2011-2012 Triple I Goals Submitted by Campus Units

Department/Unit	Imperative	Goal	Objective Timeline
Accounting & Financial Services	Innovation	Provide online direct deposit enrollment for payroll and accounts payable (student refunds and employee travel reimbursements).	This project will be complete once students and employees have the ability to enroll and maintain their personal direct deposit information online. Target completion is Fall 2012.
	Excellence	Provide online access to additional Banner Payroll informational forms to campus users.	Campus training on the use of these forms will be developed and scheduled regularly throughout the year. It is expected that multiple campus users will request access to these forms to facilitate the management of their positions and unit budgets. Target completion is summer 2012.
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.	85% of Juniors and Seniors High School students taking the ACT Test by December of 2012 will improve 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 program will connect with at least 3 new community organizations for the 2011-2012 recruitment cycle; to be completed by January 2011.
Alumni Affairs	Innovation	Create a Student Alumni Association organization.	Develop and utilize a selected group of students for purposes related to alumni functionality both on and off campus. Fall - Research other university student alumni organizations and formulate roles, responsibilities, training material and functions. Jan/Feb - Call for applications and interview process to select members and set executive board. Formal training to take place with 15-20 students. Spring - SAA participating in events/college fairs/reunions/recruitment activities/VIP events, etc.
	Partnerships	Partner with Office of Development for "Racer Roundups" Legacy events.	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. Fall - Set up identification system and information collection with Recruitment Office. Select 5 designated sites to hold events, schedule and host. Spring - Apply awards and make formal presentations at schools/honor days. Assess and add/modify potential key areas for fall events.

Athletics	Innovation	Through partnership with OVC, or unilaterally, upgrade quality and increase quantity of departments web-streaming of sporting events.	Take the necessary steps to build a platform that will produce digital quality broadcasts over the web (i.e. Horizon League). Identify and purchase necessary equipment and complete adequate training. Increase the number of events broadcast by 15%, including enhanced coverage of sports other than football and basketball.
	Excellence	Upgrade athletic facilities to ensure competitive balance with fellow OVC members and regional rivals.	Complete construction on Men's & Women's Basketball Practice Facility. Begin upgrades to baseball facility pending success of fund-raising campaign. Relocate softball complex to campus location adjacent to stadium. Contract with A&E firm to begin preliminary feasibility study of new athletic center. Maintain up-to-date status report on all athletic facilities noting needs & priorities.
Breathitt Veterinary Center	Innovation	Implement utilization of new technologies to improve customer relations, communication, and quality assurance.	(a) Successful implementation of instrument interfaces to the Laboratory Information Management System (LIMS) to improve accuracy and time to reporting. (b) Utilize Facebook, Twitter, and other social networking services to disseminate information to referring veterinarians, livestock and pet owners. (c)Demonstrate progress in achieving full online access to reports, invoicing, and bill payment. (d) Expansion of laboratory wireless network to support mobile devices (laptop and tablet computers) to capture quality management data.
	Excellence	Green Initiative	Implement facility upgrades to increase energy efficiency by replacing existing thermostats and control boxes and install new system controls. The BVC Controls Project will allow for improved environmental temperature control and provide the capability for off-site monitoring during off hours.
Career Services	Innovation	Improved Marketing of the Career Services office.	Increase the Career Services office visibility on social media - all year. Measured by the number of announcements posted on Facebook, Twitter and LinkedIn. Provide Career Services information via face-to-face contacts through information tables in the Curris Center, early Fall. Measured by reports of staff members manning the tables, providing resource materials and subsequent contacts either via email or walk-ins. Increase the Career Services office visibility through participation in campus events such as the Student Organization fair, Parents Weekend, Racer Vision and Career Tab in the MSU News - all year. Measured by the number of campus sponsored events in which we participate.
	Excellence	Increase the utilization of the Experience web-site now known as Racer Tracks	Promote Racer Tracks to freshmen through freshmen Orientation sessions. Promote Racer Tracks to seniors via senior seminars. Promote Racer Tracks to the campus community via MSU News. Promote Racer Tracks to the campus community through Racer Vision. The evaluation of this Goal will be determined through various reports provided by Experience regarding utilization of that

			web site.
Center for Academic Advising	Innovation		This plan will include a study skill and career exploration course. This course will involve teaching students skills to study effectively and manage their time, and to help them develop other skills to be successful students. Students will also have one-on-one advising sessions with their advisor for support and referral purposes if needed. The career exploration will involve assessments and career counseling as well as career building activities. The measure will be GPA improvement and academic status improvement. This program will require resources for career assessments, textbooks, classroom space, graduate assistant, operational expenses. Possibly Spring 2013. Collecting and gathering of data about undeclared students and researching similar programs. Spring 2012
	Excellence		A program that will include career assessments, career exploration, undergraduate bulletin, decision making. Guest speakers from across campus. The objective is to help students choose a career that fits them and to declare their major before the 60 hour requirement. Spring 2012
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. 2. Our campus will advertise simultaneously with HCC. 3. Our campus Advisor/Recruiter will attend student fairs together, and market our programs together. 4. Our campus Advisor/Recruiter will attend educational seminars or other learning activities together. 5. Our campus will purchase with HCC promotional materials bearing both schools' names.
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.	MSU HRC administration and staff will work with Christian Co. Public Schools administration to co-sponsor and host, at the HRC, a Science Learning Academy for elementary and middle school gifted and talented students in CCPS. MSU will also provide speakers and professor for the event including Jason Lindsey who has been made available through a MSU Regional Stewardship Outreach Grant. Staff at MSU HRC will work in collaboration with the MSU Transfer Center as well Hopkinsville Community College administration to develop and implement a new MOU that will be mutually beneficial and assist each institution in meeting its enrollment and transfer goals.
	Partnerships	Assist the MSU Transfer Center in developing a new memorandum of understanding with Hopkinsville Community College.	Staff at MSU HRC will work in collaboration with the MSU Transfer Center as well Hopkinsville Community College administration to develop and implement a new MOU that will be mutually beneficial and assist each institution in meeting its enrollment and transfer goals.

Center for Continuing Education and Academic Outreach - Madisonville	Innovation	Soft Skills Workshops for Students.	
	Partnerships	Developments of Memorandum of Understanding with Madisonville Community College.	
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.	Murray State Paducah Campus will assist facilities management in the processes required to start the new facility.
	Partnerships	Assist the MSU Transfer Center in developing a new transfer agreement with our four local community colleges.	MSU Paducah will work with administration from WKCTC to get a new MOU written for MSU/WKCTC.
Center for Continuing Education and Academic Outreach - Transfer Center	Innovation	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.	October 31- Submit list of changes of transfer policies and procedures to Academic Council. March 1- Academic Council to approves change recommendations of transfer policies and procedures. July 1- Transfer policy and procedure changes take effect for academic year 2012-2013.
	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.	December 1- Develop a draft copy of partnership agreement for each of the four community colleges. February 1- Meeting with key personnel to negotiate the draft agreements/partnerships. May 1- MSU and the community colleges approve the agreements/partnerships.
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.	Beginning with the pilot project we will track the number of users outside the student labs now using this technology.

	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.	We will track and record the number of faculty utilizing this service by counting the number and department of all faculty attending workshops and one on one consultations with the Instructional Development Coordinator.
Center for TSM	Innovation	Move 2 or more research products to the commercial market place.	Work to create company to transition research products to the market place. The number of license agreements will measure the success of the transition.
	Partnerships	Expand the number of companies that contribute to the TSM program and government agencies that assist with research projects.	Identify five new companies to donate money or services to the TSM program or obtain an increase in funding from existing donors. Increase by five the number of government agencies that take part in TSM research projects. The number of companies or government agencies will provide the measurement of this objective.
Chief Information Officer	Innovation	Complete phase two of the implementation of Virtual Desktop Solutions for targeted desktop computers across campus.	Complete VDI implementation in all centrally managed campus labs. Measurement: number of VDI seats vs desktop computer seats Monitor satisfaction to improve service Measurement: Verbal ad hoc feedback , Survey results, and System records (indicating major issues, utilization patterns) Develop pilot for administrative users to determine suitability of VDI for employee use Measurement: Identify at least 10 pilot users distributed across campus, Install VDI terminals for those users, and identify metrics for analyzing administrative/faculty needs
	Partnerships	Build on the partnership with Northern Kentucky University to refine our Disaster Recovery solution.	Lower recovery point and time to recovery to 1 day for Disaster Recovery system. Measurement: Time required to recover the system, Recovery point, and Development of Functional user testing 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 terminals for 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 College and Department 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.

	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.
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.	Grant to improve the achievement of elementary students' mathematics-proposal sent to CPE September 2011. Dr. Xu's grant to develop standards based digital content for teachers-proposal sent to CPE September 2011. Grant to develop a community counseling center to be housed in the College of Education-research potential funding source. Grant to improve the achievement of middle level students' mathematics and middle level students' English/Language arts-research potential funding sources. Grant to investigate the hypothesis that policies of No Child Left Behind have disproportionately harmed rural student populations particularly minority students when compared to urban and suburban population-contact a partner(s) to sketch out a research methodology, data sources, research potential funding sources.
	Excellence	Improve PLT scores to make progress in meeting CPE goal of 18% by 2014.	To increase the percentage of students at the 85th percentile, a Blackboard course will be designed October 2011 to improve students' study skills and to review course content. Students will be enrolled from the student teaching roster the semester before the student teaching experience. PRAXIS PLT study books will be purchased for programs outside of the COE and distributed at a planning meeting in October 2011. A COE PLT resource and review website will be made available to students in spring 2012 advertised using the COE Facebook page.
College of Health Sciences & Human Services	Innovation	Create a formal HSHS interdisciplinary community of scholars	Generate at least three interdisciplinary research projects that will begin data collection during the Spring 2012 semester. This will be evidenced by work posted on the HSHS Research Shared Documents page.
	Partnerships	Form at least two new partnerships with local entities to provide health and safety related services to the local community.	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.
College of Humanities & Fine Arts	Innovation	Plan implementation of departmental Professional Engagement courses.	#1. Have all proposals from departments developing Professional Engagement courses approved by Academic Council by the end of the school year. #2. Have plans and forms for administration of these courses developed by the end of the school year. Resource request is for much-needed staff person to administer this and other college outreach programs.

	Partnerships	Be active partners in the development of a Murray/Calloway County Arts Center.	Attend any meetings held, participate in the development of any proposals, working plans, budgets, etc. These meetings/processes will take place throughout the year. This will be a long-term endeavor, and the measures of progress achieved each year will be documenting our participation and seeing how far the project advances.
College of Science, Engineering &Technology	Innovation	IET-Electromechanical ET Partnership	Support the department of IET in its Electromechanical Engineering Technology program to form 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. 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. Progress to be measured based on articulation agreements put in place.
	Excellence	Work to secure funding for facilities renovation.	In addition to assisting in institutional efforts to secure funding for the third phase of the science complex (E&P Bldg), the college has lecture halls, laboratory spaces, and classrooms in need of significant upgrades. These include Freed Curd Auditorium, Chemical Services Lab, BL 459, 462, and GSC research lab. These upgrades will enhance our ability to partner more effectively with external constituencies in outreach (Curd), external grants and commercialization (CSL), and academic instruction and research (BL spaces). Funding will require release of carry forward monies, but no new or recurring monies. Progress will be measured as upgrades are completed.
Counseling and Testing - Women's Center - Academic Enhancement Services	Innovation	Provide support for academically at risk students.	Provide community building orientation programs through the FYE program. Measures will include retention rates of students participating.
	Excellence	Provide access to mental health services on a timely basis.	Provide students with initial appointment within 1 working day of initial contact.
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 has been purchased and installed. Registration of users for student organizations is currently under way. This will be followed by registration of on campus departments. When fully implemented, reports can be generated to track the number of reservation requests that are being made online. The goal is to have Virtual EMS fully implemented by the completion of the 2011-2012 academic year.

	Partnerships	The completion of an assessment of the Greek organizations by an outside Assessment Team	The objective will be to use suggestions made by the Assessment Team to bring more unity to the Greek Community. Through assessment information, the staff will be better able to assist with programming, publicity and promotion of events that involve the entire Greek community. Tracking of events and number of participants will aid in measuring the achievement of this goal.
Department of Accounting	Innovation	Refine the Department of Accounting's student recruiting plan to utilize as much of the Hobson software capabilities as possible.	Prepare email correspondence (emails 1 and 2) by September 23rd; prepare form letter (to be sent by Office of Recruitment--Clover Paradise) by September 30th; begin phone calls of high target students by October 15th; follow up letters to high target students by November 15; letter reminding students to apply for scholarships by December 1. (Remainder of electronic correspondence yet to be determined.)
	Partnerships	Plan and implement at least two development activities for the E3 campaign.	The Department of Accounting will plan (in conjunction with the Office of Development) at least two capital campaign events to be held this academic year. Candidate locations are likely Louisville and Nashville. The first will be planned in early summer (June and July); it will be held in September; follow up correspondence will occur in September; related contacts and visits, if appropriate, will occur in October through December, 2011. The second event will occur in spring or summer, with follow up correspondence to occur within one week of the event; visits will occur in late spring or early summer.
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. Embed SB 1 initiatives into appropriate professional education and methods courses. (Fall 2011 and Spring 2012) This will be measured by the percent of syllabi that are correctly revised with Senate Bill 1 initiatives. 2. Host professional development opportunities for faculty to learn SB 1 initiatives. Progress will be measured by tracking faculty attendance and evaluations of these professional development sessions (Fall 2011 and Spring 2012) 3. Align PLT exam topics with appropriate syllabi. Progress will be monitored by increased percent of students coring at or above the 85 percentile.
	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. All programs will have to increase field experience hours to a minimum of 200. (Spring 2012) This will be measured by documenting total number of required field experience hours in each program. 2. Develop a tracking system for field experience hours utilizing LiveText. (Spring 2012) This will be measured by student evaluations and focus groups.

Department of Agriculture Science	Innovation	Hutson School of Agriculture Writing Skills Improvement.	The objective is to improve HSOA students' writing skills by purchasing a database program to monitor and record student papers and establish student writing portfolios. The HSOA writing rubric will be used to evaluate all written assignments. The portfolio will contain a minimum of four papers collected through students' undergraduate career: a baseline will be established as a freshman in AGR 099 Freshman Orientation, followed by AGR 199 Contemporary Issues in Agriculture (HSOA writing intensive course), one selected agriculture tract course (dependent on area), and culminating with the AGR 599 Senior Capstone course. The timeline is the four years needed to collect the data. Papers in all classes can be reviewed yearly but a complete analysis of student improvement or progression will not be conducted until 2015 when current Freshman students have matriculated through all undergraduate coursework.
	Excellence	Emphasizing responsible citizenship of Characteristic 9 of MSU Graduate through Hutson School of Agriculture Student Organizations	Characteristic 9 of the MSU Graduate states "Understand the importance of and engage in ethical behavior and responsible citizenship." The objective is to champion excellence in citizenship within HSOA through student's organizations' to nurture and service our community needs. The selected HSOA organizations are: Agriculture Engineering Technology, Collegiate FFA, Agriculture Business, Agronomy, Horticulture, and Alpha Zeta. The specific objectives are to: 1. document existing organizational activities for the community, 2. explore ways to improve existing organizational services, 3. document the percentage of time organizations spend providing service compared to time dedicated to all organization activities, 4. document person-hours dedicated to the community, 5. explore new ways to promote citizenship activities in HSOA organizations. The timeline includes the fall, winter and spring semesters of 2011-12.($500/club with 6 clubs being involved)
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.	1. Research alternatives for combined heat/power for Equine instructional facility. 2. Develop plan for partnership with WK AgBioworks, College of Science, College of Business and the RBIC to promote sustainability by recycling equine waste to use to heat the facility. 3. Visit LEI products and determine feasibility of BioBurner. 4. Present Plan to administration. 5. Secure equipment, and install heat in EIF; begin research phase. 6. Work toward goal of combined heat and power in 2012-13. Progress will be measured by evaluation of the specific objectives listed above.

	Excellence	Promote Holistic systems of forage and animal production.	1. Collect Data comparing current production systems to low input natural economic systems. 2. Student visits to model systems. 3. Develop on-campus demonstration site to serve as industry model. Progress will be measured through research, forage yields and quality, and animal performance.
Department of Art & Design	Innovation	Apply New Communication, Marketing, and Recruiting Plan/Strategy.	Update web site pages with CMS system, produce and add short area videos on YouTube and link to web site by 3-15-12. Develop our communication and marketing efforts with suggestions from last year's marketing consultant. Progress will be measured by the degree of completion of these efforts.
	Community Outreach	Increase Outreach to Local Arts Organizations.	(a) Develop strong relationship with art galleries in region with Gallery Hop Events by 4-30-2012.(b) Assist the development of community arts building project in Murray and Benton. (c) Move Curris Gallery to Waterfield Library for additional foot traffic and community visibility. Progress will be measured by involvement (and feedback on) bullets (a) and (b) and whether or not we are able to successfully move the gallery for bullet (c).
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.	The results of the exit questionnaire will be examined after one year, and the results will be summarized and discussed at a faculty retreat in August of 2012. The faculty will determine what changes can be made to increase retention of 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.	Faculty and students will be interviewed to discuss the value of requiring a preliminary seminar for graduate students who are beginning their graduate program. A questionnaire will be created for future students.

Department of Chemistry	Innovation	Develop a new model to enhance the interest of middle-school kids in the periodic table and chemistry.	Initially, representatives of the chemistry department will interact with teachers at area middle schools to develop a program showing students how the elements and the periodic table tie into daily life. Selected science classes will receive copies of The Elements by Theodore Gray and Nick Mann, a book which demonstrates the necessity of chemistry in everyday activities and objects. At the completion of the project, each student will keep his/her copy of the book. After reading the text and selecting an object or activity of relevance to themselves, students will complete projects entitled, "The Elements of (fill in the blank)." For example, students may choose to do a project entitled, "The Elements of Sports," and investigate the elemental composition of baseball bats, etc. Ultimately, each student (or student group) will create a small poster that describes the project. The projects will be completed towards the end of 2011 and the posters will be displayed in Jones Hall near the new Living Periodic Table during the Spring 2012 semester. The quality of the posters will be judged by area teachers and chemistry faculty members, and prizes will be awarded to students for excellence in various categories. In order to determine the impact of this project on student learning and interest in chemistry, pre- and post-project surveys will be completed by each student (and teacher) involved in the project. It is believed that the middle school years are the most formative time in promoting science and math literacy. This project may serve as a model for feeding the pipeline of students majoring in chemistry and other science-related areas. Funds will be used to purchase copies of the book, poster-making supplies, and chemistry-related prizes for the poster competition.
	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.	The time is right to expand these services by forging new relationships and re-connecting with former clients and individuals. This goal focuses on the immediate need of cosmetic and functional renovations of the lab area and an expanded marketing campaign through signage, brochures, web page and a laboratory services survey. The laboratory services survey will be deployed across the region and used to determine the scope and type of analytical services that the CSL needs to provide. The renovations, marketing materials and survey development will be complemented with an open-house event to showcase instrumental holdings and the capabilities of the laboratory. The CSL needs specific upgrades to the lab area and a few cosmetic changes before potential clients can be invited to the open house. Ultimately, the new marketing approach, renovations and open house are necessary to stimulate interactions with companies and organizations that need analytical services. The minor renovations to the laboratory will be completed by the end of 2011. During this same time, the marketing plan and materials, along with the web page and laboratory services survey will be

			completed. The open-house event will be scheduled for early 2012. Funds will be used for renovation needs, the open-house event and the printing of signs and brochures. The design of signage, brochures, web page and laboratory services survey will be completed using existing resources and personnel. The progress of this project will be measured by participation in the open-house event and laboratory services survey and ultimately the number of new projects and partnerships developed as a result of this initiative.
Department of Computer Science & Information Systems	Innovation	Offer an innovative and current curriculum for undergraduate and graduate programs (CoB Goal 1)	Develop an innovative certificate program to cater to the rapidly growing discipline of Healthcare Informatics. Measure: (1) Visit stakeholders in Nashville and discuss needs and resources (2) Two or three faculty will attend at least one healthcare-related conference (3) Propose changes to curriculum that will take the program live in Fall 2012.
	Partnerships	Grow undergraduate program enrollment (CoB Goal 3)	Partner with areas high schools to offer dual credit courses. Measure: (1) Start with CSC199 on an experimental basis (2) Explore offering CSC125(Amount requested is for 1 adjunct in 2011-12)
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.	1. Participate in Professional Learning Communities to plan for and embed SB 1 initiatives into professional education and methods courses in the undergraduate elementary and early childhood programs and graduate elementary, early childhood, and reading and writing programs. Progress will be measured by the percent of syllabi that are correctly revised to embed Senate Bill 1 initiatives. 2. Align content of the elementary Principles of Learning and Teaching (PLT) exam with appropriate program courses. Progress will be monitored by increased percentage of elementary students scoring at or above the 85th percentile on the elementary PLT.
	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.	1. Program committees will 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. Progress will be measured by documenting total hours of field experiences in each program. 2. The ECE Department will work with Teacher Education Services to develop a tracking system for field hours using Live Text. Success will be measured by data students enter into the tracking system.

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.
	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.

Department of Educational Studies, Leadership & Counseling	Innovation	A Problems of Practice curriculum will be developed for the proposed EdD curriculum.	September/November - Following administrative approval, focus groups of central office administrators will be assembled and led through a process to develop an inventory of tasks prioritized in terms of complexity and frequency. These will be organized and supported with appropriate literature as the k-12 Specialization area for the EdD. This work will additionally inform existing administrative certification programs. The process will be replicated with Community College leadership and agriculture education. Resources are provided by the Provost office to support development. Progress toward approval will be the measure of success for 2011/12.
	Excellence	The counseling faculty will continue laying the ground work for a CACREP self-study as part of program accreditation.	Counseling faculty are entering the third stage of accreditation by CACREP. Years 1 and 2 addressed coursework and degree requirements. Year 3 was an interim implementation year, with the focus on consolidating changes and transition students from the old to the new program. Year 4 will address program assessment and other CACREP requirements. Faculty and the chair will attend a CACREP training and preparation for the self-study. Requested resources are to support attendance at the training and accreditation. The goal is to have assessments in place and to be prepared for data collection in 2012/13.
Department of Engineering & Physics	Innovation	To develop and implement a three-week, commuter, multidisciplinary Engineering Academy.	A complete proposal and budget for this project is being forwarded. The goal is 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 will necessitate a commitment to funding in order to pursue the following objectives and timeline. Objective/Timeline: Develop application process and identify student qualifications for program. Nov 2011. Finalize program schedule and activities. Jan 2012. 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. Receive applications, measure the number and quality of applicants. The goal is that two applications will be received for each vacancy. (40 applications). Assessments to be continued after the end of the academic year. 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. Identify the number of students who enroll and take EGR 101. (Jun 2012, Aug 2012). 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 will allow 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). Determine how questions will be asked in each class (part of exam, quiz, exam review, etc.) (Oct 2011); Collect responses from fall classes. (Dec 2011); Create questions for Spring classes.(Jan 2012); Evaluate responses to Fall semester questions. (Feb 2012); Administer questions in Spring classes. (Feb-May 2012); Administer FE/Senior exit exam reviews (Feb-Mar 20120; Administer Senior Exit Exam (Mar 2012); 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.	Oct. 15: Develop course; Dec. 15: Submit revised curricula for all tracks to Academic Council; March: Have new course and curricula approved. Fall 2012: Offer course.
	Community Outreach	Implement a Shakespeare in the Schools program.	Sept. 2011 and Jan. 2012: Offer workshops to area teachers. Oct. 2011- Feb. 2012: Implement 3rd-, 4th-, and 6th-grade Shakespeare modules in Murray (MISD)schools, including a 3rd- and 6th-grade Shakespeare Mini-festival, a 4th-grade Shakespeare Commonplace Book Mini-Festival, and the Murray Shakespeare Challenge for MISD and Calloway students. Feb. 2012: Offer performances at the Shakespeare Festival. The $1,000 is requested to help cover the costs of these events.
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.	This will entail preparing a GIS database for mapping the changing boundaries of the campus, buildings, and other landmarks that have been built and removed since 1922. Research in Facilities Management, campus photography, and Calloway County archives will be required. The assistance of a Graduate Research Assistant will be needed to compile and digitize the data. If project is approved and resources allocated, work will begin in Spring 2012 semester. Graduate student will be assigned to work with departmental faculty in developing overall plan and GIS database.
		Revise all 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. Plan for revised Geosciences Area Tracks will be submitted to Academic Council by end of Fall 2011 semester. When approved, changes will take effect in Fall 2013 semester although newer students will be advised according to new Track curricula immediately.

Department of Government, Law & International Affairs	Innovation	Increase outreach to incoming students and contact with students currently enrolled.	The department will set up a Facebook page, and use this to keep prospective and current students informed about the department's activities. We aim to have 80% of current majors in Political Science, International Affairs, and Public Administration as "friends" by the end of the academic year.
	Excellence	Increase student and faculty participation in politics outside the classroom.	The department will set up a series of public talks and encourage students to attend. We will play a role in organizing Constitution Day in the fall, and we will organize a talk by an outside speaker in the spring, dealing with American politics. We intend to measure progress by recording attendance by students. We will also set up a department colloquium in which faculty and graduate students can present their work. We can measure the success of this by participation and attendance. We request $1500 for a visiting speaker, and $250 for the colloquium.
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.	The Department of History has a long tradition of innovative scholarship, with many faculty producing significant publications in the form of academic conference papers, professional journal articles, and books. Heavy demands on faculty time mean academic scholarship projects often are slow in development. Donors will contribute to a fund for hiring adjuncts to teach classes; faculty with innovative research-writing proposals will be evaluated on a competitive basis, and their teaching load(s) will be reduced according to the amount of funding available. Innovative cutting-edge scholarship will be produced at a higher level than is now possible, and results will be measured by assessing the amount and quality of additional scholarship produced.
	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 Departments of History and Government, Law and International Affairs will partner to jointly sponsor events on Constitution Day, celebrated on the MuSU campus on Monday, 19 September 2011. Many faculty from both departments will be engaged in emphasizing the importance and history of the United States Constitution in order to make students more aware of their rights and obligations as citizens. Expert scholars will also be brought to campus to raise the consciousness level of students. Professors Bill Mulligan, Brian Clardy, and Brent Taylor of the Department of History will be involved as panelists to reach out to students and demonstrate how the U.S. Constitution touches their everyday lives. Success will be measured by attendance at the sessions as well as the level of interest shown.
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.	Develop and implement the innovative dual path program associated with a 2+2 program between 5 community colleges and the four-year programs at MSU and Western Kentucky University. By the end of the 2011-12 academic year, the implementation plan will be in place to begin the formal articulation for the following academic year.

	Community Outreach	Sponsor a Girl's in Engineering and Technology Day for McCracken County Schools.	The Department of IET will work with McCracken County Schools to offer a "Girls in Engineering and Technology Day" in the 2011-12 academic year. This type of event has never been offered to this school system by the Department of IET.
Department for Journalism & Mass Communication	Innovation	Achieve ACEJMC accreditation goals to improve faculty diversity and publication/creative activity productivity	Fill 2 existing tenure-track faculty vacancies with people who meet the current and future needs of the department. (Hiring deadline February 2012); Mentor new faculty to foster environment conducive to research and publication productivity. (ongoing) 3 Reward publication with travel allowances and other incentives within budget. (ongoing)
	Partnerships	Assume regional responsibility for scholastic journalism program established by the Kentucky Press Association	Expand existing JMC High School Workshop to include more schools in the MSU service region. (September2011) Tap human and data resources from the Kentucky Press Association to improve quality of workshop experience. (September 2011) Improve recruitment efforts related to this program. (Fall 2011)
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.
	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.
Department of Mathematics & Statistics	Innovations	We will provide assistance as possible to our regional high schools in their implementation of Transitional Mathematics coursework.	Issue: The state of the mathematical preparation of graduating high school students in Kentucky is as low as it has been in the past 20 years. In an effort to address this, students now have to take a 4th year of high school mathematics and most high schools are implementing (emergency) transitional mathematics courses for those seniors who do not yet test as 'college ready' via their ACT mathematics sub-score. However, high schools and their teachers have received only generic guidance in the design of these courses. Plan: We are currently in the process of developing our Transition 1, Transition 2, and Transition 3 level courses and adopting a textbook for them. We are also developing a plan for identifying (other than ACT sub-scores) which level of transition course a student should be placed in. Once this has been completed, we will write a description of a placement and remediation plan and make this information available to mathematics department chairs at each of the high schools in our region, along with an offer of assistance in setting up and providing support (such as we have faculty time to support) for their transitional plan. Some schools will not be able to purchase the textbooks which we would adopt for our transitional course; we are investigating means by which we can assist the schools in making this one-time purchase. Measures: By the end of this year, we hope (a) to have provided the information above to every high school in our region and to have had at least one follow-up contact with a mathematics faculty member at each high school, (b) to have provided assistance of some kind to 1/5 of the high schools in the region, (c) to have built free and positive communication between our department and a mathematics faculty member at 1/4 of the high schools in the region.
	Excellence	We will improve our advising of our individual students and our academic and professional guidance of students as a whole.	Plan: This year the department will convene an internal committee whose task will be (a) to review how our department advises its majors and how advising is done elsewhere, (b) to organize a departmental discussion of advising and how we might best advise our majors, and finally (c) to make recommendations to the department concerning a plan for the future advising of our majors and for a plan for better informing the general student audience (grades 6-15) about Mathematics and its career options. Timeline Accomplishment Goals: The committee will begin its assignment by October 15th, have started departmental discussions by January 15th, have recommendations ready by March 15, and the department will adopt an advising plan and a dissemination plan by April 15.

			Measures 2: Since we will not have had a chance to implement the plan this year, we will not be able to measure its effect upon our program this year. However, we will gather data from our majors this year relevant to the issues identified by our department so that during 2012-2013 we can measure the efficacy of our new advising system. The requested money would be for materials and travel for implementation of the dissemination plan for grade 6-12 student in the region. With this portion of the plan, we would hope to reach each of the high schools in our 18 county region with printed materials.
Department of Modern Languages	Innovation	Develop and gain approval for MLA 392, a Modern Languages Professional Engagement course.	Fall 2011: Develop course proposal; submit proposal and related curriculum revisions to Academic Council. Spring 2012: Have new course and curriculum changes approved.
	Partnerships	Involve local high school language teachers and students in our ICALA cultural events once a semester.	Fall 2012: Offer course. Progress will be measured by successful completion of these steps.
Department of Music	Innovation	The Department of Music will prepare/ 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 in-state 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.	Progress will be measured in both the concrete plans for recruiting venues and in the number of students who apply and enroll as new students at MSU based on this recruiting initiative. Funds are needed for promotional materials, booth fees for conferences, and travel for the ensemble.
	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.	Plans for the new program must be approved at all levels from the departmental level and the Academic Council on campus through NASM (National Association of Schools of Music), the accrediting body. To expand a program such as proposed, new courses will need to be designed and offered. That will likely necessitate a new faculty position to teach the necessary courses.

Department of Occupational Safety & Health	Innovation	To develop an ergonomics laboratory that can be utilized for research, demonstrations and hand-on learning enhancement.	One faculty member will attend the National Ergonomics Conference and Exposition (November 28 - December 2, 2011) to obtain ideas and elicit equipment (through donations) for the ergonomics laboratory - December 2011. The faculty and graduate assistants will contact a variety of ergonomic/safety supply vendors, companies and potential donors for the additional hands-on ergonomic resources and demonstration models needed - February 2012.
	Partnerships	To initiate and provide leadership/ support in the process of Murray State University gaining the designation as a "Safe Community".	Safe Communities is an international program to recognize communities that excel in improving the quality of life and saving lives. In the U.S., the National Safety Council administers the program. This designation would set MSU apart from other universities as it is likely MSU would be the second or third university to receive such an international designation (the University of Southern California currently holds the designation and Emory University is in-process). The following is a timeline for our application/designation process. (a) establish MSU's Safe Community Committee – October 2011 (b) MSU's Safety Community Committee will gather appropriate data and information - November 2011 – May 2012 (c) Submit Letter of Intent, followed by an Application – May 2012 The written application (much like an accreditation self-study) will describe the MSU campus and will highlight how our campus meets the six Safe Communities program indicators established by the WHO Collaborating Center on Community Safety Promotion and Safety Communities Program. (d) Site Visit from Safe Communities certifying representatives – Summer 2012 The site visit is an opportunity to highlight the MSU campus and its safety promotion and injury prevention programs. (e) Designation Ceremony – Fall 2012 The Safe Communities Designation will bring international recognition to our campus's safety and injury prevention efforts. A Safe Communities representative will be present to award our campus this honor.
Department of Organizational Communication	Innovation	Develop a "Communication Center" to further enhance the communication competencies of MSU students.	Consistent with the first "Characteristic of the MSU Graduate", we will develop and open a new "Racer Oral Communication Center" to tutor students in various oral presentation and communication skills. The Center, funded by Dr. Jessie D. Jones, is currently under construction in Waterfield Library. Once opened, Prof. Patty Parish, a graduate assistant, and a staff of student "consultants" will run the center. Recruitment and training of student consultants has begun. Furnishings, training materials, necessary technologies, a website, and other communication training resources are being assembled. Marketing/promoting will begin in F-11. Progress will be measured by tracking student utilization across all academic areas.

	Creating Community	Market and deliver an accelerated Organizational Communication MS program in Madisonville.	To enhance our outreach, we will rotate our accelerated MS in Org. Comm. program to Madisonville. This 18-month program will start in January, 2012 and conclude in May 2013. Courses will be delivered through weekend and online delivery methods to accommodate full-time working adults. Recruitment/marketing will continue throughout the Fall-11 semester. Our goal is to enroll at least 20 new graduate students for Sp-12. This program will be taught by our department's PhD faculty and require CEAO to cover these travel expenses.
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 will be asked to participate in active use of social media to increase awareness of the activities within the Psychology Department. Information regarding activities of Psychology Club and Psi Chi will be featured as well as updates on activities of faculty. Faculty will also be asked to post either a copy of a recent publication of their own or an interesting article with brief discussion about the topic to help increase interest in the program. The activity appearing in social media will be tracked over the year.
	Excellence	Expand departmental presence at regional/national academic conferences.	Annual attendance at a regional/national academic conference will foster a sense of community within the department, with students and faculty participating in attending research talks and presenting research together. Making attendance at one conference an annual event will enable students to plan and prepare for attendance, encourage more directed research projects by our undergraduates, and build a sense of professional identity as social scientists among our majors. The conference will also serve as a recruiting event for our two graduate programs. A regional/national conference will be identified in the fall of each year. Promotion of the conference to faculty and students will occur as soon as the conference is selected. Pending available funds, the department will further reserve space for recruitment, rooms at the conference hotel for students, and a van for transportation to and from the conference (if within driving distance). Funding will pay for travel, conference fees, shared hotel rooms for students, and space for recruitment.
Department of Social Work, Criminal Justice & Gerontology	Innovation	To establish a substance abuse certificate program.	Objective: Work collaboratively to create a program that leads to a substance abuse certificate, without creating any new courses. Timeline: (a) The certificate program proposal will be approved by May 2012. (b) The program will initially be available to students in August 2012. (c) The first potential date to award certificates would be May 2013. Plan for assessment: (a) We will measure our success by the number of students who have enrolled in the substance abuse courses and then by the number who will have completed the certificate.

	Community Outreach	Create a religious diversity lecture.	Objective: To establish an annual lecture on religious diversity that will involve the campus community as well as the surrounding communities of Calloway, Marshall, Graves and McCracken Counties. Timeline: (a) The Social Work Program will choose the religion to be spotlighted and will find the lecturer each fall semester, beginning Fall 2011. (b) The lecture will be held each spring semester, beginning Spring 2012. Plan for assessment: (a) We will measure by the number of people who attend, and the number of off campus organizations represented at the lecture. (b) The number of individuals or groups checking out the taped version of the lecture will be a secondary measure of success. (It is anticipated that the lectures will be taped and thus can serve for training for both students and community members when needed.)
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 will be run at Owensboro High School. MSU students will depart Murray on a Friday morning and return to Murray on that Sunday afternoon. During the time at the regional school, our students will work as actors and technicians with the high school students. The MSU faculty member will direct a short production with all parties involved. The high school teacher will direct a short production with all students involved. This will be used as a major recruitment event for the department. While we will run this event for one weekend this year, we would hope to be in 2-3 different high schools each academic year. The Department will work with Owensboro HS this academic year to prepare for this event. Scripts will be chosen, students will be able to volunteer for this event, and the Department will encumber the funds for faculty transport. The event will take place at OHS the weekend of May 3-4. The measuring event for this goal is increased numbers in our freshman class. We will promote the success of the event with other regional high schools during the summer and the beginning of the 12-13 academic year. If the number of requests we receive to bring this program to regional schools is beyond Owensboro, we will consider this to be a success. There will also be a measurable event regarding retention of theatre majors who participate in this event. Funding is requested as the Department must spend money on hotel rooms, food, and transport for the students who participate. Rooms, food and transport for any faculty participation will be paid for by the Department.
	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.	Discussions will take place between the department and the Playhouse in the Park during the beginning of the Fall semester. Students should begin working with the Playhouse no later than Feb. 1, 2012. Students will learn to use their classroom knowledge in the real-world situation at the Playhouse immediately at the start date. Success will be measured by a written evaluation performed by the faculty member responsible for the students and a written evaluation performed by the manager at the Playhouse in the Park.

Department of Veterinary Tech &Pre/Vet Tech	Innovation	Update technology within the department to reflect the current standards in the field of Veterinary Medicine	The Department of Veterinary Technology is needing the following "innovation" upgrades in the equipment stated below to achieve and maintain its accreditation status: (a) DigitalStandard Radiology Unit (b) Digital Portable Radiology Unit (c) Electrocardiograph (d) Pulse Oximetry (d) Portable Ultrasonography Unit (e) Blood and Pressure Monitors. Progress will be measured based upon resources available to purchase the innovative equipment upgrades. The progress of this goal will be determined by the acquisition of the funding for these resources.
	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.	Doggie Day Spa Assignment for AGR-332, Veterinary Nursing Objective/Timeline: Fall 2011-Spring 2012 semesters Students in AGR-332, Veterinary Nursing will attend two of the three scheduled Doggie Day Spas that will continue to develop relationships with the community of Murray and Calloway County and the Murray Calloway County Humane Society. Services provided for the community and their pets include bathing and grooming. This community outreach is provided three times during the fall semester and a minimum of two times during the spring semester. The dates for fall are September 17, 2011, October 22, 2011 and November 19, 2011. Spring dates are not available at this time. As part of the nursing class the students will attend two of the Doggie Day Spas and turn in two written assignments. Assignment one will concentrate on the student's enhancement of AVMA essential skills during the community service events. Assignment two will be in essay format covering the benefits for the community and their pets. Goal I: Part II Murray Calloway County Animal Shelter Creating Partnerships/Community Service Objective/Timeline: Fall 2011-Spring 2012 semesters Students will be volunteering at the animal shelter to provide for the basic health needs and husbandry for the animals at the facility. Students have signed up for a 10 week project, volunteering their time to provide services such as: bathing, grooming, nail trims, ear cleaning, and interacting with the animals to teach simple behavior commands. Students have signed up for volunteer hours to assist the Calloway County Animal Shelter, with basic health needs for the animals in the facility. A 10 week project has been established for fall 2011. Twenty five of the thirty two students enrolled in the class have scheduled time for volunteer work.
Department of Wellness & Therapeutic Services	Innovation	To expand the department's Human Performance Laboratory space and testing capabilities.	Objective: To expand WTS's human performance testing capacity. Timeline: (a) Finalize plans for facility design and remodel by December 2011 (b) Purchase/order equipment by March 1, 2012 (c) Complete remodel of physical space by May 2012 (d) Install/place equipment in the Exercise Physiology Lab by June 2012.

	Community Outreach	Develop an initiative that will expand wellness-related community services offered by WTS.	Objective: To utilize new exercise physiology lab space and equipment to expand wellness-related services Timeline: (a) Formulate an agreement with the MSU Athletic Department to provide testing and to develop personalized plans for performance enhancement by February 2012 (b) Integrate use of metabolic assessments with the Nutrition, Dietetics, and Food Management Program by March 2012 (c) Expand current services that provide personal training, nutritional counseling, and exercise prescription to target obese individuals in Western Kentucky by June 2012.
Dining Services & Racer Hospitality	Innovation	Winslow Dining Hall Food Court Rehab.	The Winslow station re-concept is a partnership with the Murray State Graphics Design Department. Students in that department are doing all of the design and specification work. The sign production and installation will be handled by an outside graphics design company. This project is scheduled to be completed for the spring semester opening. Each individual station in Winslow will have new signage and its own branded concept to meet the changing customer needs.
	Partnerships	Dining Services and the Hutson School of Agriculture will partner to recycle cooking oil for a biodiesel plant.	As a sustainable department, we are partnering with the Hutson School of Agriculture. The School of Agriculture will utilize used cooking oil from Winslow and the T-Room to make biodiesel fuel. We expect to start the program in the next 3 months. Pick up of oil will be done on a weekly basis.
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.	To offer high achieving high school students the opportunity to earn an associate's degree while attending high school.
	Excellence	Enrollment Management will develop a selection and awarding process for private and endowed scholarships by March 15, 2012.	To overhaul the awarding and selection process for private and endowed scholarships and implement a plan that notifies students by March 15, 2012.

Facilities Management	Innovation	To install cutting edge technology/energy efficient physical plant equipment.	Facilities Management has recently installed LED site lighting on a small scale at various locations on campus including the Mall area and the new CFSB Parking Lot. Facilities Management would broaden the scope of the installation to include the remainder of campus. LED lights have an operational life of 100,000 hours (11 years of continuous operation) compared to an average life of 5,000 hours for an incandescent lamp. LED lights significantly reduce power consumption (80% efficient compared to 20% for incandescent). While LED lighting has a significantly lower life cycle cost due to energy savings and reduced maintenance/replacement costs, there is a premium for the initial purchase of these lamps and fixtures. It is the goal of FM to replace all of the site lighting on campus with LED over time in a phased approach. While it would take an excess of $700,000 to retrofit all of the site lights on campus, FM would like to begin spending at least $50,000 annually toward this effort. FM will continue to install LED as budgets allow through project funds, but if retrofit funding becomes available, this effort would begin immediately.
	Excellence	To implement best practices in Building & Equipment Maintenance in order to bring customer services responses maintenance work orders into the excellent category.	With the implementation of new work order software (AiM) in early 2011, we now have the capability to gather customer satisfaction data from random sample surveys of the campus community. The objective is to implement efficient programs and processes in order to improve customer satisfaction results on maintenance work orders. The proposal is to improve workload assignments through the use of a wireless tablet based systems which allow our maintenance crews to have real-time information with regard to the campus maintenance needs. Will also eliminate paper work orders from the process. The process would begin immediately upon purchase of the wireless tablets.
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.	Construct a model that will calculate an estimated appropriations amount earned using the four key performance metrics that are presently included in the performance funding model slated for approval at the CPE November, 2010 meeting. February, 2012. Test the model by running different scenarios showing the impact of various increases of degrees conferred, graduation rates, achievement gap reductions and transfers. April, 2012. Apply the model to project the actual amount of performance funding the university is likely to receive using the most current data available. May, 2012.
	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.	(a) Assure that FAS assessment procedures and policies align with university and unit missions, best practices and SACSCOC standards. June, 2012. (b) Serve as a resource to Vice President and FAS staff for their assessment efforts. June, 2012. (c) Evaluate and provide feedback for FAS departmental assessment plans and reports. June, 2012.

Graduate Admissions	Innovation	Send follow-up letters 30 days after receiving application for admission if application is still incomplete.	Using the Banner communication plan already in place, add a new follow-up letter that will be generated 30 days after application has been received if still lacking items for processing.
	Excellence	Encourage established policy that newly admitted degree-seeking students submit Graduate Program Forms during 1st semester of study.	As admission/enrollment is monitored each term prior to CPE lock-in, review for submission of Graduate Program form. Send email and/or letter with reminder of need for program form.
Health Services	Innovation	Complete community health assessment of the MSU campus in accordance with Healthy People 2020 by 6/1/12.	Conduct National College Health Assessment by 5/30/12. 2. Evaluate health education programs and PEER Educator program by 6/1/12. Evaluate utilization of Healthy Life Wellness Incentive Program by 12/1/12.
	Partnerships	Support the development of smoke-free MSU campus by 6/1/12.	Participate in Clean Air Murray Coalition efforts towards smoke-free community by 5/30/12 Recruit MSU students for conducting Great American Smokeout by 10/31/11.
Hester Residential College	Innovation	To reestablish the Hester Honor Society, including support for the Academic Team and Academic Team Tournaments and Peer Tutoring.	
	Partnerships	Increase Faculty/Staff participation within Hester College.	
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.	(a) Discuss concept with Provost, Academic Deans, and President. (September-November) (b) Establish exact costs needed for extra staff member (est. $20,000) and Instructional Support (est.$20,000). (October) (c) If supported, craft proposal for Academic Council. (November/December) (d) Shepherd proposal through University procedures. (Spring) (e) Establish job description and hold job search for additional staff member. (May/June).
	Partnerships	Create Alumni Association for Former Honors Students.	(a) Update list of Presidential and Honors Alumni. (September) (b) Talk with Alumni Association about how to best proceed and avoid interfering with their normal operations. (October / November) (c) Talk with former director and former faculty about their possible involvement. (October / November) 3. Send a letter to alumni. (October/November) (d) Explore setting up receptions with local alums and regional cities / areas with larger Honors alum populations. (November -- February) ($2,000 for 4 receptions) (e) Establish proper media / structure / activities for Honors Alums. (March) (f) As needed, contact all alums with information on the association.

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.
	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.
Human Resources	Innovation	Revise and improve the on-boarding process for new faculty and staff.	Survey newly hired faculty and staff and their supervisors before the changes and after the changes.
	Excellence	Install improved methods to inform faculty and staff about employment benefits.	Number of web site "hits" on benefits 5-minute videos (or whatever length we use) and the number of participants at any Retirement Fair we may hold.
Institute for International Studies	Innovation	Develop an "international house" in cooperation with the Office of Student Affairs.	IIS will work with the Office of Student Affairs in identifying a residential college to host the "international house." Once the residential college has been identified, criteria will be developed for selecting students. The following statistics will be tracked: (a) Number of international and American students living in the "international house" (b) Number and type of programming activities aimed at creating an inclusive and welcoming learning community at the international house.
	Excellence	Develop a series of programs/events/ activities that contribute to the achievement of the University's diversity plan.	IIS will track the following statistics: (a) Number of underrepresented students participating in study abroad. (b) Number of events and activities aimed at raising intercultural awareness on campus.
Institutional Advancement	Innovation	Complete the ongoing goal with KET in 2011-2012 to have a direct live video feed to the KET studios.	Several methods of connection with KET have been identified and completion of this project should be in 2011-2012. This is a possible need for additional resources but is dependent upon the method used to connect. Progress will be measured via completion of the project this academic year.
	Community Outreach	Expand the reach and use of Roundabout U to have a more regional and statewide focus, both expanding viewers and advancement of MSU's role in the region and state.	Re-evaluate the mission of Roundabout U with a focus on our outreach mission and how we can both draw more attention to the show and put more eyes on MSU's role and impact in the region and state. We will look at more "road shows" and how we can cover the people and events of our region and state. Discussions are ongoing with KET on how to accomplish mutual outreach goals. Progress will be measured by KET's interest in expanding our showings and number of shows and packages that meet our outreach footprint.

Judicial Affairs/ Governor's Minority Student	Innovation	Develop an online disciplinary process as it relates to contacts, follow - up, letter generation and conduct resolution.	I will measure the progress once a program is in place that will provide a more efficient way of student contact as it relates to student conduct.
	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.	Progress is measured when the program is complete and the final measurement is achieved at the end of the student's senior year of high school. I will be able to measure whether the students actually attended Murray State University or another university.
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). 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). 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)
	Partnerships	Be a resource on campus with regard to multicultural and diversity issues: Collaborate more effectively with the Office of Recruitment.	(a) Meet once a semester with director of Office of Recruitment and Associate director to establish joint timelines and benchmarks. (Fall/Spring 2011-12). (b) Create a collaborative plan for multicultural retention and recruitment with the Office of Recruitment (Spring 2012). (c) Coordinate activities and objectives of MPAC to compliment retention and recruitment efforts of University: Connect OMA Jump Start weekend with Summer Orientation. (Summer 2012). (d) Create a retention and recruitment publication to be utilized for all potential and current students. (Spring 2012)
Office of Recruitment	Innovation	Online reservation system for all Office of Recruitment programs (Campus Visits, Summer Orientation, Racer Days and Dessert Receptions).	The Office of Recruitment will measure the progress by evaluating the number of RSVP's we receive for each of our various programs. We will use this number to compare to the previous year's data.
	Excellence	Focus on personal customer service for prospective students and their families.	Through targeted outreach, pre-campus visit communication and personal service, the Office of Recruitment will implement several programs to increase our customer service focus. This will be measured in our personal follow up after campus visits and through our online survey.
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.	Over the course of the academic year we will have several inter-related units under the Associate Provost for Graduate Education and Research working to amend the Indirect Cost Formula for MSU. This will be done to incent more faculty/staff to write grants and to aid in the overall grant production on campus. The initiative will be measured by its implementation in Sponsored Programs and Grant Accounting by June 30, 2012. This most closely associates itself with innovation due to the component of a new Primary Investigator Fund that will assist grant P.I.'s in continuation of their present grants, as well as writing and obtaining others.

	Excellence	Creation of a MSU Research Council.	Over the course of the academic year a Research Council will be formed with the merging of the Research Policy Committee and the CISR Committee's. This, along with some restructuring of the financial accounting for each, will bring about a higher level of efficiency, and also foster more targeted research discussion on campus. Ultimately, it will elevate research as a MSU component. The merger will effectively create a super-council to deal with all aspects of research. The objective will be measured by the creation of the council, itself the merging of the other two independent committees, as well as the adoption of it formally at the May, 2012 Board of Regents meeting as a stand along council, much like our present Academic Council.
Office of the Associate Provost for Undergraduate Education		Develop a Four Rivers Teacher Academy to increase the number of River Counties high school teachers with graduate coursework in their content areas.	Fall 2011; meet with superintendents, principals, counselors to determine areas of need. Fall 2011/Spring 2012; work with MSU departments to determine graduate coursework necessary for teachers to reach the desired level of academic preparation in their content areas. Spring 2012; determine how, where, and when courses will be offered and costs attached to offering the courses. Summer 2012; begin offering courses. Resources requested are faculty salaries and travel funds if it is found that teaching in the counties will increase likelihood of teacher participation. Measurement: (a) A minimum of 15 graduate credit hours in each content area will be determined by March 1, 2012. (b) A minimum of two graduate content area classes will be scheduled for the summer 2012 semester. (c) Teachers in at least one content area will have had the opportunity to earn 15 graduate credits in their content area by May 2013.
Office of the VP Student Affairs	Innovation	To develop new strategies and plans to address student retention through Student Affairs.	(a) Develop a freshman student survival guide. (b) Develop periodic parent newsletters. (c) Revise the current "Retention Time Line". (d) Evaluate and submit requests for retention monitoring and assessment software (MAPworks). (e) Develop/implement a sophomore strategy. (f). Develop follow-up plan for students 12-15 hours short of graduation. (g) Create a short-term student loan program.
	Partnerships	To further develop and enhance the residential college system at MSU.	(a) Create a new marketing and promotion strategy on why being in a residential college is important to students, faculty, and staff. (b) Enhance outreach to faculty/staff (encourage participation). (c) Enhance/increase academic programming and connections. (d) Increase number of debate/academic teams. Expand number of intramural terms. Increase visibility, symbolism on campus - banners, signs, etc. (e) Create special interest areas. Enhance ombudsman/ advisory role of College Head. (f) Revise FYL program with College Heads. Increase the participation of international students in residential colleges.
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.	Will have at least six flash movies illustrating common Banner tasks linked to the Knowledgebase help screens by the end of the fiscal year.

	Excellence	Provide different inventory tag system for electronic equipment under $500 that department can use to account for those items.	(a) Develop instructions on what information to track by January. (b) Develop spreadsheet that can be shared with departments with information needed by January 1. (c) Purchase tags that include bar codes that department can use by January 1. (d) Distribute tags, spreadsheet, and instructions by January 1. (e) Evaluate efficacy of program during normally scheduled inventory in May.
Provost and Vice President for Academic Affairs	Innovation	Seek approval for the establishment of an Office of Institutional Effectiveness.	
	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.	
Public Safety/ Emergency Management	Partnerships	Create a safer campus community by increasing individual disaster awareness and preparation.	In collaboration with other University entities, create a web site dedicated to individual/family safety and preparedness. Measurement will be enabled through a 'visitor counter' attached to the website; Oct-April.
	Excellence	Revitalize department-wide commitment and participation in the Kentucky Law Enforcement Council's Career Development Program.	Evaluate training and educational accomplishments of all law enforcement personnel. Identify deficiencies and satisfy requirements for award of Kentucky Law Enforcement Council Certificates. Measurement would be accomplished through documentation of certificates awarded; Oct. - Ongoing. (Professional Development)
Regional Stewardship	Innovation	Host the KY Engagement Conference for the state in conjunction with International Education Week.	Promote the event to all state public and private institutions as well as institutions in surrounding states. Host at least two-thirds of these institutions on campus for the event. Log a total of at least 250 participants to the event and receive "good" to "exceptional' responses on conference evaluations as well as positive feedback comments. Conduct a local service project as part of the conference to engage participants in the community and create awareness for the organization(s) served.
	Community Outreach	Expand the scope and reach of the regional grant funds to include new initiatives centered on K-12 educational activities.	(a) Work with the Four Rivers Foundation to expand their success to at least three other counties. (b)Build on the CPE grant for College & Career Readiness through the College of Education to conduct regional educational assessments. (c) Utilize grant funds to support activities that will build on the common core standards mandated by the state.
Registrar's Office	Innovation	Implement new degree audit system.	Will have product identified and purchased by December 2011. Implementation timeline for first phase of project is July 2012, which will require extensive support from Information Technology. Progress will be evident as each major/minor/area/degree is built in the system and made available to students and advisors. Resources: Software/ Maintenance/Installation/Scribing = $200,000; Additional staff member (Registrar Office) = $25,000.

	Community Outreach	Establish myGate training sessions.	Establish advising and other myGate training sessions to be provided to academic departments. Work with CTLT to develop four sessions each academic year (two in Fall; two in Spring). Sessions will include information on advisement, grading, accessing student information, using degree audit, etc. Resources: NONE
School of Agriculture (now Hutson School of Agriculture)	Innovation	Expand the Racer Academy of Agriculture.	This goal also combines the other imperatives of Excellence/ Partnerships and Community Outreach. The Hutson School of Agriculture will strive to increase the number of students who are dual enrolled in a MSU/Secondary School Agriculture class by 75% for 2011-12. Last year we enrolled 116 students so the final goal for this year will be 203. We will strive to double our number of course offerings from 2 to 4. We will strive to include over 20 secondary Schools as partners in this effort. Our objective is to obtain a full-time Racer Academy of Agriculture Coordinator for the 2012-13 academic year.
	Partnerships	To research, develop plan and implement plan for providing "green" energy solution to heating of the Equine Instructional Facility	Also Innovation Goals 1) Research alternatives for combined heat/power for Equine instructional facility 2) Develop plan for partnership with WK AgBioworks, College of Science, College of Business and the RBIC to promote sustainability by recycling equine waste to use to heat the facility. 3) Visit LEI products and determine feasibility of BioBurner. 4) Present Plan to administration 5) Secure equipment, and install heat in EIF; begin research phase 6) Work toward goal of combined heat and power in 2012-13.
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).	Partner with Dr. John Yates in community college provisional admission days - have RN-BSN coordinators present. Provisionally admit 3-5 senior ADN students at each site.
	Excellence	Admit 1st DNP class to start Fall 2012.	(a) Develop DNP recruitment materials. (b) Update the SON WEB site. (c) Participate in graduate recruitment fairs. (d) Submit COA (nurse anesthetist accreditation) application. (e) Go through the admission process for the DNP applicants - minimum of 30 for the first class.
Springer-Franklin Residential College	Innovation	Springer/Franklin Residential 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.	During the middle of the fall 2011 semester, the RCC Executive Board and a committee of First Year Leaders will prepare a report of Freshmen-oriented activities and announce results at an RCC meeting. The Executive Board and FYLs will do the same at the end of the fall semester. The Executive Board will prepare similar reports during the middle and end of the spring 2012 semester. The last report will serve as the final measuring tool for assessing the results of freshmen retention efforts at Springer/Franklin.

	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 middle of the fall 2011 semester the RCC Executive Board will prepare a progress report for this goal and announce results at an RCC meeting; a follow-up report from the Executive Board will occur at semester's end. The same process will take place during the spring 2012 semester. The end of semester report will serve as the RCC's final report and assessment of results.
SSLD	Innovation	To create a student ambassador program to assist with recruitment of new students.	(a) Develop an application process for recruiting students and establish criteria for the selection process. (b) Establish the duties and responsibilities of the student ambassador program. (c) Develop orientation and training program. Provide leadership opportunities for ambassadors to speak with prospective students and parents both on and off campus.
	Partnerships	To develop a public relations plans 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) Provide outreach to students with disabilities, parents, high school counselors and administrators to disseminate information to increase the awareness at the secondary school setting of the enhanced services and accommodations available through the Office of Student Disability Services. (b) Speak with groups during New Faculty Orientation, College-Wide Faculty Meetings, MSU Racer Days, Summer Orientation and other opportunities to educate the University community of the services and accommodations available through OSDS. (c) Update web site to combine all of the services and accommodations for student disabilities under one operational unit (OSDS).
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.	In November, begin weekly meetings with IT and directors during the planning stages. Begin the process of reviewing reprogramming and restructuring with the IT to have all processes reviewed, tested, and implements by March 1st.
	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.	

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 have already been submitted, and accepted, but promoting the dates at the Study Abroad Fair and in classes through the use of brochures and verbal means needs to be scheduled in the fall for Spain and in the Spring for Scotland. Working with Melanie McCallon of the Study Abroad Office and the other trip leaders and teachers regularly will be needed as well as scheduling class times and flights, transportation and events to see will be ongoing until trip time. Target number of students: 20
	Excellence	Look at our current ways of fitness assessment at the Wellness Center and improve as needed.	(a) Attend provided trainings and meet with our assigned MSU Assessment coordinators (Renae and/or Kelly) during the fall semester to determine the best means of assessment for our center. (b) Look at what we are doing currently and build based on our current mission statement if needed, as well as implement new assessment procedures.
Student Support Services	Innovation	Obtain a module in Banner that allows special population participants to be tagged.	75 % of all SSS program participants will persist from one academic year to the beginning of the next academic year. Before Banner, several "special population" programs, ours included, had an option to "tag" students in the main system so that when we needed to pull information for retention and report purposes, we could easily pull this information. Upon the implementation of Banner, we were told that Banner could not do this. If a module could be obtained to "tag" students, this would greatly enhance the retention efforts of our program and others on campus who serve students who are at-risk. I do not know how much Banner modules cost so I cannot put an amount in the resources requested column.
	Partnerships	Host a meeting of regional SSS/TRiO Directors.	The MSU SSS program proposes to host a professional development workshop and collaborative meeting with regional TRiO SSS directors on changes in legislation and regulations from the Department of Education. This professional development workshop will allow directors to share strategies for federal budget cut challenges and allow staff to build networks making collaboration between institutions more efficient. If approved, this goal will be measured by attendance and meeting outcome objectives of the workshop. If this is not approved, SSS will not be able to host the workshop due to budget restraints.

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.	1. Attend co-teaching training provided by Saint Cloud, sponsored by EPSB (TBA 2011-12) 2. Plan sessions (September-May) 3. Advertise sessions (April and May) 4. Offer Sessions (Summer 2012) 5. Evaluate sessions (Summer 2012) The training will be measured by the number attending and participants' feedback on their evaluations.
	Excellence	To review and revise admission to Teacher Education standards.	Committee will meet to determine the new admission to teacher education standards. Increase G.P.A.; increase grades on courses and/or change courses; and tests for admission. Standards will be implemented beginning Fall 2012. Measurement of this goal will consist of a comparison of the 2012-13 and 2013-14 student teachers' scores on the Praxis II Exam and the Principles of Learning and Teaching Exam.
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.	1. Committees will be formed to develop the summit/conference 2. Invitations to all stakeholders to attend. 3. Participation by all communities 4. Evaluation of the conference by those attending
	Partnerships	Provide professional development for regional schools and school districts to implement Program Reviews as a part of Kentucky's Unbridled Learning.	1. Committees will be formed to develop the summit/conference 2. Invitations to all stakeholders to attend. 3. Participation by all communities 4. Evaluation of the conference by those attending
Undergraduate Admissions	Innovation	Automating the Academic Achievement Scholarship.	With the help of the IT department a script is being developed to automate the selection of students that meet the criteria for the Academic Achievement Scholarship. I will receive a report daily or twice a week listing the students who meet the criteria, and letters will also be sent twice a week. This new procedure should eliminate extra steps which can sometimes cause errors. The measurement will be fewer errors and less clean up.
	Community Outreach	Setting up and online orientation for the Racer Academy Students.	Racer Academy is on a fast track and we do not feel that enough information is being given to students on how they need to be doing things, such as withdrawing from class, where to go to pay their account, etc. We will be adding to the Racer Academy letters a link for an on line orientation. We will also be setting up a FaceBook page for Racer Academy students so they can ask questions and receive answers quickly because most students today prefer social media instead of making phone calls. We will receive a report of all students who use the orientation piece and the number of students on FaceBook asking questions.

Undergraduate Research	Innovation	Faculty Professional Development around Undergraduate Research	Last academic year, URSA partnered with other campus entities including the Center for Teaching and Learning Technology and the WAC committee to bring a distinguished scholar (Dr. Bruce Ballenger) to campus to present a day-long workshop on inquiry-based learning - what it is and how does one teach it? This professional development effort was a success and there are already examples of some faculty acting on concepts explored during that workshop. URSA proposes to collaborate again to bring another distinguished scholar (possibly Dr. Mark Taylor – "Teaching Generation NeXt") to campus possibly in the spring for a similar day-long workshop for faculty where the topic of engaging students in active, hands-on learning will be explored. It has been known for a long time that students learn better when they are engaged vs. simply listening faculty deliver content in a lecture format. However, some faculty still struggle to adopt these teaching and learning methods on how it can be done in their discipline. This professional development workshop will explore best practices and innovative solutions to better engage undergraduate students across the academic spectrum in active models of high-impact learning.
	Excellence	Freshmen Showcase: Undergraduate Research is Possible.	The Office of Undergraduate Research and Scholarly Activity has long promoted the benefit of faculty-mentored projects as a way to better prepare students for graduate study and/or competitive career opportunities. Generally speaking, the upper-level courses and students are the most logical beneficiaries of this effort. While we do see some freshmen engaging in this experience, the numbers are exceptionally low. We propose to create a one-day "Freshmen Showcase." It will be similar in some aspects to our annual Scholars Week celebration, but this showcase will be held in late fall and will be tailored to freshmen needs. The goal is to collaborate with 099: Transitions classes to create an attendance base, as well as openly market to all freshmen. Furthermore, we hope to reach a more diverse cross-section of the student population fostering further future engagement of more diverse participation in undergraduate research. Also, we see this as a tool for recruiting and retention. Lastly, we hope to inspire faculty to engage students early in project that could foster research later. Sessions will be held in major discipline groupings (possibly collegiate) where students will present on their experiences, discuss feasibility of freshmen finding ways to become involved, and ways to secure a faculty mentor. The benefits of such an experience will also be discussed. This Freshman Showcase will raise the profile of an undergraduate research experience to freshmen in a manner that seems user-friendly to them and appears to be peer led.

University Bookstore	Innovation	To explore advances in digital technology and electronic publishing and take full advantage of the promise of these revolutionary new technologies.	Hire an Assistant Director to supervise and evaluate all book departments, who will concentrate on research and programs to reduce student costs for course materials including the adoption of e-books. Textbook affordability sparks strong opinions and our challenge is to have formats of every kind available to meet the wide range of needs for student satisfaction and to remain competitive in today's market. We can measure our progress by comparing the number of available format options to the previous semester and also to the industry averages.
	Partnerships	To purchase and implement a total store system that will provide applications to insure better profitability.	Complete research and validation of available partnerships for a total store inventory management, point of sale system that will interface with Banner to ease the process of textbook management, allow rental and e-book purchases in store or on line, allow direct departmental and student charges to account eliminating hours of data input, provide applications for managing general merchandise inventory and include sales data management and sales reporting and allowing secure payment processing that is PCI compliant and one that provides audit and control reports needed for physical inventory process and training/user support. Hire staff person to be responsible for all system related issues.
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.
	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.
University Libraries	Innovation	Library Mobile Services.	The library will be investigating and implementing innovations for mobile services over this coming year. These include: providing a larger fleet of iPads equipped with more educational apps (Fall 2011; will be measured by usage numbers and user feedback); promoting the new Racer Mobile app (all year; will be measured by evaluating contacts with the library through this service); developing a "portal" for mobile-friendly licensed library resources (Winter 2011; should result in increased usage); and developing a mobile-friendly version of the library website (Spring/Summer 2012; usage and feedback will serve as measurement method).

	Excellence	User Services	This goal is focused on increasing the excellence of library user services, specifically pay-per-view, document delivery, and classroom instruction. Pay-per-view as a method of acquiring journal content will be expanded to all faculty this year (usage by college and/or department will be monitored). Document Delivery (electronic delivery of print and electronic resources through the ILL system) will be expanded to students and will provide all user groups with direct access to full text pdf files (usage again serves as the measurement of this project). The Research & Instruction Librarians will provide more customized library instruction through their outreach with academic departments.
University Studies	Innovation	Develop and Assessment Plan.	Subcommittees will be formed to be chaired by members of the University Studies Committee and populated with faculty from across the university. These subcommittees will identify Student Learning Outcomes for 8 broad student learning goals, and submit for how best to assess that learning.
	Excellence	Implement the University Studies Assessment Plan.	During the spring semester, the assessment plan developed by the University Studies Committee will be implemented. Data generated by the implementation of that plan will be used as part of our SACS report. Part of the implementation will include a holistic scoring team of professors and/or a nationally exam.
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.	Staff will develop mini lessons for students to complete on iPads, Mac computers, and if possible kindles/nooks at monthly school visits. Develop activities for Saturday College meetings that utilize the Mac laptops or desktop computers. Ideally, one iPad per student use for ACT preparation and tutoring assistance for current courses. Measurement will be conducted by collecting the list of participants at each meeting, a copy of the lesson, and a pre and post-test on student knowledge of this technology.
	Community Outreach	To conduct school visits twice a month at the area high schools where Upward Bound participants are served.	(a) Analyze budget to effectively manage costs associated with travel. (b) Coordinate staff schedules to maximize travel and out of office time. (c) Work with the guidance counselors on a weekly basis to discuss meetings and student activities. (d) Increase student retention and participation due to more frequent face to face contact. Measurement will be conducted by schedules, rosters, budget, and number of participants in the program. Currently have 51 participants.
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.

	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.
White Residential College	Innovation	Expand services that assist freshmen receive advising to ensure that all freshmen create career plan.	White College RCC, FYLs, RAs, and upper-class students will help freshmen transition into and through Murray State University by building upon the best practices in mentoring. White College will offer advising, course placement, tutoring, and academic bridge programs to assist freshmen create academic plan. The faculty/staff will be presenting a series of study skills workshops throughout the first eight weeks of the fall semester. The Study Skills information includes time management, textbook reading, memory skills, listening, note taking, test preparation, test taking, and other study skills-related practices to improve academic performance. Post training survey and resident satisfactory survey will be used in a timely manner to determine student interest and needs and to create engaging programs that will benefit the White community
	Partnerships	Strengthen the perception and experience of Murray State University as welcoming and supportive of diverse populations, backgrounds, and perspectives.	White College will offer a seminar titled Bully Free Zone and model community-building tools to create a bully free culture of empathy and leadership and use arts and crafts to equip participants with prevention and intervention strategies. The White College community is committed to providing an inclusive environment where students can succeed academically, while exploring and celebrating their diverse multiple identities. Special programs such as language conversation groups, the International Friendship Host program, foreign films, and the International Thanksgiving Dinner will be organized to enhance students' living experience. The participants' comments, feedback, and survey data will be used to assess the effectiveness of the programs, activities, and services.
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 will measure the progress achieved by the hours of KET programming added to the WKMS Schedule and by the minutes of DMS audio used by WKMS News. This will fit into the WKMS program review underway 9/11 through 12/1/11 designed to discover more quality programming that's available at no charge to WKMS and appropriate for its public service mission and music targets.
	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.	WKMS will measure the progress achieved by the number of monthly meetings actually achieved and a list of at least 3 positive outcomes resulting from each meeting.

Women's Center	Innovation	To educate the entire campus & surrounding community about self-injurious 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.	(a) 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). (b) Encourage faculty in relevant disciplines to have their students attend the program on November 14, 2011. (c) 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). (d) 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. (e) To have attendees evaluate the program with 75% indicating the program as extremely beneficial to beneficial. (Nov. 14, 2011).
	Excellence		(a) Organize, plan, promote, and host an Open House during the fall semester for faculty, staff, students, and local community. (Sept. 2011). (b) 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). (c) 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. (d) 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). (e) Announce the establishment of the Women's "hall of fame" (by the name decided upon) at the annual "Celebrate Women" luncheon. (March 28,2012)
Wrather Museum	Innovation	The museum will have educationally based programs to draw faculty and staff to the museum.	The museum will utilize social media to inform.
	Community Outreach	The museum will add to its growing collection of artifacts. That makes people who donated them want to come to visit the museum and have a connection to the museum.	The museum will add one meaningful artifact to the museum. This will be an artifact that is relevant to the museum's regional history mission.