroom.	Last year the department was responsible for two public talks (the first at Constitution Day, where we brought in the Chair of the Judiciary Committee of the Kentucky House of Representatives, and the second was the Waterfield Lecture, where we brought in the President of the American Bar Association). We need money to bring in outside speakers. Because of this we have started to look to speakers who may be interesting to other departments. In the Fall of 2012 we are joining with History to bring in an outside speaker, who will give a general evening talk, but also visit History, Political Science, and Sociology classes. We have not yet set up a department colloquium, partly because of the time pressures in our department (we had a number of job candidates in this year). This does not seem to be a pressure which will be lower next semester. However, we did discuss organizing a Social Science colloquium with some of the other Social Science departments in our college. Also, we organized two undergraduate panels at Scholar's Week this year, up from one panel over the last couple of years.
Department of History	Innovation	The department will attempt to find ways to allow faculty more time to do research & writing. Innovative (new) scholarship at an enhanced level will result.	Twelve faculty gave presentations on their new research during academic year 2011-12 at the Department of History Research Forum. This is up from 2010-11 when eight faculty gave research presentations. Every faculty member who needed department discretionary funding to support research travel was funded. This amounted to ten faculty. Professors Pizzo and Callahan, needing to complete peer-reviewed articles for publication before their tenure year in 2012-13, were able to successfully complete these innovative publications. The Strieter History Faculty Research Award, established in May 2011, and which will be fully endowed in summer 2012, will eventually enable faculty to have course release time to carry on their scholarly research.
	Partnerships	The Departments of History and GLIA will partner to promote knowledge of and appreciation for the U.S. Constitution on Constitution Day, 19 September 2011.	The Department of Government, Law and International Affairs partnered with the Department of History to jointly sponsor and promote events on Constitution Day, celebrated on campus on Monday, 19 September 2011. Students received information that helped make them more aware of their rights and obligations as citizens. History Professors Bill Mulligan, Brian Clardy, and Brent Taylor did workshops entitled "Contemporary Perspectives on the U.S. Constitution" and "The Necessity of the Bill of Rights." These workshops were well-attended. GLIA Professor Martin Battle organized Constitution Day and successfully scheduled events including a morning panel discussion, a round-table workshop, and in the evening, a keynote speaker.

Department of Industrial & Engineering Technology	Innovation	Implement the 2 + 2 initiative involving MSU's Electromechanical Engineering Technology program, Western Kentucky University's Technology Management program and five Community College's advanced technology programs.	To assist in the development of this articulation with Madisonville and the other community college, the faculty in the MSU Electromechanical program completed an internal articulation an and comprehensive competency development for every course in the EMT program. These competencies were shared with the faculty from Madisonville Community College because their AIIT (Advanced Integrated Industrial Technology) program most closely articulates with MSU's EMT program. Several meetings with Madisonville Community College took place in the 2011-12 academic year to more closely align the two programs. A meeting with Western Kentucky University, Murray State University and 8 community colleges took place in the fall of 2011 to share with the community colleges the idea of this 2 + 2 initiative. A faculty position for the EMT program, specifically to work with this 2 + 2 initiative was advertised in the spring of 2012. Due to the multiskilled nature of the EMT program, no applicants were qualified for the position; therefore, the search was closed. Expect to be filled by January 2013.
	Community Outreach	Sponsor a Girl's in Engineering and Technology Day for McCracken County Schools.	The McCracken County Girls in Engineering and Technology Day did not take place in the 2011-12 academic year due to date conflicts from both MSU and McCracken County Schools. However, a Girl's in Engineering and Technology Day did take place at Graves County for over 500 7th grade girls. The event was a huge success with plans to continue this event each year.
Department for Journalism & Mass Communication	Innovation	Achieve ACEJMC accreditation goals to improve faculty diversity and publication/creative activity productivity	Two tenure-track faculty job searches resulted in hiring one white female and one African American female. The faculty as a whole had 5 more publications and successful creative works (e.g., television productions that aired nationwide) distributed than during AY 2010-2011.
	Partnerships	Assume regional responsibility for scholastic journalism program established by the Kentucky Press Association.	We integrated KPA scholastic journalism program for service area high schools into the September High School Media Workshop, with participation from KPA staff. We conducted a simultaneous workshop for high school media advisers.

Department of Management, Marketing & Business Administration	Innovation	Speakers Bureau to help ensure that new course content, and new courses, better meet our service area's needs.	A recent article in the Chronicle of Higher Education focused on the imperative of students learning the skills sets valued by industry. In developing course content to deliver such value, we must focus our resources on the correct areas if we are to strengthen and nurture the region we serve. The article cited above provides an example (SnapOn Tools) which clearly points to the need for fostering relationships that are more discipline-based, as opposed to general. The development of discipline-based speakers bureau is a good tool for building personal relationships among faculty, alumni and area businesses. Upon word that this goal has been selected, the following activities will take place (and thus make up the progress report's content): faculty liaison chosen (a point person for managing contacts); development of marketing materials to recruit speakers and to showcase our areas of expertise, database for contacting sources of potential speakers e.g., (alumni, local businesses, professional associations); faculty presentations to local groups, speakers who addressed student groups, classes, etc. This innovation can tie us more closely together with entities in our service region and, through our alumni, beyond. Status: This project was not pursued as no new funding was identified.
	Community Outreach	Founding of "MSU Toastmasters Club at the College of Business"	Toastmasters charters require a minimum 20 members. The plan for founding the club will begin by creating a founding team (1 or 2 faculty club sponsors) upon word that the goal has been selected. During the first semester after this sponsors will develop marketing materials and programs for generating awareness of the new club idea to prospective members. Also, Toastmasters provides expertise in getting new clubs off the ground. For example, club mentors are appointed by the Toastmasters district governor. They provide guidance during the first six months to one year of the new club's existence. These mentors are experienced Toastmasters who may even join the new club. In our progress reports, we will note materials developed for marketing; dates on which planning meetings were held and recruiting presentations were given; names of club faculty sponsors and mentors; number of contacts made, membership level to date, and scheduled club activities. Status: This project was not pursued as no new funding was identified; however, the chair and faculty proponent will examine this in the Fall, 2012 and try to seek other funding / resource opportunities to begin this project.

Department of	Innovations	We will provide assistance as possible to	Thirty-three high schools in Western Kentucky are involved in this
Mathematics & Statistics	imiovations	our regional high schools in their implementation of Transitional Mathematics coursework.	project. This project will aid high school students by (a) showing them what coursework in Mathematics is necessary for their degree of interest, (b) listing the prerequisite knowledge and placement scores necessary for those courses (as well as the course descriptions), and (c) providing advising information about the sequence in which to take the courses. This project will aid these students as well by providing their teachers with (i) the precise learning outcomes and course content for a 4th-year Transitions course that could take them to college readiness in Mathematics upon their high school graduation, and (ii) assistance with free placement testing to pre-certify the student as college ready in Mathematics for any post-secondary institution in Kentucky. Finally, for 5 schools in need, student textbooks were purchased for use in fulfilling item (i) above and therefore helping their students become college-ready in Mathematics. Each of the 33 high schools in the region received the following packet: *The statewide Student Learning Outcomes of the two Developmental Mathematics courses (one being a prerequisite to a liberal arts mathematics course, for those students who do not have at least a Math ACT of 19; the other being a prerequisite for College Algebra for those students who do not have at least a Math ACT of 22).*One copy of the textbook that we (Murray State) are using for those two courses.*
	Excellence	We will improve our advising of our individual students and our academic and professional guidance of students as a whole.	A portion of the implementation of this goal depended upon following a directive from the Advising Subcommittee of the Presidents Commission on Retention and Graduation. Since that Commission did not receive further approval to move forward on its issues, such a directive was not given. Thus, we decided to wait on department discussions of advising until we had an official directive (rather than spend energy and find out that our target was not the same as that of the Subcommittee). We did, however, discuss how we could better advise within our present advising system. We also worked toward better informing high school students of the Mathematics in their future college career. Progress toward meeting this goal: We (i) developed generic 4-year advising sheets for the various programs in our department; (ii) discussed the informal sequencing of certain classes in the major for which there is not prerequisite sequencing and have made all advisors aware of this preferred sequencing; (iii) developed advising sheets for all entering Freshmen (and their advisors) which indicate (based upon the courses they need for their major and their current placement status) which courses that students should first register in; these advising sheets also indicate the flow of Mathematics coursework which follow this first course, and they also draw attention to the new KYOTE placement testing; (iv) posted these materials on our department web page under "Advising Information", as well as on the BlackBoard MSU Advising shell; (v) made available to Mathematics teachers.

Department of Modern Languages	Innovation	Develop and gain approval for MLA 392, a Modern Languages Professional Engagement course.	MLA 392 was approved by Academic Council, Spring 2012. MLA 392 will be offered beginning Spring 2013 or Fall 2013.
	Partnerships	Involve local high school language teachers and students in our ICALA cultural events once a semester.	Held successful ICALA activities in November (Fall 2011) and February (Spring 2012).
Department of Music	Innovation	The Department of Music will prepare and present a music recruiting show ("Recruitment Extravaganza") for the Racer Marching Band to take to high schools and special HS events (marching shows, state music education conferences, etc.); linked to Music Department's new instate tuition scholarship for out-of-state music students. Bonus: Wider exposure of Murray State University in regional markets; attracts all majors, not just music majors.	This goal did not get off the ground in its original form due to lack of funding. It is impossible to move the Racer Marching Band without a large travel budget. In its place, the department did allocate a significant amount of money (\$28,000) for the recruiting efforts of individual faculty members, smaller ensembles, and two major tripsthe Concert Choir to Memphis and the Jazz Orchestra to St. Louis. We can document a direct correlation between the schools visited and the number of applicants from those schools. To achieve more direct contacts with prospective students, we are going to need the funding for travel.
	Excellence	In order to attract a larger group of students to the Music Business degree at MSU, the Department of Music will create a new degree track that does not require an entrance music audition. That is, students applying to the program will be accepted on the basis of GPA and ACT/SAT scores, not on musical ability. While this opens the door to more students, it also necessitates music instruction (basic music theory courses, basic piano classes, expanding musical styles in performance and literature) for those students not seeking traditional music study as currently offered in the department. In addition to the increase in new students, the new courses would provide more options for non-music major participation in basic music study and would pave the way.	A new degree program, a B.S. in Music Business, has been created, proposed, approved by MSU's Academic Council, and is now serving its time on the CPE website. New classes created (and approved) for this new degree include a 2- semester piano class (MUS 124-125), a 4-semester Musicianship sequence (MUS 109-110, 209-210), and an Entrepreneurship class (MUS 440). The new degree could be offered as soon as Spring 2013. For now, classes are covered by existing faculty. As the program grows, new faculty will be needed.

Department of Occupational Safety & Health	Innovation	To develop an ergonomics laboratory that can be utilized for research, demonstrations and hand-on learning enhancement.	1. An OSH department faculty member attended the National Ergonomics Conference and Expositions (fall 2012). The faculty member was able to obtain ideas/suggestions about our proposed ergonomics laboratory from a variety of vendors. This also resulted in the donation of ergonomics and biomechanical equipment from many of the vendors. 2. The Chair of the OSH department received \$5,000 donations from both ConAgra Foods and Peabody Energy that are earmarked for the purchase of additional ergonomic equipment resources and demonstration models, i.e., two steel case adjustable work stations, two ergonomics chairs, two computers and a variety of hands-on ergo equipment. The equipment has been ordered and should be installed during summer 2012. The OSH department will begin to utilize the ergonomics laboratory in fall 2012 for research, demonstrations and hands-on learning, particularly in courses such as OSH 353 Prevention of Musculoskeletal Disorders in the Workplace, OSH 656 Ergonomics and Biomechanics, and OSH 663 Applied Workplace Ergonomics.
	Partnerships	To initiate and provide leadership/support in the process of Murray State University gaining the designation as a "Safe Community".	1. The Safe Communities Task Force was formed October 2011, and the first meeting was held November 8, 2011. Task force chairs were Dr. David Fender, Professor, Occupational Safety & Health, and Dr. Don Robertson, Vice- President of Student Affairs. The task force consisted of 47 individuals, representing various departments and activities across campus, as well as local community members. 2. Gathering data began on November 8, 2011. 3. The letter of Intent was submitted on January 3, 2012. 4. Occupational Safety and Health graduate assistants assisted in the application process. 5. The application was completed and sent to the National Safety Council on May 23, 2012. 6. Upon receipt of an application, Safety Communities America has six weeks to review, and upon approval a site visit will occur, mostly likely in late summer or early fall. 7. Upon successful completion of the site visit a designation ceremony will be held during the fall semester with a Safe Communities representative present to award our campus.
Department of Organizational Communication	Innovation	Develop a "Communication Center" to further enhance the communication competencies of MSU students.	The new "Racer Oral Communication Center" (funded by Dr. Jessie D. Jones) opened in October 2011. Prof. Patty Parish has served as the Center's director (with a one course reduction). During F-11, the Center's staff of one graduate assistant and five student "consultants" provided 114 consultations helping fellow undergraduate and graduate students prepare and practice for a variety of presentations. In Sp-12, the Center provided 234 consultations to students from each of the five colleges and two schools. The Center has been highly successful and will require additional consultants to meet the growing demand.

	Creating Community	Market and deliver an accelerated Organizational Communication MS program in Madisonville.	The accelerated MS in Organizational Communication in Madisonville has been successful. We recruited during the F-11 semester and enrolled 14 new graduate students. Although 14 is less than our goal of 20 new graduate students, this cohort highly appreciates our efforts to bring "live" graduate instruction to Madisonville. They will graduate in May, 2013.
Department of Psychology	Innovation	Develop a social media strategy, primarily focused on use of Facebook, to help the Department of Psychology promote its programs, enhance its alumni relations, and improve recruitment initiatives.	Faculty participated in active use of social media, especially Facebook, to increase awareness of the activities within the Psychology Depart. Information regarding activities of Psychology Club and Psi Chi were featured as well as updates on accomplishments of our students and faculty, opportunities for student participation in departmental activities, and notices about deadlines for students. Faculty often posted about either recent presentations or publications to help students learn more about ongoing activities and opportunities available to them in the department. Use of Facebook allowed the department to communicate with current, potential, and former students.
	Excellence	Expand departmental presence at regional/national academic conferences.	To enhance research among both students and faculty and increase professional collaborations between these groups of individuals, two conferences were identified this year in which departmental participation was encouraged. Groups of faculty and students attended and presented scholarship conducted at MSU both at the Kentucky Psychological Association's Annual Academic Conference and the national meeting of the Association for Psychological Science. Faculty and student participation in these meetings fostered a sense of community within the department, with students and faculty participating in attending research talks and presenting research together. These events also encouraged more directed research projects by our undergraduates and further encouraged a sense of professional identity as social scientists among our majors. Attendance, especially at the KPA conference, also provided an opportunity for recruiting for our two graduate programs.
Department of Social Work, Criminal Justice & Gerontology	Innovation	To establish a substance abuse certificate program.	This goal was to establish an undergraduate Certificate in Substance Abuse that would complement both the Social Work and Criminal Justice Programs as well as some units in the Department of Wellness and Therapeutic Sciences. The Director of the Social Work Program, Dr. Pittman-Munke and her staff have worked on getting this program off the ground, but the final pieces are not yet fully in place. Some adjustments have to be made in the original plan in light of the reorganization of the College of Health Sciences and Human Services. It will take a bit more time to integrate the Social Work Program (including the proposed Certificate Of Substance Abuse) into the new Department of Community Leadership and Human Services.
	Community	Create a religious diversity lecture.	This goal was to initiate a yearly Religious Diversity Lecture

	Outreach		Program that would involve the campus community and surrounding areas. In the spring of 2012, the Department of Social Work, Criminal Justice and Gerontology and the College of Health Sciences and Human Services sponsored a lecture by Islamic Imam from Tennessee. The lecture was very well attended and based on a number of indicators, it seems to have been well received by the audience—the vast majority of which were students. We anticipate continuing this lecture series in the upcoming academic year.
Department of Theatre	Innovation	Initiate "Theatre Study Through Experience" (TSTE). The Department will send students and faculty to a regional high school for a hands-on series of workshops and rehearsals that will culminate in a performance including both college and high school students.	The pilot program for this goal will take place September 7-9 of 2012. There were insufficient funds available at the Department level to pursue this goal during the 11-12 academic year because it was scheduled for the end of the semester in May of 2012. Hopefully, placing this event at the beginning of the academic year will allow for earlier budget access for the goal to reach completion. While it is understood that Triple I planning generally does not allow for goals to be repeated, this goal will need to be repeated in the 12-13 Triple I planning process document. The department feels this is an excellent recruitment tool as well as excellent K-12 regional outreach.
	Excellence	The Department recently added THD392 Professional Engagement to our curriculum. The addition of this course will allow students to work in their field and demonstrate their skills prior to graduation and use of this course at the local community theatre, Playhouse in the Park.	During the 11-12 academic year, the department had one faculty member and 5 students who worked at the Playhouse in the Park with groups of children ages 6-14. The program was very successful and we anticipate the continuation of that collaborative theatre event.
Department of Veterinary Tech &Pre/Vet Tech	Innovation	Update technology within the department to reflect the current standards in the field of Veterinary Medicine	Additional funding was not provided to support completion of this goal. We will continue to seek funding for the advancement of technology.

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Community Outreach	To establish a community outreach project for students within the Veterinary Technology Program to assist the CCAS (Calloway County Animal Shelter) & Humane Society.	Part 1: Doggie Day SpaFall 2011, 32 students in AGR-332, Veterinary Nursing, participated in 2 of 3 Doggie Day Spas that were scheduled for the semester. As part of the Assessment, students were required to complete a report in essay format on why they felt the community, the student themselves, and the patients benefit from the services that are offered at an event such as Doggie Day Spa. The essay was to explain how this event helps to build skills, while providing a positive experience for the community in regards to service and creating partnerships. With the documentation provided by the students, they felt that services being provided ultimately offered the utmost care to the patient first. Being able to provide basic grooming care brought attention to the animal in several areas, from skin problems, ear issues, and possible nail injuries. The second area the students addressed was in creating partnerships with the clients, the animal owners. Students were very appreciative of being able to expand their knowledge from the classroom, and bring it to events like Doggie Day Spa, and share with owners, in the area of Client Education. This is not a skill that can be taught in a laboratory or classroom, so students were very eager to be able to share their knowledge with clients, while also supporting the patient in areas such as flea and tick prevention, heartworm prevention, and basic husbandry questions. The third area where students felt they had tremendous benefit from participation in events such as Doggie Day Spa, is skill development. Students were able to expand their personal skill level in areas such as team work, communication, clinical restraint, and animal handling, along with patient grooming. For the Spring 2012 semester, 32 students in AGR-332, Veterinary Nursing, participated in the Doggie Day Spa that was scheduled for the semester. Each student turned in a written assignment that was very similar to the fall semester. Assignment one: included the student's enhancement of AVMA essential skil
		Part 2: Murray-Calloway County Animal Shelter Students in AGR-332, Veterinary Nursing, were given a weekly schedule to volunteer their time from 10:00 a.m4:00p.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-332 students that allowed them to expand their exposure to community animals and
		improve the animal's welfare. There were a total of 32 students enrolled in AGR 332 during the fall 2011 semester, 22 students volunteered to assist with the Shelter project; moreover, during the spring 2012 semester out of 32 students, 20 students volunteered to assist with the Shelter project. There was a huge support of student

			participation for this opportunity during the 2 semesters we implemented the community service project. Students kept up with weekly time cards and logged their hours, working approximately 1-3 hours a day on average, along with working 1-2 days per week. According to the documentation received by the students who participated in this service event, they assisted with therapeutic bathing and grooming, ear cleaning, nail trimming, walking, and socializing the animals, as much as needed. Students also played a huge role in maintaining a clean and disinfected facility, which helped reduce the spread of parasites, along with bacterial and viral diseases. Students also spent timeless hours working on behavior modification, to help the animals become more adoptable. They worked with the dogs and cats to reverse negative behavior, and try to reward positive attitudes, along with teaching dogs' simple task, such as leash walking. According to the Calloway County Animal Shelter, having Veterinary Technology Students volunteering their time to assist them with task really seem to make a difference with the social interaction of the animals, the cleanliness, and proper husbandry of the kennels, client education; moreover, they have asked us to continue this project for the next teaching semester.
Department of Wellness & Therapeutic Services	Innovation	To expand the department's Human Performance Laboratory space and testing capabilities.	As a part of the College of Health Sciences and Human Services restructure, the department of Allied Health Sciences (AHS) was created. Exercise Science, a program in AHS, is being relocated to the Applied Sciences Building. A new state-of-the-art exercise physiology lab is currently under construction on the fourth floor of Applied Sciences - North. This new lab will allow faculty and students the opportunity to utilize equipment such as the Parvo TruOne 2400 Metabolic Measurement System, electrocardiogram (ECG) machine and Velotron Dynafit Pro exercise bike and software for educational and research purposes. It is anticipated that the new lab will be completed and operational during the fall of 2012.\
	Community Outreach	Develop an initiative that will expand wellness-related community services offered by WTS.	As a part of the College of Health Sciences and Human Services restructure, the department of Community Leadership and Human Services (CLHS) was created. This new department includes Recreation and Leisure Services, Social Work and Youth and Nonprofit Leadership. All three of these programs provide significant service learning and community service opportunities for students and faculty. The local community, as well as the region benefit greatly from faculty expertise and student involvement. Beginning August, 2012 a department committee will review an audit of all service provided to the community and region by students and faculty. In addition, ideas such as semester service reports, a department service club and a Volunteer Murray clearinghouse website are being considered.

Dining Services & Racer Hospitality	Innovation	Winslow Dining Hall Food Court Rehab.	This goal was fully realized. Students in the Graphics Design Department provided the design and specifications for new station signage at Winslow Dining, and an outside graphics design company provided the production and installation of the signage. All work was completed in time for the spring semester opening. The new signage has been well received, and provided a fresh new look for the Winslow Dining servery. As a result of the success of this program, Dining plans on working with the Graphics Design Department on other projects.
	Partnerships	Dining Services and the Hutson School of Agriculture will partner to recycle cooking oil for a biodiesel plant.	This goal has not been achieved. The Hutson School of Agriculture has not yet gotten to a point in this project where they are ready to process used cooking oil.
Enrollment Management	Innovation	Enrollment Management, in conjunction with Academic Affairs, will offer an associate degree to high school students beginning with the fall 2012 semester.	The Offices of Enrollment Management and Academic Affairs conducted interviews with Calloway County School Administrators to receive input regarding this proposal. Based on these interviews, it was determined that such a two year degree option would not work with the current high school curriculum and would potentially take away from students and their high school work. For now, this option is off the table.
	Excellence	Enrollment Management will develop a selection and awarding process for private and endowed scholarships by March 15, 2012.	The Office of Enrollment Management restructured the Scholarship Office to ensure a more systematic method of awarding scholarships. Personnel were brought over to the EM offices twice a week for better use of time towards development of the STRARS system and to develop a strategy to ensure awarding by March 15. Additionally, the scholarship and EM offices worked extensively with the Office of Development to ensure the timely distribution and awarding of scholarships. The Development office was integral in providing assistance towards a quicker turn-around time from internal and external scholarship committees. MSU met its target of awarding the majority of scholarships by March 15.
Facilities Management	Innovation	To install cutting edge technology/energy efficient physical plant equipment.	\$90,000 in funding was recently identified (excess funding from another project contingency), to go toward replacement of exterior lighting with LED lighting. Work on this lighting replacement will begin this Summer and should be completed in the Fall of 2012. Within the last year, 4 new poles and 8 LED light fixtures were installed in the parking lot of WK EXPO Center. This parking lot was not previously lighted, so this represents progress toward all new fixtures being LED.

	Excellence	To implement best practices in Building & Equipment Maintenance in order to bring customer services responses maintenance work orders into the excellent category.	In November of 2011, FM began providing wireless tablets to shop foremen and select crews and now have 22 in use. An additional 10 tablets will be added within the next year. Over the course of the last year, customer satisfaction data has been gathered as a result of random surveys that are sent out to work order initiators. Of 594 surveys sent, 84 responses have been received. With respect to timeliness of work orders (1 being least timely and 5 being most timely), the results were as follows: 1=4%, 2=3%, 3=4%, 4=16% and 5=73%. With 89% of the responses being timely (4) or most timely (5), we are within the excellent category for work order response time. This information will be used as a baseline to determine if future measures to improve efficiency are effective.
Fiscal Planning and Analysis	Innovation	Develop an appropriations forecasting model that will predict Murray State's potential share of a pool of future state revenues based on the 2012-14 performance funding model currently under development by the CPE and public colleges and universities and scheduled to be completed by November, 2011.	A predictive model has been developed that can project the amount of funding that could be earned by Murray State given the size of a performance funding pool and the degree of progress in achieving performance targets set by the CPE and determined by them to be eligible for possible performance funding. Those performance metrics are: Bachelor's Degrees Conferred; Bachelor's Graduation Rate; Bachelor's Graduation Rate Gap-Underprepared and Transfers from KCTCS. The model has been tested, but not activated because of the recent state budget cuts. The next step will be to determine how best to improve the granularity of the underlying performance data to make the predictive power of the model more robust as an aid to planning how to improve performance.
	Excellence	Serve as a member of the Murray State University Assessment Committee to facilitate Finance and Administrative Services efforts at continuous improvement in departments' effectiveness.	Served as University Assessment Committee (UAC) member during 2011-12 attending all but one scheduled meeting. Coordinated with the Vice President for Administrative Services to assure that all of his Directors attended non- academic assessment workshop training and successfully developed and submitted departmental assessment plans that were subsequently approved by the UAC. As part of Committee responsibilities, participated in review of both academic and non-academic assessment plans. The next step will be to review departmental assessment outcomes for 2011-12.
Graduate Admissions	Innovation	Send follow-up letters 30 days after receiving application for admission if application is still incomplete.	Rather than sending costly snail mail letters, email messages are being sent individually to applicants who give email addresses on their admission applications. The Domestic Graduate Recruiter has also assisted by making phone calls to applicants with incomplete files. We hope that follow-up letters/emails will become more easily implemented when the new Banner recruitment software is operational.
	Excellence	Encourage established policy that newly admitted degree-seeking students submit Graduate Program Forms during 1st semester of study.	We found that most of our graduate programs are monitoring the submission of the form more closely than in previous years. As our way of assisting academic departments and graduate students, we have developed a Graduate Forms page to improve access to required and/or often requested forms. A new channel called "Announcements from Graduate Admissions & Records" on the Academics tab of myGate has been developed to give students a link to find our forms easily.

Health Services	Innovation	Complete community health assessment of the MSU campus in accordance with Healthy People 2020 by 6/1/12.	1. National College Health Assessment administered to MSU students 3/26/12 through 4/18/12 with 638 participants. Results will be utilized in preparing health education programs in the future. 2. Post-health education program evaluations were administered to participants throughout the fall 2011 and spring 2012 semester with positive results. 3. PEER program online evaluations were administered via Facebook. Positive results received indicating students were pleased with programs attended. 4 PEER educators graduated spring 2012. New PEERs will be selected in Fall2012. 4. Utilization of Healthy Life Wellness Incentive Plan is currently being evaluated by monitoring of participant health information submitted throughout 2012.
	Partnerships	Support the development of smoke-free MSU campus by 6/1/12.	1. Health Educator attended Clean Air Murray meetings and participated in related events in 2011-2012. We will continue to support proactive steps in creating a smoke-free campus. 2. Great American Smokeout not conducted in 2011 due to lack of interest from YNL 350 class members. It is questionable whether this program will continue in the future. 3. Coalition for Alcohol Risk Education is evolving to be a wellness advisory coalition to include a strong emphasis on alcohol, tobacco, and other drugs in 2012. CARE will further advocate for smoke-free campus.
Hester Residential College	Innovation	To reestablish the Hester Honor Society, including support for the Academic Team and Academic Team Tournaments and Peer Tutoring.	The Honor Society was reestablished with a core group of students. The group helped with the Academic Team, held a game night to increase visibility within the college, and designed a shirt for members. Next year we will be looking to expand membership. The Academic Team so success this season with members coming from the Honor Society and other members of the college. The team participated in every match this season and finished with the overall best record in the regular season and a third place finish in the tournament. The Team and Honor society also were involved in hosting in the first night of matches within the colleges when Richmond and Springer/Franklin came over.
	Partnerships	Increase Faculty/Staff participation within Hester College.	We did see a 50% increase in the number of Faculty/Staff participating in activities within the college. Those that turned in Faculty/Staff Service Forms increased from 7 to 10. However this does not give the complete picture since 20 actually were involved this year. Typically those Faculty/Staff that do one activity do not turn in a Service Form. The number of programs attended increased from 15 to 26 on the Service Forms, but once again number is much higher when those that did not turn in forms are considered. A more detailed log was kept to monitor this progress.

Honors Program & Commonwealth Honors Academy	Innovation	Expand Honors Program into an Honors College with dedicated staff for Commonwealth Honors Academy, Prestige Scholarships, Recruitment Coordination, Academic Team, Presidential Fellows, and Honors Societies.	Met to discuss this concept with Provost, Assistant Provost, and Deputy to the President. Developed costs, structure, and a proposal. No funding was available for implementation this year. Will keep proposal current for future years.
	Partnerships	Create Alumni Association for Former Honors Students.	Held informal discussions with alums, who were supportive, but suggested allowing idea, organization, and name to come from the alumni. Alums also suggested beginning with a homecoming gathering, perhaps in 2012. Will explore this option.
Housing & Residence Life	Innovation	To work with the CORE team and the I&T staff to purchase and install a banner compatible third party housing software program.	Issue an RFP for a third party vendor no later than December 2011.Purchase a banner compatible third party housing system no later than February 2012.Begin installation April or May 2012. We did not complete any of these items. We did not receive approval from the CORE team to proceed with this project, but will continue to keep this on our list for the future.
	Excellence	To develop a training module system for Resident Advisor's on various housing topics to provide pre-work shop training.	Develop modules for various topic issues by December 2011. Use modules during Spring training, January 2012 and receive feedback to make changes for future. Use updated modules during the summer of 2012, prior to August training. We completed the topics in the Spring semester, but did not have them in time to use during the 2012 training. We will use them for our August training to receive feedback and move forward with using these in the future.
Human Resources	Innovation	Revise and improve the on-boarding process for new faculty and staff.	Timing for Personnel Action form data input was changed so that email and myGate access is available to new hires before their first day of work. Also, an Entry Survey Questionnaire is being designed by HR staff and will be completed by all new hires. A review of potential vendors for streamlining & improving the on-boarding process is continuing.
	Excellence	Install improved methods to inform faculty and staff about employment benefits.	250 faculty & staff members and their significant others attended presentations at the Financial Well-Being and Retirement Fair held in April, 2012. This was done with no additional funding from the university. Also, 5-minute videos will be created for various benefits and will be announced during open enrollment. Arrangements for counting web site "hits" will be arranged then.

Institute for International Studies	Innovation	Develop an "international house" in cooperation with the Office of Student Affairs.	A University-wide task force was created to study the feasibility of an "International House" or an "International Floor in a Residential College" and what would be the best approach to take to implement it. Two student surveys were conducted. Results indicate that support for an "International House" or an "International Floor" is mixed. In light of these results, the task force decided instead to plan for developing programming in residential colleges with an international dimension. It was decided that at least one international event per semester be held at each residential college. Planning for this approach is underway.
	Excellence	Develop a series of programs/events/activities that contribute to the achievement of the University's diversity plan.	The following programs/events/activities in support of the University's diversity plan were developed or funded by IIS. 1. Hosted a Guatemalan movie director for the screening of his movie El Regreso de Lencho. In addition to the screening, the director met with students from a script writing class and from the Spanish Department (Fall 2011). 2. Partially funded Cinema International (2011-12 academic year). 3. Coordinated International Week (Fall 2011), including 4. Coordinated Multicultural Night (Spring 2012). 5. Coordinated the Scholar in Residence Program, which pairs a visiting scholar with each residential college for the development of programming with an international dimension (Spring 2012). 6. Participated in Multilingualism panel discussion (Spring 2012). 7. We worked to diversify study abroad participation. 245 total students studied abroad during Summer 2011, Fall 2011, Full year 2011-2012, Spring 2012, Spring Break 2012. The breakdown of students from underrepresented groups is the following: Students with disabilities-10 (4%); Males-81 (33%); STEM fields-24 (9.7%); Race: Asian/Pacific Islander-7 (2.8%); Black/African American-9; (3.7%); Hispanic/Latino-1; (.4%); Native American-1 (.4%); Other-2; .8%
Institutional Advancement	Innovation	Develop a new donor recognition hall (Hall of Benefactors & Distinguished Alumni) in the RBIC building funded by a private donation. Additionally, complete the 2nd floor of the RBIC Building in order to create a new Office of Development to assist with our work in raising private funds for MSU. Dedicate this facility at Homecoming 2012.	This project is underway and is scheduled to be completed in August 2012. The gift of \$1.1 million from Dr. Jesse D. Jones, Baton Rouge, LA enabled this project to become a reality. At the June 1, 2012 Board of Regents meeting, the RBIC Building was re-named Heritage Hall and the donor recognition space, Hall of Benefactors and Distinguished Alumni, was approved. This new facility will provide a new recognition hall that will honor our donors, alumni, friends, distinguished faculty and staff. Also, a new Office of Development will be created to allow for an enhancement of this office and related operations and activities. This new facility and donor recognition space will be formally dedicated at Homecoming 2012.

	Community Outreach	Begin the process of completing our campaign, Hold Thy Banner High, as we move toward a \$70 million "stretch" goal by October 2012. Campaign closing events will be held at Homecoming 2012.	As of May 11, 2012, we have raised \$66.95 million. Exceeding our original goal by more than 11%. We are working toward \$70 million by October 12, 2012. It will be very close!
Judicial Affairs/ Governor's Minority Student	Innovation	Develop an online disciplinary process as it relates to contacts, follow - up, letter generation and conduct resolution.	Still pursuing this option, working on collaboration with Residence Life to secure funding for computer program that will provide these services. Met with vendor and now working to secure funding.
	Community Outreach	To continue to provide area middle-high school minority students an opportunity to have an on campus experience exposing them to the college environment.	Achieved, providing on campus college experience for 45 students as they attend college classes of Math, Technology, Public Speaking, Reading/Writing, and Leadership.
Office of Multicultural Affairs	Innovation	Provide support services that foster multicultural students' leadership academic and social development: Expand use of Black Board to enhance student's involvement in OMA programs and activities.	Develop weekly study hour assessment survey to be completed on the blackboard system. (Fall 2011) (COMPLETED)**Developed and implemented weekly study hour assessment survey utilizing Blackboard. Piloted the survey with the Diversity Scholars Program. Develop a comprehensive Midterm assessment to be completed on the blackboard system by students participating in the Diversity Scholars Program and the Emerging Scholars Institute to assess and develop strategies for student support. (Fall 2011) (COMPLETED)**Developed and implemented a Midterm assessment survey utilizing blackboard with students participating in the Diversity Scholars Program and the Emerging Scholars Institute, conducted the survey Fall semester. Have an Independent Verification and Validation prepared to evaluate the work products generated by the Office of Multicultural Affairs relative to the design and execution of retention programs and activities. (Spring 2012) (COMPLETED)**Independent Verification and Validation was completed January 17-19.
	Partnerships	Be a resource on campus with regard to multicultural and diversity issues: Collaborate more effectively with the Office of Recruitment.	Meet once a semester with director of Office of Recruitment and Associate director to establish joint timelines and benchmarks. (Fall/Spring 2011-12)**Met four (4) times each semester with Associate Director for the office of Recruitment and once each semester with the Executive Direct of Enrollment Management. (COMPLETED) Create a collaborative plan for multicultural retention and recruitment with the Office of Recruitment (Spring 2012) (IN PROGRESS) **Working with Admissions staff to get correspondence out to incoming freshman about OMA programs and support services. Sending series of emails and letters to improve awareness of OMA to parents and incoming students. Coordinate activities and objectives of MPAC to compliment retention and recruitment efforts of University: Connect OMA Jump Start weekend with Summer Orientation. (Summer 2012) **Developed meet and greet for parents following the end of each summer orientation to

			share information on MPAC and ESI (IN PROGRESS) Create a retention and recruitment publication to be utilized for all potential and current students. (Spring 2012) (IN PROGRESS)**Combining three publications previously used by OMA and the Office of Recruitment into one multifunctional publication. Expected draft to be completed by July 30, 2012.
Office of Recruitment	Innovation	Online reservation system for all Office of Recruitment programs (Campus Visits, Summer Orientation, Racer Days and Dessert Receptions).	We have fully implemented the online reservation system for campus visits, summer orientation and extended orientation camps. In addition, to date, we are up 361 campus visits, 85 summer orientation attendees and 25 in our extended orientation camps.
	Excellence	Focus on personal customer service for prospective students and their families.	We have implemented personal follow up calls with our daily campus visits, along with our online survey after a prospective student visits campus. We also hosted various events in key areas to visit with students and discuss MSU.
Office of the Associate Provost for Graduate Education and Research	Innovation	Reconstruction of the Indirect Cost formula for MSU to aid in external grant production.	In the fall of 2011 and bridging in to the spring of 2012 the university indirect cost structure was reconstructed to provide grant obtainers with a 12.5 percent stake of the formula. This new formula, containing the 12.5% incentive for grant writers, will begin July 1, 2012 and hopefully serve as a benefit for those writing grants that produce indirect costs. The formula will be monitored every 2-3 years for other changes that need to be made to stay current with the needs of the university.
	Excellence	Creation of a MSU Research Council.	In the fall of 2011 and spring of 2012 the Provost Office worked with both the Research Policy Committee (RPC) and the Committee on Institutional Research (CISR) to better align the functions of each. The small working group realigned the budget management of each to more effectively allow funds to be tracked and utilized. All of the award functions were transferred to the RPC as well to streamline the number of groups selecting awards. The RPC results were implemented in March 2012 and the CISR results are set to be implemented July 1, 2012 with the new fiscal year.
Office of the Associate Provost for Undergraduate Education	Innovation	Develop a Four Rivers Teacher Academy to increase the number of River Counties high school teachers with graduate coursework in their content areas.	School Superintendents, counselors and benefactors requested that graduate coursework be made available in English, Communication, and Mathematics. Department chairs in the three target areas selected 18 hours worth of courses that will be taught in formats that will make it possible for full-time teachers in the river communities to enroll. The President agreed to provide 50% tuition scholarships and to waive application fees for the 12 teachers who will participate in the Teachers Academy. We currently have four teachers who will begin taking MSU graduate classes this summer as part of the Teachers Academy. (Two of the four teachers plan to take two classes this summer.)

	Outreach	Develop a college readiness opportunity for high school students in the river counties.	We taught a three credit College and Career Readiness course for students in the four Rivers High Schools. We also visited one of the high schools. Students and guidance counselors gave the course and instructor very high ratings. Unfortunately, we were unable to fund the mentors and trips to MSU. It is too early to determine whether the students who took the College and Career Readiness course will attend MSU in the fall.
Office of the VP Student Affairs	Innovation	To develop new strategies and plans to address student retention through Student Affairs.	Develop a freshman student survival guidedue to delay in hiring Director or Retention, this did not happen. Draft copy was developed. Develop periodic parent newsletterse-mail versions sent out. Revise the current "Retention Time Line"complete.
	Partnerships	To further develop and enhance the residential college system at MSU.	Create a new marketing and promotion strategy on residential college importance-in progress. Enhanced outreach to faculty/staff (encourage participation)each College developed a plan to enhance/increase academic programming and connections. *Enhanced tutoring, classes in residence and faculty led programs and involvement in each RC-Increase number of debate/academic teamsall colleges had an Academic team and debate team number of intramural teams were increased Enhance ombudsman/advisory role of College Headdone-Revise FYL program with College Heads - In progress with hiring of New Retention Directornew training program now in place- Increase the participation of international students in residential colleges created International Housing Committee to look at ways to better meet needs of International students and have them become more active in the life of each RC. noted increase in number of International students attending programs. hired 2 International RAs.
Procurement Services	Innovation	Improve Procurement's role in Banner training by developing flash movies on general and specific topics that can be shared with the campus through the web.	Procurement has successfully created, edited and posted the first flash movie instructing campus users how to add 'line item text' in requisitions. The flash movie is posted on the Knowledgebase help screens for campus users. Feedback has been positive, and a second flash movie is in the initial stages.
	Excellence	Provide different inventory tag system for electronic equipment under \$500 that department can use to account for those items.	1. Tracking Instructions were completed and distributed to the departments as electronic equipment under \$500 was purchased and tagged for security reasons. 2. An inventory spreadsheet was completed and distributed to the department as electronic equipment under \$500 was purchased and tagged. 3. Tags for equipment under \$500 have not been purchased at this time. We are using the current blue tags. 4. Tags, spreadsheet and individual instruction are provided to departments as part of this educational process. 5. The departments have a better understanding leading to increased efficiency and accuracy.

Provost and Vice President for Academic Affairs	Innovation	Seek approval for the establishment of an Office of Institutional Effectiveness.	This goal was met. MSU will benefit from having an office to coordinate the myriad of assessments expected by SACS, CPE, and programspecific accrediting agencies. Dr. Kelley Wezner was hired to direct the office.
	Excellence	Mentor and Assist New Dean Susan Muller in examining efficiencies and identifying potential new programs in the College of Health Sciences and Human Services.	This goal was met. Weekly meetings with Dr. Muller took place throughout the year. The new major in Youth and Nonprofit Leadership currently has approximately 70 majors. A major in community health will be proposed in the fall of 2012. Two departments in the college were restructured and it is anticipated that this will lead to greater efficiency for college operations.
Public Safety/ Emergency Management	Partnerships	Create a safer campus community by increasing individual disaster awareness and preparation.	Murray State University updated the Campus Building Coordinator Program to improve the campus community's safety. Existing Emergency Procedures guide lines were edited with revised content. This included updating emergency procedures power point training programs. Meetings were held with Building Coordinators explaining program updates, as well as discussing building security issues. The updating and re-emphasis of the program increases safety awareness on the entire campus. Another Campus Emergency Response Team (CERT) course was completed during the fall of 2011 semester. Twenty four individuals on campus received the FEMA training which includes first aid, incipient fire control, search and rescue, and elements of incident command training. The program also supplied each CERT member with a back pack with light rescue equipment, and a first aid kit. Quarterly emails with CERT training links help to refresh the training to the CERT- trained individuals. In all, over forty MSU faculty and staff have received this training in the last three years.
	Excellence	Revitalize department-wide commitment and participation in the Kentucky Law Enforcement Council's Career Development Program.	Ongoing: Evaluate training and educational accomplishments of all law enforcement personnel. Assessment of personnel training indicated and identified an immediate need for prioritize training in Behavioral Assessment Skills Development for sworn officers. In a partnership with Department of Criminal Justice Training and Four Rivers Behavioral Health Center, all officers have been trained and certified in methods of response to situations where emotionally disturbed individuals are involved. Additional training goals and ongoing assessment for sworn officers will focus on the following areas: computer crime and rapid deployment. The departmental goal is to have all sworn officers certified in many areas to ensure the department's professional standards and service to the University community is proficient.

Regional Stewardship	Innovation	Host the KY Engagement Conference for the state in conjunction with International Education Week.	 Hosted the sixth annual KY Engagement Conference on November 17-18, 2012 in conjunction with International Education Week on campus. The theme was International Engagement: Your World to Explore. The event was successfully promoted to all state public institutions with 100% participation in sponsorship. A total of 150 participants responded with 80.5% rating the conference as overall excellent or good.4.A local service project with an international focus call "Kids Against Hunger" was conducted during the event in which all participants worked to stuff over 750 bags of food to be shipped to staring kids all over the world. Careful planning and resource management resulted in the conference saving over \$8,000 to be forward to next year's event.
	Community Outreach	Expand the scope and reach of the regional grant funds to include new initiatives centered on K-12 educational activities.	 Developed a successful relationships with the Four Rivers Foundation and expanded course offerings to area High School Juniors & Seniors through the Racer Academy. Developed a Teacher Academy to encourage teachers in the "river counties" to complete the course work needed to be able to teach MSU courses in the high schools in their selected fields of study. Hosted in conjunction with the College of Education a College & Career Readiness Summit on June 13 involving over 350 educators and 60 community leaders. Provided grant funds to support the expansion of Junior Achievement into the western region and successfully established 5 programs within the first year. Worked with the College of Humanities & Fine Arts to provide Shakespeare teacher training to middle and high school teachers in the region and followed that up with live performances on campus to support the learning. Provided regional grant money to fund "the Science Guy" Jason Lindsey to promote STEM education in all 18 counties by visiting every school and engaging students and teachers in science experiments.
Registrar's Office	Innovation	Implement new degree audit system.	A new degree audit system (DegreeWorks) was purchased December 2011. Our school was put on a 6-month waiting list before we could begin the implementation. We will begin implementation in September 2012 and expect to have Go Live for Phase I by Fall 2013. A new position (Programmer/Analyst for Academic Services) has been created. The position is expected to be filled by August 2012.
	Community Outreach	Establish myGate training sessions.	A new degree audit system (DegreeWorks) was purchased December 2011. Our school was put on a 6-month waiting list before we could begin the implementation. We will begin implementation in September 2012 and expect to have Go Live for Phase I by Fall 2013. A new position (Programmer/Analyst for Academic Services) has been created. The position is expected to be filled by August 2012.

School of Agriculture (now Hutson School of Agriculture)	Innovation	Expand the Racer Academy of Agriculture.	 The Hutson School of Agriculture FLEW by the goals/objectives for 2011-12 by enrolling 322 students in the Racer Academy of Agriculture during the fall and spring semester. This is a 177% increase as compared to our goal of 75% increase. We achieved this increase with no additional resources committed by the university. With the enrollment increase in the Racers Academy of Agriculture and the additional 50 traditional students we enrolled, 72% of the enrollment growth of the university between fall, 2010 and fall, 2011 can be attributed to this program. The Hutson School of Agriculture Racer Academy of Agriculture now includes 4 classes that can be offered for dual credit with high schools – AGR 100 Animal Science, AGR 199 Contemporary Issues in Agriculture, AGR 133 Field Applications for Agriculture and AED 104 Agricultural Educati on, Leadership and Life Knowledge. Twenty seven high schools partnered with us to offer credit in the Racer Academy of Agriculture classes. We were not able to secure funding in the 2012-13 budget for a full-time Racer Academy of Agriculture Coordinator. However, we have made internal staffing changes to support such and have a commitment of resources from the President and Provost to support the program for 2012-13.
	Partnerships	To research, develop plan and implement plan for providing "green" energy solution to heating of the Equine Instructional Facility.	This is not only a partnership project but it is also the #1 Innovation for Impact project for the University as promoted by President Randy Dunn. 1. We have researched and planned our worknow we need to work our plan. We have identified the LEI product BB 100 bioburner for a pilot testing site at the Garrett Center and a LEI BB 500 bioburner system for the Equine Instructional Facility. 2. Through the West Kentucky Bioworks initiative, we have developed plans for a BioEnergy Demonstration Center at MSU. Phase I will be at the Garrett Center and Phase II will be at the Equine Instructional Facility. A \$798,000 grant for potential funding was developed in coordination with WK Agbioworks partners and submitted to the Kentucky Energy Department. A \$12,000 CISR grant was obtained to support this initiative. 3. Two visits were made to LEI in Madisonville and LEI personnel have made two visits to MSU. 4. The WK Agbioworks plan was developed and submitted to Dr. Dunn for approval. As of May 17th, the plan has been approved and work is proceeding. A special Public Relations event is planned for July 12th. 5. Process of Procurement for Pelletizer and Bioburner is underway. Pilot Research to begin fall, 2012. 6. Planning and Work in Progress.

School of Nursing	Innovation	Initiate provisional admission to the RN-BSN program for ADN students at the 4 outreach community college sites (Madisonville, Hopkinsville, Henderson, and Paducah).	 The two RN-BSN coordinators were present at all scheduled provisional admission days at the four campus sites. Ten students were admitted into the RN-BSN program at this point. This is 1/2 of proposed goal, but the number of 5 per site was probably a bit ambitious for the first go-around of this strategy.
	Excellence	Admit 1st DNP class to start Fall 2012.	 DNP postcards were developed and mailed to various sites. The university graduate recruiter, Amanda, was also given a supply of the materials. Two faculty members were trained to update the SON WEB site - this is occurring on a more regular basis. We have attended several regional recruitment fairs. Materials have also been sent with our RN-BSN coordinator when she attends community college fairs. The COA application (nurse anesthesia accreditation was admitted on time. The DNP is deferred based on the lack of a doctoral prepared CRNA on faculty. Trover continues to search actively for a person with a doctorate. Fall 2012 anesthesia students will be in the MSN program. DNP students have been admitted for Fall 2012. Eight FNP students and seven post-masters students will start in August 2012.
Springer-Franklin Residential College	Innovation	Springer/FranklinResidential College will focus upon freshmen students during the 2011-2012 academic year. The Residential College Council will create for a Springer Hall Freshman Representative and a Franklin Hall Freshman Representative to the RCC's Executive Board.	The Springer/Franklin RCC Executive Board selected Freshmen Representatives from both Springer and Franklin Halls. The Freshmen Representatives were responsible for editing a biweekly "Springer/Franklin Spotlight" residential college newsletter that reached both residents and commuter students through electronic mailings during both the Fall 2011 and Spring 2012 semesters. The Freshmen Representatives influenced new programs such as a well-attended Halloween Party and a Freshman Field Day during the Fall Semester and an International Game Night during the Spring Semester. Freshmen Representatives encouraged freshman attendance at Springer/Franklin College's FYL Spaghetti Dinner during the Fall as well as a record number of attendees at both the Land Between the Lakes Hike and the Freekee Teekee outdoor lawn party in the Spring Semester.
	Outreach	Springer/Franklin will extend its community involvement by increasing its service activities. The RCC and Housing Staffs will assist local organizations with funding and other support during 2011-2012. Springer /Franklin will offer assistance to West Kentucky Mentoring as well as Horses Inc. and the Merryman House domestic violence shelter.	During the Fall of 2012 Springer/Franklin College Members cooked hot dogs for approximately 12 children from West Kentucky Mentoring and accompanied them to a Racer football home game. The college also raised approximately \$170 dollars through its Sigma Eta Honor Society and Floor Penny Wars for Horses Inc.'s therapeutic riding program. The college also raised \$200 on behalf of the Merryman House domestic violence shelter. In addition, through a pumpkin painting program, college members assisted more than fifty community children at the Curris Center's Fall Festival.

SSLD	Innovation	To create a student ambassador program to assist with recruitment of new students.	For the 2011/2012 academic year, the OSDS Office established a Student Ambassador Program. Guidelines and selection criteria were established. Eight students were selected and received leadership training through enrollment in GUI 252 (a two-credit hour seminar in leadership development). Throughout the year, student ambassadors represented our office during various university functions including Racer Days, Summer Orientation and Smooth Move (our early-move in program). The ambassadors completed leadership activities in the office that included sponsoring a canned-food drive at Christmas and preparing refreshments for all OSDS students during finals week.
	Partnerships	To develop a public relations plan to inform the University community, area guidance counselor, school administrators, and rehabilitation counselors of the accommodations and enhanced services available through the Office of Student Disability Services.	A public relations plan was developed for the OSDS Office to inform the campus community, high school counselors, parents, and incoming students of the enhanced services and accommodations available through our office. During the academic year, OSDS Staff made presentations to the following groups: • Parents and students at all Summer Orientations • Racer Days • African American Student Services • College-Wide Faculty Meetings • New Faculty Orientation • Financial Aid Workshop for high school counselors/administrators, and vocational rehabilitation counselors. • Office of Recruitment staff • Transitions classes • College transitions fairs for local schools and the Kentucky School for the Blind. • Writing Across the Curriculum (a presentation for faculty entitled: Strategies for Teaching Diverse Learners). In addition to presentations, OSDS Staff met with high school juniors and seniors and their parents during campus visits to MSU. Packets were disseminated to all potential new freshmen upon request. Finally, the OSDS website is being updated to reflect current services and accommodations.
Student Financial Aid	Innovation	Our office will begin automation for the first level of packaging with daily imports into Banner starting with 2012-2013 year. Also included in this goal is to have the majority of federal and university aid for all freshmen awarded by March 15.	Our office has reviewed and will be moving toward automating our awarding system. There are daily imports into Banner with student notification of documents needed to award their financial aid/scholarships. Our office was successful in awarding Federal, State, and Institutional aid by March 15.
	Community Outreach	Implementation of the Financial Aid calendar shared with IT and Bursar's Office which will include dates, processes, steps, and changes to be implemented.	Our office did monitor and document all processes along with the time line when processes began and dates completed. A time line has been built and added to calendars for Bursar and IT departments to ensure they were aware of our processes and steps from beginning to end.

Student Recreation & Wellness Center	Innovation	Incorporate Innovation in the area of Wellness Education with students by providing opportunities to compare the view of Wellness in the U.S. and abroad.	Exploring the areas of Wellness in the realms of Physical, Mental, Social and Spiritual in the U.S. in comparison with other countries we can see the similarities and differences of people. The students can learn to appreciate what they are provided, but challenged to appreciate what others experience as well. It also encourages them as people to be the best they can be in all of these areas. As Murray State has a large international population this is as added plus! Proposals to teach in Spain and Scotland were submitted, and accepted, and promoted the dates at the Study Abroad Fair and in classes through the use of brochures and verbal means. Scheduled in the fall for Spain and in the Spring for Scotland. Worked with Melanie McCallon of the Study Abroad Office and the other trip leaders and teachers regularly and scheduled class times and flights, transportation and events. Targeted number of students: 20 was achieved for the Spain class which went over Winter Break and six for the Scotland class so the total was 6 more than expected. They were both wonderful classes with great students and I feel our goals were all met!
	Excellence	Look at our current ways of fitness assessment at the Wellness Center and improve as needed.	Attended provided trainings and met with our assigned MSU Assessment coordinators (Kelley) during the fall semester to determine the best means of assessment for our center. Looked at what we are doing currently and built based on our current mission statement as well as implemented new assessment procedures. Met and sent proposed info, have received input and resubmitted once and am working on the final tweaking now.
Student Support Services	Innovation	Obtain a module in Banner that allows special population participants to be tagged.	I met with Registrar Tracy Roberts to discuss the possibility of "tagging" students in Banner for reporting and retention purposes. She said this feature is available and is something that she can and will do for us. We are collaborating this summer to decide exactly which way to "tag" students to be the most useful in our retention efforts.
	Partnerships	Host a meeting of regional SSS/TRiO Directors.	Due to lack of outside funding, we were not able to sponsor this event. I would like to do this in the future, especially before we write our grant proposal for future funding. I think the collaboration with other professionals will be beneficial in securing funding for our grant.
Teacher Education Services	Innovation	To train 100 cooperating teacher and university supervisors in co- teaching, mentoring, and assessment literacy as measured by number attending and participant evaluation.	 Six people attended co-teaching training provided by Saint Cloud, mandated by EPSB on June 11 and 12, 2012. Due to the dates of the training, we were not able to implement this goal during 2011-12. We plan to implement it during 2012-13.

	Excellence	To review and revise admission to Teacher Education standards.	 New standards were approved and are in place for implementation beginning fall 2012. Students were oriented to the new and old standards during 2011-12. Measures were taken to inform all students about the changes in the admission criteria. Efforts were made to admit as many students as possible under the old guidelines to reduce financial burdens on our students and to prevent any miscommunication.
Teacher Quality Institute	Innovation	Plan and present a regional summit that will involve not only the education community but the business and local communities as well. The major focus of the conference will be college and career readiness.	The College and Career ReadinessInnovations in Education Summit was held in Alexander Hall at Murray State University on June 13. The Summit was the culmination of extensive planning and working partnerships during the 2011-12 year. Over 60 different sessions for teachers were presented throughout the day focusing on college and career readiness. Approximately 250 participants attended the sessions. Sessions were also presented for community and business leaders and school administrators. Kentucky's First Lady, Jane Beshear, and Dr. Chairs McGaughy provided keynote addresses to the group. The Summit was funded by the Teacher Quality Institute and a grant from the Council on Post-Secondary Education. Certificates for professional development activities were given to each participant. Each participant filled out an evaluation at the end of the day. The evaluations were tallied and submitted to the committee members. There were 205 participant evaluations returned. 95% of the participants evaluated the Summit as "relevant and purposeful." 93% indicated that it furthered their professional goals and 96% said that what was learned at the Summit would further student achievement in their school or district. The planning committee is meeting to determine the next steps and future plans. The Teacher Quality Institute is committed to finding ways to deliver quality professional development to the teachers in our service region.
	Partnerships	Provide professional development for regional schools and school districts to implement Program Reviews as a part of Kentucky's Unbridled Learning.	The Teacher Quality Institute (TQI) has been a vital part of assisting regional schools in meeting the requirements of Senate Bill 1 and Program Reviews. During the College and Career Readiness Innovations in Education Summit, TQI focused on planning and presenting sessions that dealt specifically with professional development in the content areas of the Program Reviews. Regional teachers seldom have an opportunity to attend professional development targeted to their particular subject. The Summit afforded those opportunities, particularly to teachers in the area of Humanities and Fine Arts. Participants in the Summit evaluated the program and those are available in the College of Education. The evaluations were positive and TQI is exploring ways to continue this type of focused professional development. TQI Faculty Scholars and Distinguished Practitioners worked in the regional service area to provide professional development to teachers and to aid in the

			classrooms. TQI personnel had contact with 23 high schools, 16 middle schools, and 17 elementary schools. The TQI staff had direct contact with over 4,000 students. 927 teacher contacts and 115 administrator contacts were made throughout the year. Some exemplary programs during the year include a professional development day with science teachers in Hickman County. The focus was on developing, reading, and interpreting graphs. This is a skill that students had not been successful with on the EXPLORE and ACT required by Senate Bill 1.
Undergraduate Admissions	Innovation	Automating the Academic Achievement Scholarship.	This process was implemented in November of 2011. We were able to award the Academic Achievement Scholarship with greater accuracy and speed than in the previous year.
	Community Outreach	Setting up and online orientation for the Racer Academy Students.	A Facebook page for Racer Academy has been established for students to ask questions and receive answers usually in the same day. The orientation piece is still a work in progress. Orientation for local students will be done in person with a staff person.
Undergraduate Research	Innovation	Faculty Professional Development around Undergraduate Research.	Dr. Elwood Parker, Guilford College, visited Murray State University on March 30 to present a day-long workshop on inquiry-based learning entitled "What is the BEAUTIFUL Question?" This professional development effort was in partnership with the Center for Teaching and Learning Technology (CTLT). We continue to make it a priority to provide these development opportunities to faculty to better engage students in active, hands-on learning. Going forward, we will continue these efforts and plan to more specifically target faculty in the first 5 years of service to become involved in these types of hands-on learning opportunities.
	Excellence	Freshmen Showcase: Undergraduate Research is Possible.	We proposed hosting a "Freshmen Showcase" similar to our annual Scholars Week celebration. We envisioned this to be done in partnership with 099 Transitions courses to increase awareness of students engaged in faculty-mentored experiences. Due to limited resources within our program and no additional funds being made available for this goal, we were unable to offer this showcase.
University Bookstore	Innovation	To explore advances in digital technology and electronic publishing and take full advantage of the promise of these revolutionary new technologies.	University Store met with the e-book faculty committee, where it was determined that individual faculty members would decide if they wanted the bookstore to offer textbooks in digital format for their courses. The textbook order form was revised to reflex this decision. RFP process began for a new Point of Sale/Inventory Management system that included an e-book interface. RFP was awarded and contract signed 6-14-12. Hired Andrew Dowdy as Assistant Director to supervise and evaluate all book departments. Employment began on 11-7-12. He attended educational sessions at the National Association of College Stores CAMEX convention in March 2012 to learn about the changing textbook industry. Thus far our results are immeasurable, as the system will not be installed until 10-4-12.

	Partnerships	To purchase and implement a total store system that will provide applications to insure better profitability.	The search committee was selected and explored options for the new Point of Sale/Inventory Management System that would accomplish all our goals. A bookstore team traveled to Columbia, Missouri to learn more about the MBS system and then to Chicago, Illinois to work with the Booklog/Follett system. It was determined that either system would be a nice fit. The RFP process began, proposals reviewed, award was made and contract signed 6-14-12. Andrew Dowdy was hired as Assistant Director, a position that included responsibility for all system related issues. The Booklog System is scheduled for implementation on October 4 and 5, 2012. The software includes interfaces with Banner for financial aid, student charges, e-commerce, FolletteBook, Touchnet and modules for course materials management and book rental, and is PCI compliant.
University Communications	Innovation	Develop an internal structure similar to an ad agency to better serve communication needs.	We will promote an employee to Dir. of Print media, appoint a current employee to Manager of Social Media, continue with our efforts in web media and also appoint an interim manager of digital media (video) while searching for the permanent position. We plan to do a staff/faculty survey in the spring semester to measure satisfaction throughout campus for our services - completed the restructure and completed a partial survey (regarding web services). The remainder of the survey will be distributed in Sept.
	Excellence	Implement our social and digital media plan to advance the Murray State message.	Through digital and social media we will measure the engagement our constituents have with us (video views and engagement with social media on Facebook and other social mediums). Another measurement is enrollment numbers. We want to assist the university with enrollment and capital campaign goals. Many measurable goals have been met - number of views on web, number of likes on Facebook, number of mentions on twitter. Continued ROI is required this fall to determine where to focus our resources.
University Libraries	Innovation	Library Mobile Services.	In the Planning Goals document, the library indicated intent to investigate and implement innovations for mobile services. Through donor support we expanded the iPad Fleet to 20 devices; the devices were checked out 203 times. In spring of 2012 the library launched a mobile version of its website, which received 762 hits in April and May. The mobile version of the website and an app (being developed) will serve as the "portal" for mobile versions of our subscribed content, and the library is investigating methods of sending "push" notifications for tailored and targeted research projects for research-intensive faculty.
	Excellence	User Services.	In the Planning Goals document, the excellence imperative was addressed through new efforts in user services. This was achieved organizationally through the hiring of a Director of Public Services. Operational measures of this goal indicated in the planning document

			were use of pay- per-view (which was expanded to all faculty from the pilot with CSET), use of document delivery (which was expanded to include students in 2011-12), and more customized instruction with academic departments. Pay-per-view was utilized 816 times; Document Delivery was utilized 785 times, and 309 instruction sessions were taught, reaching 6,718 students. Next steps include increasing the vendors we work with to provide transactional access to resources and to develop a list of research-intensive courses for targeted assistance with students and faculty.
University Studies	Innovation	Develop and Assessment Plan.	With the assistance of Dr. Latricia Trites and the University Studies committee, we have developed a comprehensive assessment plan for University Studies. Stage I of the plan was implemented in spring 2012, and we have a three-year plan that will allow us to assess all the courses in the program.
	Excellence	Implement the University Studies Assessment Plan.	We implemented Stage I of the plan in spring 2012. We will revise the University Studies website this summer and post to that site both the overall plan and any data we will have generated over the course of the past year.
Upward Bound/ Grant	Innovation	To incorporate the use of technology, including but not limited to iPads, Mac's, kindles/nooks, during monthly school visits and campus meetings during the 11-12 academic year with Upward Bound participants.	We were not able to get the additional iPads until spring semester. By that time, we had certain activities we were required to do. Participants were able to access the Mac computer and laptops when they were on campus. We did not achieve this objective like I would have seen happen. We now have the resources, just not the program.
	Community Outreach	To conduct school visits twice a month at the area high schools where Upward Bound participants are served.	Staff did an amazing job of conducting school visits. Staff and school personnel were in constant contact regarding participant progress. We were unable to increase participation at one of our schools; however, it was not from lack of trying. Staff were at the school twice a month for three months, with no students completing applications. We currently have 67 active students while dropping only two during the academic year. Increased retention significantly. Schedules did not allow staff to conduct two school visits a month. It was written into the next grant to require two school visits a month.
VP Finance & Administrative Services	Innovation	Determine if the current financing plan for renovating six residential facilities is the best method of long-term financing.	In determining the best method of financing, the most cost effective and innovative plans will provide greater benefits for university residential students and prudent stewardship of state funds. Measurement will be successful completion of residential facilities during a reasonable time period (4 biennia) and effective cost basis. Progress: Recently awarded contract to MGT, Inc. to provide consultation on housing system options.

	Excellence	Determine internal procedures with regard to maintaining an appropriate level of unrestricted net assets (Reserves).	An appropriate and adequate level of unrestricted net assets strengthens the University's financial positioning should the need for contingency funding arise. Measurement will be based on annual comparison of unrestricted net assets to other selected Kentucky public universities at June 30 and other benchmarks. Progress: Measurement will be made upon completion of audits at benchmark universities.
White Residential College	Innovation	Expand services that assist freshmen receive advising to ensure that all freshmen create career plan.	The results of the freshmen survey and commuter survey (Survey Monkey) were applied to decisions for improvement in programs. Primary barriers to participation for the commuter students were the following: work/employment (25%), inconvenient date/time (75%), and family responsibilities (50%). The freshmen survey respondents were satisfied in the following areas: academic advising (96%), climate (91%), academic and social programming (95%), and tutoring (98%). Ninety-three percent of respondents said that the study skill seminars prepared them for their major courses. Satisfaction with the residential experience was tied strongly to satisfaction with programming and community development initiatives which facilitated interaction between and among students, faculty and staff.
	Partnerships	Strengthen the perception and experience of Murray State University as welcoming and supportive of diverse populations, backgrounds, and perspectives.	Fifty-five percent of students said that they were more likely to consider themselves aware of events related to diversity. From 2011 to 2012, survey data showed increased agreement that the White College administration leadership with respect to diversity, social inclusiveness, and the residence hall climate for underrepresented students had improved. Ninety-eight percent of students were very or somewhat satisfied with the Bully Free Zone seminars in 2011, compared to 94% in 2010, including an increase in the percentage that report being very satisfied from 42% to 46%. More than 96% of the students said that White College implemented effective, measurable processes to recruit, retain, and support diverse students.
WKMS-FM	Innovation	WKMS will collaborate with Digital Media Services for inclusion of KET programming on its radio schedule as well as expanding a content-collaboration with DMS.	WKMS added KET's Kentucky Tonight, One to One and Connections to its broadcast schedule in January, 2012, and we have received positive listener feedback about it. WKMS is also covering ROMP music festival in Owensboro June 2012 with DMS to see how further collaboration might emerge. We have initiated a practice of live broadcasting of music festival performances as allowed by artist release, which is new for us and most public radio stations that more often rely on bringing post-performance recordings to air.
	Community Outreach	WKMS will continue to plan and execute monthly meetings with listeners and the community as well as potential major donor prospects throughout its coverage area.	We continue to explore the most efficient way to meet our listeners in the communities we cover, but we have not had a Meet and Greet official event yet this year. On the other hand, we have had a live presence for 3 days at the Lowertown Arts Festival in the Lowertown Community in Paducah which allowed us lots of face time with listeners

			from all over the region who dropped by the WKMS tent. Also, we've had a presence at all concerts of the Paducah Symphony Orchestra - if not a member of staff, a volunteer listener. We are convening a meeting of the WKMS Community Advisory Board June 7, 2012 to review a brochure and discuss programming changes. We are also planning a listener reception/fundraiser at Eddy Creek Marina on August 9, 2012, hosted by a major underwriter on the station.
Women's Center	Innovation	To educate the entire campus & surrounding community about selfinjurious behavior (with a focus on cutting) & help everyone know & understand the warning signs & ways to approach someone that often leads a sufferer to seek help more readily.	1. Develop an engaging program that helps participants be sensitized to the complexity & multiple causal factors that lead a person to engage in self-injurious behaviors. (Sept Oct. 2011)-Done. 2. Encourage faculty in relevant disciplines to have their students attend the program on November 14, 2011, urge Housing staff to have RAs attend as a professional development activity, and promote the program to everyone across campus (Oct. 10-Nov. 13, 2011)-Done. 3. Invite teachers of local middle and high schools to attend the program by sending letters, emails to guidance counselors, and an article in the local newspaper. (Oct. 17- Nov. 10, 2011)-Done. 4. To have attendees evaluate the program with 75% indicating the program as extremely beneficial to beneficial. (Nov. 14, 2011)-evaluation done; do not have results due to director Retirement.
	Excellence	To increase the visibility, knowledge, and support of the Women's Center—its programming, resources, services, volunteer and internship opportunities as we celebrate the past 20 years of its existence while planning for the future.	1. Organize, plan, promote, and host an Open House during the fall semester for faculty, staff, students, and local community. (Sept. 2011)-Done. 2. Work with the Office of Development and Kate Reeves of Wrather Museum, and Mary Sue Hubbard of MCCH to establish a MSU "women's hall of fame" and choose a woman in Murray State's history to honor as well as decide what name to give to this annual recognition (e.g., "Women Moving History Forward", "Celebrate Women: Our History is Our Strength", "Women of Vision and Courage", etc. (Nov. 2011)-still in progress. 3. Plan, organize, and host a 20-year anniversary celebration of the Women's Center existence and invite on- and off- campus individuals as well as alumna who have past affiliations with the Center to return for the celebration. Announce the person for whom the new "hall of fame" will be named and share the criteria for selecting future recipients for the award. (Feb. 2012) done with exception of names for Hall of Fame. 4. Announce the establishment of the Women's "hall of fame" (by the name decided upon) at the annual "Celebrate Women" luncheon. (March 28,2012)-not done.

Wrather Museum	Innovation	programs to draw faculty and staff to the	The museum hosted a Smithsonian Exhibit which attracted 4,000 people to the museum.
		museum.	
	Community	The museum will add to its growing	The museum added additional artifacts to the museum and borrowed
	Outreach	collection of artifacts. That makes people	artifacts to do exhibits.
		who donated them want to come to visit	
		the museum and have a connection to the	
		museum.	