Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Accounting and Financial Services	Innovation	Provide online payroll and accounts payable (student refunds and employee travel reimbursements) direct deposit enrollment.	A vendor has been narrowed down to provide online enrollment in direct deposit for A/P (student refunds) and payroll. With this vendor, designated ATM machines will need to be placed on campus for students to obtain CASH from student financial aid refunds, if desired. We are currently working on the programming details before forwarding a contract to legal counsel for review. Original target date was fall 2012. If the ATM issue can be resolved and if approved through the administration, target completion is still for fall 2012. However, implemtation before the spring 2012 will not occur. New target date is during spring 2013. If implemented this also brings overall cost savings to the University.	Excellence	Provide additional Banner Payroll informational forms to campus users through online access.	Online campus training as been enhanced and updated on myGate HELP tab Administrative/Procedures Payroll category for Leave and Time reporting. This was done in April 2012. Online training has been developed for other banner forms that will assist departments with monitoring position numbers, PA form status, and vacation time balances. Forms for enrolling for this access is expected to be completed and distributed to the campus by the original target completion of summer 2012 (mid-July). Security problems took longer to work out and these are now ready to release to the campus. Expected to be communicated to campus in October 2012.
Adventures in Math & Science (AIMS)	Innovation	To increase our enrolled students knowledge and use of online education	• Academic Tutoring with live tutors online through the Paducah Public Library Partnership and in person.• Assistance with course selection to ensure selection of a rigorous curriculum.• Untimed test for students who need the time coordinated by the Project and School Counselor.• Completion and continued monitoring of progress of an Individual Education Plan (IEP).• Retention alerts to be completed by Teachers on student progress during class cycle.• Continuous monitoring of grade reports• One-on-one meetings with Parents and Students who are not making satisfactory progress.• Test-taking workshops.• Pre-college curriculum courses taken during the summer component.• Motivational workshops.• Six-week courses during summer component based upon individual needs assessment and tests to assess skill level.• Students will get additional homework help through Khan Academy (free math and science resource) at http://www.khanacademy.org/.• Chemistry Now is a weekly online video series that uncovers and explains the science of common physical objects in our world and the changes they undergo every day. It is made especially for students and teachers to explore chemistry in and beyond the classroom; the online videos are matched with lesson plans from Triangle Coalition member the National Science Teachers Association (NSTA) and are free online (http://nstacommunities.org/blog/category/chemistry-now/.• New Math@Home now online will be explained to parents at a parents' workshop. Parents can get more involved in their children's mathematics education with the enhanced version of MetaMetrics' popular Math@Home utility. By entering the child's grade and quantile measure from their child's core content test score report, parents can then select the child's textbook to find ability-appropriate, family-friendly resources, like games, books,	Outreach	Recruit and maintain relationships with our nine school partners and community liaisons.	The office staff will meet on a regular basis with all of the nine school Guidance Counselors and community liaisons to keep them abreast of program activities. They will also enlist the help of these partners in recruiting and monitoring students academic progress in high school.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Alumini Affairs	Innovation	Redesign and launch a new Racer Alumni website	Objective: Redesign and launch the Racer Alumni website so that it is more interactive. Plan to include more video, maps and picture/graphics that are appealing to alumni to encourage more visits to the site and interaction or feedback. Timeline: Fall - Redesign and work with company on build and transfer of current content for historical purposes. Spring - Announce new look of site and modify settings to meet alumni needs. Use social media and email to encourage visiting the site and use of information.	Excellence	Establish Regional Alumni Representative System	Objective: Develop a system that encourages alumni to be involved in ways that fit their schedule (student recruitment, host events/watch parties, provide internship opportunities, be a campus guest speaker, serve on committees, etc)Timeline:Fall: Establish roles, responsibilities, and benefits. Convert former chapter members to representatives and get them involved in areas of interest. Spring: Recruit additional areas to become involved and increase representative numbers. Add additional means of involvement alums are interested in.
Arthur J. Bauernfeind 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...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 Dept.. are committed to using foundation money, as well as raising outside dollars to help with the cost of this subscription. Status: This is still a priority for the Dept. and College...other funding sources are being examined along with other philanthropic sources. The recurring resource stream is problematic though.	Excellence	Ensure appropriate processes in place regarding AACSB accreditation, ACEJMC accreditation, and the COB's role in SACS accreditation	Ensure an active role for all three accreditations, particularly AACSB with the self-study reports being completed and sent by Nov., 2012, with visit in Spring, 2013 and SACS (and the COB role in that) with self-study reports rolling for the next few months, with visit Spring, 2014. Many in the COB are involved in both of these accreditation efforts and will continue to be involved ensuring success.
Associate Provost for Graduate Education and Research	Innovation	To reconstruct the Graduate Recruitment functions, processes, and methods at MSU.	A goal for the 2012-2013 year will be to reconstruct the Graduate Recruitment functions, processes, and methods at MSU. With the departure of the Coordinator of Graduate Recruitment to another position out-of-state and the hiring of a both a new coordinator and a new graduate assistant, we plan to redesign the functions of Graduate Recruitment and Retention and to bring them more in line with necessary methods needed to assure a more innovating and seamless process. The goal will be accomplished by March, 2013.	Excellence	Successful Completion of the SACSCOC Compliance Certification for University Reaffirmation	During the 2012-2013 academic year various offices within Academic Affairs, and university-wide, will be heavily engaged in the final preparatory process of compiling and completing the SACSCOC Compliance Certification for university reaffirmation. This process will culminate in a September, 2013 submittal date. During this process over 125 individuals university-wide will have been involved with the process. The goal is to have the entire Compliance Certification process completed by June, 2013, two-three months ahead of the due date. The Compliance Certification is directly linked to University Excellence.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Associate Provost for Undergraduate Education	Innovation	Ensure retention and graduation of Mayfield minority student cohort	Students will complete surveys at the middle and end of the fall 2012 and spring 2013 semesters as well as completing their MAP Works surveys. (These students will be surveyed and followed throughout their time at MSU.) These surveys will assess individual risks that need to be targeted in order to keep these students enrolled and on the path to earning their degrees. Upon identification of risks, interventions will be individually tailored to meet the needs of these students. Our goal is for as many of these students as possible to earn their degree.	Excellence	Develop strategies to increase retention by better preparing students to take courses with high D/F/W rates	We will first identify those courses with consistently high D/F/W rates. We will also determine whether it is the course itself or individual instructors that have the high D/F/W/ rates. When the rates of D/F/W vary by instructor, we will offer faculty development opportunities that will enable the professor to learn new instructional strategies that might lead to a more normal distribution of grades. When it is the course (rather than Instructor) that has consistently high D/F/W rates, we will attempt to determine whether there are variables that successfully predict students who are unsuccessful in these classes. We will then develop interventions targeted toward future students who have the characteristics of those who were unsuccessful in previous years. In 2012/2013 we will (1) identify high D/F/W courses and instructors, (2) conduct data analyses to determine student characteristics that predict D/F/W, (3) based on #1 and #2, begin to develop intervention strategies. Measurement: (1) Have we identified high D/F/W courses and instructors? Yes/No. (2) Have we conducted the statistical analyses to determine which student variables predict poor performance in these classes? Yes/No., (3) Have we started exploring how to prepare students at high risk of poor performance for these courses? Yes/No.
Career Services	Innovation	Increase the number of organizations attending MSU's Career Fairs	Through a variety of marketing techniques that includes a number of electronic notifications, social media contacts, prior attendance direct contacts, the Career Services sponsored Career Fair will increase from an average of two hundred ten to two hundred and fifty	Innovation	Increase the number of student participants for the Career Services sponsored Career Fairs	Increased classroom presentations by Career Services Staff, in addition to a social media marketing blitz is designed to increase student participation in Career Services sponsored career fairs. The increase in student participation is expected to move the annual average from approximately thirteen hundred participants to fifteen hundred participants.
Center for Academic Advising	Innovation	To provide students with a tool that will aid in their success as a student here at MSU. The tool will be a "Student Success Guidebook" that will include pertinent information/resources about the University and other information for success.	The Student Success Guidebook will be a tool developed for students that will aid in their success. It will differ from the student handbook that is currently available for students because it will include information about effective study skills, time management, overall success points. Development check list. It will have information about what to expect from their advisor, as well as, what their advisor expects from them.This book can be utilized in the Transition courses as well as the First Year Experience course as a supplemental tool to help our new freshmen.	Excellence	To provide opportunities for students to continue exploring majors/careers beyond their first semester.	A workshop will be provided that will include career exploration to assist undeclared students in making an informed decision about the best career path for them. The objective is to help students choose a career that fits them and to declare their major before the 60 hour requirement.This will be implemented Spring 2013, this will be measured by having students complete a survey before the workshop about their career path/choice progress and after the workshop they will complete another survey that will measure their certainty or uncertainty of a career path.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Center for Continuing Education and Academic Outreach	Innovation	CE/AO MSU Paducah Campus will work with the College of Business in development of the new Logistics System Chain Management Degree	Dean Van Horn will work with Dean Todd, Dr. Betts, and the College of Business to develop, market, and recruit students for a start date of fall 2014 in the new MSU Paducah Regional Campus. We'll work with WKCTC faculty and administration to ensure their program will help feed the Bachelor's Degree Program at MSU.	Outreach	CE/AO will work with our Regional Campus in Madisonville and our MSU Transfer Center to pilot an "Early Admission Program" with Madisonville Community College	We plan to work with the Transfer Center and the MSU Madisonville Regional Campus to develop and implement an early admission pilot program working with MCC for fall 2013. Money would be needed to pay for application fees and ID's for future transfer students enrolled in the program. The goal would be to register 25 students in the program the first year.
Center for Continuing Education and Academic Outreach	Innovation	Revive the one-credit hour Community Education courses to create up to 30 new enrollments for the Fall 2012	The Community Education courses will create new University enrollments by responding to community needs. Courses such as "Computers for Senior Citizens" and "Baby Sign Language" will be offered in the fall 2013.	Excellence	Create a retention and graduation plan for the Integrated Studies program.	The objective of this goal is to improve retention and graduation rates of the Integrated Studies program though a historical index similar to the one developed in past years that helped increase enrollments in the program. The index will be tied to historical data based on MSU campus.
Center for Telecomm. Systems Management	Innovation	Develop TSM lab-based courses via on-line systems & virtual lab environments	Identify and submit proposal to NSF or similar agency for funding by May 2013, requesting support for the development of course material and on-line lab equipment. Create a pilot project to test lab environment by end of summer 2013.	Outreach	Create database of companies, that have hired TSM students for jobs and internships, to foster relationships with companies for future opportunities.	Create database to house company data.Populate database with companies that have hired TSM students.Populate database with companies that have provided internships to TSM students.Develop procedures for ongoing data entry of student and company information.
CFSB / Lovett	Innovation	To develop an elite monthly series (Lovett Live Onstage) where up and coming artists from Nashville will come to perform.	The objective is to develop a monthly series where Nashville agents will place their baby acts to play so we can build relationships for their major arena acts.	Outreach	To develop a student organization (Racer Live) to a level that will be recognized and validated by professionals in the entertainment industry.	The objective is to provide students who are interested in the entertainment industry a hands on experience working events, introduce them to entertainment industry professionals and place them in summer internships in Nashville, TN.
Chief Information Officer	Innovation	Increase visibility and utilization of Tegrity lecture capture system	Increase faculty utilization of Tegrity, lecture capture software by 25%	Excellence	Develop VDI as a viable alternative to standard desktop units for administrative users.	Increase the number of administrative users of VDI technology by 100%

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Clark - Residential College Heads	Innovation	Develop and implement a new Clark College Sustainability Program	Form a Clark College Sustainability Committee to educate and encourage Clark residents to recycle their plastic, paper and aluminum "recyclables". Promote sustainability in Clark Hall by looking into energy saving practices and technology. The committee was formed in September 2012 and we began a renewed recycling emphasis on September 15, 2012. We began paper/printer saving practices (Sept, 2012) and will propose ways to reduce electricity usage during October, 2012.Measurable results-- The RCC Constitution, and the RCC minutes will only be available on Googledocs and Blackboard. A minimum of 30% of posters larger than 11" X 17" will be reused and all other posters will be recycled. An RA, Neal Head, and a scholarship worker, Heston Arnold, will work together to initiate and encourage reduced electrical consumption. posting reminders in the kitchen, study room and trash rooms to "turn out the lights"; will write proposals to have motion detection switches installed in trash rooms and laundry rooms; will work to reduce hallway lighting after 10:00 pm, and investigate and act on installing water coolers with reusable bottle refilling capability to reduce plastic bottled water consumption and waste.	Outreach	The Clark College RCC Leadership and Clark's RA Staff have united to partner with Murray's Main Street Youth Center (MSYC) and the Murray Needline .	The Clark College student leaders have committed to meet with representatives from both of these groups and seek ways to partner with and help them serve Murray and Calloway County.The initial meetings are planned for October, 2012. Specific plans will be documented at that time. In mid-September through November 10, 2012, the Clark RA Staff and RCC are collaborating to raise money for MSYC through Clark College's signature CLARKSTOCK Music Festival. Students will meet with Needline in October 2012, with a food donation drive in the Fall of 2012 and at the close of the Spring Semester of 2013. Their initial thought is to volunteer at least one afternoon at the Needline facility.In addition to partnering with MSYC, Clark College will hold several events to raise money and collect donations for the United Way Walk for Life, and Angel's Attic (the funding thrift store for a medical clinic that serves those uninsured or underinsured).
College of Education	Innovation	Increase College grant submissions by 8% to provide innovative services to the educational community in the service region.	1. Contact the COE faculty who attended John Roark's workshop last spring.2. Find out where each faculty is in the design and submission of a grant proposal.3. Provide appropriate resources from the Dean's office to support the completion of their work. 4. Coordinate efforts with the office of sponsored programs to finalize proposals.	Excellence	Maintain current CPE goal of 18% of students scoring in the top 85th percentile on the PLT to 2014. The version of the PLT has changed and program coordinators will need to realign PLT versions 0622 or 5622, 0623 or 5623, 0624 or 5624 to courses. The College will also have to redesign the Blackboard test prep course to reflect the exam's emphasis on assessment topics.	1. The version of the PLT has changed and program coordinators will need to realign PLT versions 0622 or 5622, 0623 or 5623, 0624 or 5624 to appropriate courses.2. Redesign the Blackboard test prep course to reflect the exam's emphasis on assessment topics.3. Review the COE PLT website to make sure it is aligned to the new version of the exam and promote it again using the COE Facebook page. 4. Assign a faculty member to coordinate the above.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
College of Education	Innovation	To train approximately 350 cooperating teachers and/or university supervisors in the co teaching model.	1. Train additional trainers (Fall 2012)2. Plan sessions (September 2012- May 2013)3. Pilot co teaching with student teachers in Graves and Trigg counties (Spring 2013)4. Advertise sessions (Spring - Summer 2013)5. Offer sessions (Fall 2012 - Summer 2013)6. Evaluate sessions (Fall 2012-Summer 2013)7. Implement co teaching in practicums (Fall 2013)The training will be measured by the number attending and attendees' pre and post test results.	Excellence	To design and implement electronic documentation for tracking each student's 200 field hours in COESIS for admission to student teaching.	1. Compile a list of 200 hours required by each program. (Fall 2012)2 Develop and test module for verifying 200 hours in COESIS. (Fall 2012)3. Adjust module as needed. (Spring 2013)4. Monitor the status of the EPSB's development and implementation of the website for students to document their field hours. (Fall 2012)5. Train students to use the EPSB's website for their documentation of the 200 hours. (Spring 2013) 6. Faculty will verify students' hours for activities completed in classes. (Fall 2012 and Spring 2013)7. Students begin entering data on EPSB website. (Spring 2013)8. Develop procedures for reviewing and deciding if hours completed at other institutions can or cannot be used. (Spring and Summer 2013) 9. Write reports for gleaning required data from COESIS. (Spring and Summer 2013)Measurement of this goal will consist of a comparison of the 200 hour documentation in COESIS and the students' documentation via EPSB website for spring 2014 student teachers.
College of Health Sciences & Human Services	Innovation	1. Host a multidisciplinary conference to serve as a foundation for sustainable partnerships between academia and community stakeholders	The success of the conference will be assessed with the following criteria:1. Number of conference attendees2. Quality of sessions provided as measured by attendee feedback (session evaluations)3. Number of attendees at pre-conference workshops / profitability	Outreach	2. Secure external funding for collaborative outreach programs designed to improve health related outcomes for citizens of Western Kentucky.	External funding will be pursued by the Dean's Office to enable us to expand our collaborative efforts with several health care providers and the Murray-Calloway Wellness Consortium. The goal is to fund a coordinator position that would enable the College of HSHS and the health care providers within the region to better coordinate the services offered for children in western KY. This goal will be assessed based upon the success or failure of our grant proposals, or on whether or not we receive funding for a coordinator.
College of Health Sciences and Human Services	Innovation	Move YNL 485/685 and YNL 350 to Fall and Spring Semesters in order to attract more majors to program.	Added Web class for YNL 350 with no additional cost and changed teaching assignments of existing faculty members so that classes can be offered for both semesters. Will be able to be measured by counting number of majors at the end of teaching year.	Excellence	Create Project Starlight which is a committee of one individual from each program in the College of HSHS with the main purpose of student recruitment and other initiatives	Project Starlight Committee will meet once monthly in order to enhance student recruitment initiatives along with other initiatives such as service learning, health matters for students and other areas to build bonds within the college along with bonds with the community.
College of Humanities and Fine Arts	Innovation	Conduct a comprehensive review of college programs and activities.	A scoring rubric will be used for the program review, and progress in the efficiency review will be indicated through projected savings/reallocations.	Outreach	Each of the 8 departments in the college will sponsor/engage in at least one outreach event for the community/region	Departments will report their outreach activities to the Dean's Office, and those reports will be scanned to ensure that each department has participated appropriately.
Community Leadership and Human Services	Innovation	Explore the idea/concept of a nonprofit /social entrepreneur incubator	Plan and conduct a series of meetings between key stakeholders (Youth and Nonprofit Leadership, College of Health Sciences and Human Services, Arthur J. Bauernfeind College of Business, Murray-Calloway County United Way, Regional Outreach) to discuss a potential collaboration. Meetings will begin October, 2012.	Outreach	Identify and collect data on student service-learning and community service activities for department use.	Work with the local United Way to develop and implement a web-based volunteer management system. Consult on the design of the website with an emphasis on the type of data collected and reports generated. A focus will be the accessibility and usability of the website for MSU students who volunteer and complete service-learning related activities as a part of their coursework. Implementation during Fall 2012 with data collection during Spring 2013.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Community Relations	Innovation	Develop T & G U (Town & Gown 'University')	The objective is to develop curricula and activities for campus and community leaders to learn more about each other's "culture." Bi-monthly meetings, over a three-month period, will focus on history, infrastructure, governance, finance, partnerships, and problem-solving. On-going progress will be measured by surveying attendees at each session and ultimately by a "class" project at the end of the session that addresses a shared issue/problem between the campus and the community of Murray. The proposed timeline is March - May 2013	Outreach	Conduct an updated survey of the economic and cultural impact of MSU on our community and region	It will take approximately one year for Dr. Mathis to produce the survey instrument, distribute and collect the completed surveys by faculty, staff and students, analyze the data and write the report. A comparison with the 2003 survey will indicate the degree of change in impact the university has on local and regional economies. This information is valuable for economic development and tourism marketing efforts as well as quantifying the direct and indirect impact of the university for our local governments and state legislators. Partners for this proposed project include the Murray Chamber of Commerce, EDC, Town & Gown Partnership, College of Business and MSU Small Business Development Center.
Counseling Center	Innovation	To develop an advanced practicum placement within the Counseling Center	We will work with the Clinical Psychology Master's degree program to identify a potential advanced practicum student who is interested in gaining additional clinical experience in a new setting. We will work closely with the faculty and graduate advisors in the Psychology program to ensure that the student's practicum placement is beneficial to them in terms of training and experience. We will also assess whether having a practicum student on staff is an efficient use of the Director's time regarding supervision requirements and whether clients and other staff members believe that the program runs smoothly. This will both enhance the training experience of our graduate students and provide increased availability of counseling services to meet the needs of the campus community.	Excellence	To minimize time clients spend on the waiting list before being assigned to a counselor and receiving counseling services.	We will actively work to arrange scheduling so that we are able to offer on-call crisis management services for as many hours as possible during the day while maintaining sufficient time to schedule as many ongoing clients as possible. We will research how other University Counseling Centers balance their time between scheduled clients and on-call availability. We will also research staffing levels in other University Counseling Centers to determine whether the 4.5 counselors we currently have is sufficient to meet the mental health needs of our ever-expanding campus. This fall we reached waiting list status within 6 weeks; our goal is to assign all clients to a counselor within one week of their initial contact with the Counseling Center.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
CSET	Innovation	CSET Racer Internship and Professional Practice Program	CSET will run a pilot Internship and Professional Practice program that will provide 5-6 students with stipends for an 8-10 week summer internship experience with selected business and industry partners who are invited to "test drive" our students. The industry partner will be asked to take on a student and provide an equal matching stipend in the following years, doubling the impact of the investment. Student participants will be limited to those in the science, technology, engineering, and mathematics (STEM) disciplines. This pilot project will form the basis for a proposal for funding from the James Graham Brown Foundation to extend the program to 30 students per year over an 8-10 year period. If MSU adopts the "Experiential Learning" theme for its next QEP, funds will be requested as this project is in keeping with that goal.This project has been advanced by the dean of the College of Science, Engineering and Technology as one of a series of development initiatives that will strengthen the college's ties with industry while promoting professional placement for its graduates. The project is supported by the chairpersons of the six academic departments in the college as an attractive tool for recruitment and retention, and as a means of elevating the visibility of the STEM disciplines. The college views this project as a natural extension of its commitment to providing all students with educational opportunities that prepare graduates to be effective practitioners of their field. The project reflects MSU's mission to "...promote economic development and the well-being of the citizens of the Commonwealth of Kentucky..." by placing a premium on collaborative relationships with business and industry, philanthropic organizations, and governmental agencies. In addition, MSU President Dr. Randy Dunn has articulated several "Presidential Imperatives" for the institution in the areas of	Outreach	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.
Curris Center/Student Life	Innovation	Increase purblic relations efforts	Use Youtube videos to promote events and issues concerning students to the world wide web. We can use the number of views to determine how many people the videos reach. We will also promote our events through Facebook and Twitter, both of which have built in data insight areas to show the number of people reached. After every event, we will have evaluations which will show the effectiveness of our public relations efforts.	Excellence	Improve service provided to students/organizations/ departments by providing online scheduling options	With full implementation of Virtual EMS (event management systems used for room/equipment reservations), the Curris Center staff will conduct training sessions and offer individual assistance to make users more aware of the ease and options available to them in reserving space/equipment in the Curris Center. In order to evaluate, the Curris Center will document the number of users and reservations made through the virtual system both before and after the training.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Accounting	Innovation	Create a Freshman Forum series to help engage freshman students more quickly in the Department of Accounting's cadre of professional development activities.	By May 30, 2013 the Department of Accounting will have a program created for the Fall 2013 entering freshman class. This program will include at least four activities that will be coordinated with the out-of-class activities requirement of the 1 hour Freshman Orientation course taught in the College of Business.	Outreach	Create a coordinating group for the Volunteer Income Tax Assistance programs currently being offered by both the Department of Accounting and the United Way (and possibly by other, church related groups.	By May 30, 2013 the coordinating group will have convened and identified areas of cooperation that could include scheduling of sessions, coordinating training activities, and similar activities. Currently there is little or no coordination among the groups offering income tax assistance to the general public or to students.
Department of Adolescent, Career and Special Education	Innovation	In response to 16 KAR 5:040, Admission, Placement, and Admission to Student Teaching, ACS faculty will implement co-teaching strategies into graduate and undergraduate programs.	1. Embed co-teaching strategies into appropriate professional education and methods courses (Spring 2013). This will be measured by the percent of syllabi that are correctly revised to include the co-teaching strategies.2. Host professional development opportunities for ACS faculty to attend co-teaching workshops. Progress will be measured by tracking faculty attendance and evaluations of the professional development sessions (Fall 2012 and Spring 2013)	Outreach	In response to Senate Bill 163, ACS faculty will develop a partnership with Arts, Humanities, and Sciences faculty to ensure that all pre-service teachers will receive instruction on how to improve content area reading skills in program content areas .	1. Embed content area reading skills into appropriate professional education and methods courses (Spring 2013). This will be measured by the percent of syllabi that are correctly revised to include content area reading skills.2. Establish partnerships with content area reading specialists who can deliver instruction specific programs. This will be measured by the student evaluations of the professional development sessions (Spring 2013).
Department of Agricultural Science	Innovation	The Department of Agriculture Science will use new innovations to make contact with, recruit, develop and maintain relationships with prospective students.	The time-line will be from June 2012 until July 2013:1. The Agriculture Science Department will document how many tweets were received to the hash tag - #AgriRacer.2. The Agriculture Science Department will document the times "unique users" use #AgriRacers the site.3. The department will look at steps to reply to "target tweets" for promotional and recruitment activities.	Outreach	The Department of Agriculture Science will engage potential students through outreach by conducting related agricultural events.	The time-line will be from June 2012 until July 2013:1. The Department will document the number of students that attended for selected events designated as outreach. The events selected are: IFAL, Racer Academy, State Fair, Racer Round-Up, Soil Judging Contest, National FFA Convention, Racer Days/Summer O , FFA Sales Contest, FFA Welding Contests, National Farm Show, Pennyrile FFA Day, Purchase FFA Day, West Tennessee Public Speaking Day, FFA Field Day, Kentucky State FFA Convention2. Questions will be added to a survey given in AGR 099 to determine which outreach events helped students to select the Department of Agriculture Science as their choice of education.
Department of Animal/Equine Science	Innovation	To research and develop a plan for utilizing problematic waste material from the equine unit as a heat and power source for the unit.	Stall waste and disposal has been problematic for the equine unit. Research and identify systems that would allow this problem to instead become an opportunity.Partner with WK Agbioworks, CSET, College of Business and RBIC to investigate alternate systems on the market to untilize stall waste as a source of both heat and power for the equine unit and the efficiencies of such a unit.Develop a small scale test model, install such a unit of a test basis and evaluate the result according unit cost and system savings versus normal heating systems.Present plan to administration	Outreach	Promote the use of high stock density grazing as a part of a holistic approach to forage production and environmental improvement	Implement a system of high stock density grazing utilizing available resources of land and animals to determine if the use of animal impact using appropriate methodology will improvewater balance, mineral balance, plant composition and animal performance without additional conventional inputs.Develop on campus demonstration site that will serve as an industry model.Secure model systems sites for students to visit and view observable results.Incorporate seminars for faculty, students and area producers utilizing world renown speakers who are currently working with a system of this type.Collect date as to productions/profitability of a high stock density grazing system and conventional type systems through comparative forage yields, quality and animal performance.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Applied Health Sciences	Innovation	Develop a Community Health Major	In collaboration with goals of the College of Health Sciences and Human Services, curriculum will be developed, new courses proposed through Academic Council, and a new major proposed to the CPE. Curriculum will be developed during summer 2012 and early fall. New courses will be submitted to Academic Council during Fall 2012. The entire program proposal will be submitted to the CPE and Academic Council during the Spring of 2013 with the new major officially beginning by Fall 2013.	Excellence	Programs within the Department will collaborate for team teaching or shared courses	With the formation of the new department, several similar courses are required for majors across several programs. In an effort to encourage collaboration among programs and to become more efficient in utilization of faculty members, it is anticipated that at least two courses will be shared among different programs. During Fall 2012, a Research Methods course will be shared among EXS and NTN students. By Fall 2013, a Neuroanatomy course will be shared among CDI and EXS students.
Department of Art and Design	Innovation	Develop Curricular Relationships in the Foundation Level Courses	• Develop and implement the PODS concept for the fall foundation studio courses by 9-15-12• Conduct regular meetings of the PODS and make recommendations to the Curriculum Committee for spring 2013 PODS activities by 12-10-12.• Implement changes to PODS and review in AY 2012/13 by 5-15-13.	Outreach	Increase Outreach to Local Arts Organizations	• Develop strong relationship with art galleries in region with Gallery Hop Events by 4-30-2013.• Assist the development of community arts building project in Murray and Benton.
Department of Biological Sciences	Innovation	Biology alumni will be invited to attend a summer picnic and the gathering will be used as a fund raising activity for scholarships and awards.	Biology alumni will be invited to attend a summer (2013) picnic held at the Hancock Biological Station. The gathering will be used to bring alumni to campus, allow them to meet faculty and tour our new facilities, and as a fund raising activity for scholarships and awards. There will be a special effort by faculty to contact graduates with the M.S. degree, although all alumni will be invited.	Excellence	We will assess student satisfaction with the Biology Department by creating a survey that will be administered to graduating seniors.	A survey of student satisfaction will be created and administered to graduating seniors in Biology during the Senior Seminar classes in F12 and S13. Topics will include: quality and availability of courses; academic advising; quality of preparation for graduate or professional school or employment,.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Chemistry	Innovation	Develop, utilizing the existing "Google Calendar" structure, a preventative maintenance system for existing equipment in the Department of Chemistry.	The Department of Chemistry possesses a number of expensive pieces of instrumentation which are currently maintained on a demand system rather than on a routine preventative maintenance schedule. This has resulted in extensive down time and expensive repairs for these instruments. Since the university already has Google calendar available, we would like to attempt a pilot project to use it for maintenance scheduling for a selected number of instruments. If this is successful we would incorporate the remainder of the instrument holdings into the system. During the fall semester we will identify six (6) instruments for this pilot project. These instruments will be selected based on the expenditures for repairs to them in the last five (5) years and the frequency of usage of the instrument. Additionally, a primary user will be identified for each of the instruments. Once the instruments have been selected we will insert the manufacturers' recommended maintenance schedule into a Google Calendar for each instrument that will send alerts on upcoming service events. These alerts will be sent to the primary user and the stockroom facility two (2) weeks prior to the date of service so that the necessary service supplies can be ordered if they are not already in stock. Near the end of the spring semester the amount of down time on these instruments, as well as, any repair expenditures will be examined to see if there has been a decrease. In order to implement this project, the department must have sufficient funds to purchase the routine preventative maintenance items for the selected instruments. Based on prior experience on the cost of maintenance supplies, we estimate that it will require approximately $6,500 to implement this pilot project.	Outreach	Re/establish contacts with regional chemical and allied chemical facilities	Although the department has strong ties with a number of is constituency groups such as graduate and professional schools and secondary educational entities, which utilize our graduates, the chemical and allied chemical facilities located in this region are often overlooked. This is in spite of the fact that they employ substantial numbers of our graduates. The department is planning to establish a deliberate outreach program to regional facilities. The first step is to identify which of these facilities are located in the surrounding counties in western Kentucky and obtain contact information for them. This should be completed in the fall of 2012. After constructing the data base, initial contacts will be made by email or telephone to establish who the most appropriate contact at that facility would be, i.e., plant manager, technical services head, etc. This will be followed by either a personal visit to that individual at the facility, or if that is not feasible, a telephone conversation with that individual. Possible topics to be included in the discussion would be: satisfaction with current employees (MSU graduates), improvements to the current curriculum, internships and co-ops, and the possibility of collaboration on chemically related problems of mutual interest. It is anticipated that approximately 10% of the identified facilities will be contacted by mid spring of 2013.
Department of Computer Science and Information Systems	Innovation	Offer an innovative and current curriculum for undergraduate and graduate programs (CoB Goal 1)	Help develop an innovative inter-disciplinary program to cater to the rapidly growing discipline of Healthcare InformaticsMeasure: (1) Definition of curriculum with options involving Information Systems(2) Propose changes to curriculum that will take the program live in Fall 2013(Amount requested is for hiring a consultant to compile all relevant information)	Outreach	Grow undergraduate program enrollment (CoB Goal 3)	Partner with areas high schools to offer dual credit coursesMeasure:(1) increase schools offering CSC199 (2) Offer CSC125 to area high schools(Amount requested is for 2 adjuncts in 2012-13)

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Economics and 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 2013.	Excellence	Acquire subscriptions for the CRSP/Compustat databases	These databases are commonly used in Finance research. As we hire junior faculty who have research requirements, and as we try to increase the quality and quantity of our department's research, access to these databases would be a giant step towards excellence.
Department of Educational Studies, Leadership and Counseling	Innovation	Each program will have one 'signature' event or project as that demonstrates program quality to partners.	Each program coordinator will meet with the Chair to identify the event to highlight and develop a budget (as applicable).Information concerning each event will be communicated to the College PR coordinator.	Outreach	The Department will update the web site and develop manageable strategies for the use of social media.	Each program web page will be evaluated and revisedby October 31.Assistance/expertise will be sought to assist with implementation of best practices for social media beginning Spring 2013.
Department of English and Philosophy	Innovation	Implement the West Kentucky Teachers Alliance, a group comprising university and secondary school faculty who work on better preparing students for college in the areas of reading, writing, and thinking.	Fall 2012: Establish a reading club for high school and college students; Develop assessment tools to measure high-school teacher satisfaction with SB1 standards and implementation, high-school student confidence in writing, first-year university student confidence in writing; WKTA will meet regularly.Spring 2013: Continue reading club and WKTA meetings; gather data through assessments developed; work on making WKTA a permanent fixture.	Excellence	Improve advising for English majors.	August 2012: Create task forceOctober 2012: Survey focus groups; develop survey to be used in classes.November 2012: Survey English majors about satisfaction with advising.Dec.-Feb.: Analyze data and make recommendations to department.Spring 2012 advising: implement new processes; after advising, survey students again.
Department of Geosciences	Innovation	In collaboration with MSU's Mid-America Remote Sensing Center (MARC), we seek to raise the intramural and extramural profile of the mapping capabilities and expertise of our programs.	During the current academic year we will undertake a review of our promotional documents and programs to raise our profile both on and off campus.	Outreach	Strengthen a new and developing relationship between the Department of Geosciences and the Geosciences Club at Heath Middle School in McCracken County.	Heath Middle School (HMS) has begun offering a section of Archaeology to 6th and 7th graders, and the current class recently toured the MSU Archaeology Laboratory. The HMS teacher has asked us to recruit students of the MSU Geosciences Club to review her students' projects. We will encourage and financially support the MSU Geosciences Club in this mentor-ship activity. This may provide a model to encourage the formation of additional Geosciences Clubs in other regional middle and high schools.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of History	Innovation	The department will encourage faculty to submit HIS 390: Special Topics courses that appeal to students and that can be incorporated into our regular curriculum.	The Department of History, in an attempt to continue to build the number of History majors, will use the popularity of some subjects to offer those courses that have the greatest appeal to a large audience. History 390: Special Topics is an excellent vehicle to offer these experimental courses. A recent success, HIS 331: A Global History of Piracy, was first offered as a HIS 390: Special Topics course. Students responded to this offering by enrolling in the class so we made the course a regular offering by going through the Academic Council review process. We have several HIS 390 experimental courses (Modern Iraq & Iran; The 1960s; and Women & Gender in World History) that we are offering in the spring 2013 semester.	Outreach	The Department of History, in partnership with GLIA, will sponsor & promote a presentation by Dr. Gerry Moody, a Scottish academic, to discuss the United Kingdom	Professor Gerry Moody, an expert on Scottish History and the United Kingdom, who teaches at The Open University in Scotland, will give a presentation to the MuSU community about the possible breakup of the United Kingdom in the near future. Scottish nationalism has struck a responsive cord with the population and this has led to greater autonomy and calls for the creation of a separate Scottish nation. The Department of History will sponsor Dr. Moody's presentation in collaboration with the Department of Government, Law and International Affairs. Professors Kathy Callahan and Martin Battle, from the Departments of History and GLIA, are doing the necessary heavy lifting to make this visit a reality.
Department of Industrial and Engineering Technology	Innovation	Hire an Electromechanical Engineering Technology Faculty to implement the 2 + 2 initiative with Madisonville Community College and other 2 year technology programs.	Dr. Dunn has provided $50,000 to hire an electromechanical engineering technology faculty to further develop the 2 + 2 initiative with Madisonville Community College and other 2 year institutions. We have identified a professional in the region that has demonstrated a desire to fill this position. We anticipate advertising this position in the weeks ahead to accomplish the final stages of this initiative. The hope is to have this goal completed by March 1. A successful hiring of this faculty will be the ultimate measure of this goal's accomplishment.	Outreach	Sponsor and host a PLTW /Pre-Engineering Teacher Banquet that will involve 14 regional school districts and over 20 high school teachers	The The Department of Industrial and Engineering Technology and the Department of Engineering and Physics (with full support from the College of Science, Engineering and Technology) will sponsor and host over 20 PLTW (Project Lead the Way - pre-engineering program) teachers to campus on December 10, 2012 for a banquet to build a stronger relationship between those school districts and MSU. The purpose will be to demonstrate the multiple paths for their high school graduates to further their education in engineering, engineering technology and industrial technology at Murray State.
Department of Journalism and Mass Communications	Innovation	Revise curriculum in JMC and GCM programs to conform to the changes in ACEJMC accreditation standards and the realities of the budget review process.	The new ACEJMC standard for curriculum allows our majors to concentrate more of their studies on developing professional skills. It follows that we should offer them more learning opportunities within the department. For undergraduates, we should revise and develop minors to provide new career options in combination with our existing majors. Counting how many of our majors also have minors in the department is a good measure. Another is achieving desired results at no increase in budget.	Outreach	Expand Omnicom internship program to include Graphic Communication (GCM) students	Increase number of Omnicom interns from 20 (summer 2012 total) to 25 with most of additiona students from the GCM area.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Management, Marketing and 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.	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 and Statistics	Innovation	Build on our contact with secondary mathematics in our region through regular contact and (gentle) offers of support.	Issue: P-12 Education in our state continues to be in a state of change: new standards for Mathematics, new end-of-year assessments, College Readiness and Transitions efforts, 4th year Mathematics courses, Dual Credit opportunities. Secondary teachers feel the pressure from all sides. Plan: We intend to build on the relationship that we began with them last year (through the Transitions Project) by a bi-monthly "newsletter" which will be a brief summary of issues and ideas surrounding these challenges that I have learned from others in the state, and a gentle offer of assistance. Given the teachers' stressed life and schedules, each newsletter will be short and to the point (to maximize the likelihood that it gets read). Mathematics and Statistics has also developed a pathway to earning an MAT in Mathematics (6 graduate mathematics courses and 5 education courses) which will (a) allow secondary teachers of mathematics to rise in Rank, (b) qualify to teach Dual Credit Mathematics coursework at their high school as well as at their local community college. We have also developed a Dual-Credit policy for Mathematics and Statistics which is aligned with the new CPE Policy on Dual Credit. These opportunities will be disseminated through the newsletter as well. Measures: We hope the receive reply contact from at least 6 teachers at 4 schools. We realize that this is a modest number, but these relationships start slowly. Costs: Estimated mailing costs for 4 newsletters to about 150 teachers at 34 high schools: $250	Excellence	Begin a program of sponsorship of local/regional high schools for the AMC Exams in hope of attracting good students to MSU as our majors.	Plan: The American Mathematics Competition (AMC) is a series of exams offered through the Mathematical Association of America (MAA). We will sponsor a number of regional high schools for AMC exams for their 10th and 12th graders. This year we will stay somewhat more local than regional, but as we gain experience we expect to expand to more schools in the region and to also sponsor the 8th grade exams. To the degree that we can afford it, we will invite the students to campus (on a monthly basis?) to have a problem-solving session and some snacks and fun activities. In February we will sponsor the students taking the exams. We hope to help students develop their love of Mathematics as well as their talents in Mathematics through these problem solving opportunities. Exceptional students may qualify for the American Invitational Mathematics Exam, and from there the USA Mathematical Olympiad. We recognize that this possibility is remote, but we will also be developing a connection with these very good students and perhaps draw them to come to Murray State University upon graduation. Measures: This first year we hope to sponsor 10 students at 4 schools. We also hope to have at least two sessions with them before the exam itself. Of those who are seniors, we hope that at least half of them will attend Murray State in Fall 2013. Costs: The cost of sponsoring 4 schools would be $296, without counting the costs of the above-mentioned sessions.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Modern Languages	Innovation	Implement MLA 392, a Modern Languages Professional Engagement course.	Fall 2012: conceptualize course; announce it in 300 level language classes to alert students to this new opportunity. Spring 2013: Offer course. Chair will work with individual students on the design of students project and might delegate the supervision of the project to appropriate faculty Progress will be measured by reviewing the projects accomplished by the students and also by evaluation given by students.	Excellence	Create a departmental research "forum" in which faculty can present their research to their peers and discuss the work.	Fall 2012: identify one or two people who would like to present and select a time for presentation. Spring 2013: offer one or two forum sessions to discuss a faculty member's research project. Successful result will be measured by actual events taking place as well as by attendance and engagement of faculty.
Department of Organizational Communication	Innovation	Provide a one credit hour support course for COM 161 students suffering from high public speaking anxiety.	"Public speaking" is frequently ranked as individual's greatest fear and an unfortunate cause for highly apprehensive students to drop/avoid/fail COM 161. Acute public speaking anxiety negatively effects COM 161 students' GPAs and our retention rates of first-year students who suffer such anxiety. Therefore, we will offer a new one credit hour support course to address this need, COM 160--Managing Public Speaking Anxiety. In conjunction with Student Disability Services, academic advising offices/staff, and the Racer Communication Center, students will be made aware this 1-hour, COM 160 course. The instructor will grant permission for selected students to enroll in this COM 161 support course. Data will be gathered to measure changes in public speaking anxiety and drop/completion rates of the students taking COM 160.	Innovation	Expand the number of students utilizing the Racer Communication Center.	The new "Racer Oral Communication Center" opened in late fall of 2011 to tutor students in various oral presentation and communication skills. The Center is currently in Waterfield Library, directed by Prof. Patty Parish, and staffed by student "consultants". In Sp-12, the Center provided 234 consultations to students from each of the five colleges and two schools. In a continued effort to fulfill Dr. Jessie D. Jones' (the donor) vision that every MSU student becomes a confident communicator and speaker, this year's goal is to expand the number of students who utilize the Center during 2012-13. Progress will be measured by tracking increases in student utilization across all academic areas. The number of consultants and operating hours will be increased to further meet this goal. Securing recurring funding for consultants, graduate assistants, and a stipend for the Director will also be addressed.
Department of Psychology	Innovation	Innovative ways to incorporate research experience into the work of undergraduate and graduate students in the department will be developed.	Sona Systems is an online research scheduling and administration system that has recently been adopted by the department. Ways to use this system in an innovative way to ensure that students gain experience with research participation as well as with the conduct of research will be developed. By the end of the academic year, ways for students to both participate and conduct research in innovative ways using Sona will be in place and use.	Excellence	To enhance the quality of research activities of graduate and undergraduate students, ways to recognize excellence in student achievements will be developed.	A committee will meet to identify ways in which excellent research and scholarship can be recognized by the department. Both undergraduate and graduate student awards will be developed and plans for dissemination of information about the awards will be developed. It is planned for the first awards to be presented by the end of the academic year. Funds are requested to support monetary awards to accompany the recognition of research and scholarship by students.
Department of Theatre	Innovation	Determine , through the Budget Review Committee process at the Department level, how to find less costly ways of performing our uniquely valuable functions.	To identify at least two new courses that we could teach online, or, two courses that we could teach as two half-semester courses back to back that would allow for faster and easier graduation rates from our department; and put that plan in motion for the Fall 2013 academic semester.	Outreach	Increase outreach activity with local and regional K-12 institutions and community theatres.	To increase contact activity with Playhouse in the Park in Murray with our faculty and students; to begin work with regional schools by engaging our students and faculty with their students and faculty in the theatre production venue to increase the amount of theatre activity produced in the area; and, increase our presence with Commonwealth schools as theatre practitioners and teachers. The timeline for work with the Playhouse will match with their programs. The work with the K-12 sector will begin in September of 2012 and continue through the spring semester of 2013.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Department of Veterinary Technology and Pre-Veterinary Medicine	Innovation	Update technology within the department to reflect the current standards in the field of Veterinary Medicine	he Department of Veterinary Technology is needing the following "innovation" upgrades in the equipment stated below to achieve and maintain its accreditation status:1. Digital Standard Radiology Unit 2. Digital Portable Radiology Unit3. Electrocardiograph4. Pulse Oximetry5. Portable Ultrasonography Unit6. Blood Pressure MonitorsProgress 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.	Outreach	To establish a community outreach project for students within the Veterinary Technology Program to assist the CCAS (Calloway County Animal Shelter) & Humane Society	Goal I: Part II Murray Calloway County Animal Shelter Creating Partnerships/Community ServiceObjective/Timeline: Fall 2012-Spring 2013 semestersStudents will collect samples from animals at the Calloway County Animal Shelter as part of their coursework for AGR 410, AGR 420, and AGR 430. Students will collect samples once a week on a rotational basis for at least 8 weeks. The students will utilize skills from prerequisite courses to complete a physical examination, perform restraint, and collect fecal, urine, and blood samples for analysis in the laboratory. The students will then work in groups to assess the data and present their findings to the entire class. The students will get the benefit of putting clinical skills and patient information together and assist in interpreting results in a team effort as well as the satisfaction of helping the community. The shelter will benefit by having a more complete health profile on the animals to enhance adoption rates and make informed euthanasia decisions. The community will benefit from the reduced cost of the initial veterinary care visit upon adoption of the animals as well as peace of mind that part of the testing has already been performed. The animals will benefit by receiving extra socialization and more health testing than is normally available at the facility.
Dept of Engineering and Physics	Innovation	Collaborative investigation of technologies in course delivery and assessment	As course delivery and assessment technologies have improved, they have been introduced in a very gradual and somewhat haphazard way into the department's teaching methods. The department plans to try some new technologies this year, assess their value, and come to some collective conclusions concerning their effectiveness. Each faculty and staff member will take on one new technology and test it and report on its usefulness for the department. These technologies will include:- Course problem assignment, practice and grading technology to include the use of WebAssign and Connect- Methodologies to ensure individual work in computer assignments and projects- The use of asynchronous lecture preparation using Collaborate and Tegrity- Development of methods for doing lab simulations remotely- Development of assessment software and connections between formative and summative assessments for SACS and ABET outcomes.- Digitizing alumni and senior survey documents and resultsFunds for this goal will be granted as a stipend to seven faculty members for their contributions toward this effort. These activities will occur throughout the year and individual activities will provide a measure of their success compared to similar projects when the technology was not in use. Success also will include an expanded awareness of all faculty members about the benefits and pitfalls of the other technologies being investigated.	Outreach	Engineering Day Expansion	Last year an Engineering Day (E-day) was held by the IEEE student section and the Engineering and Physics department on the same day as the TEAMS engineering competition. This trial of E-day was quite successful for a first run and generated some interest in the community for a range of students. As funds allow, the department plans to expand this activity to provide more activities and to make the activities more portable. The intention would be to bring some of the E-day activities to the TEAMS event which on a Thursday this year, and also develop a mobile E-day event that could be taken to schools in surrounding counties. Local industries will be asked to be involved. The main event will occur on one of the last Saturdays in February. The mobile variation of this event could be done any time during the year and not just during February and would follow a model similar to our successful Girls in Engineering event. Funds for this event would provide for event materials, prizes and giveaways for participants.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Dining Services	Innovation	Purchase and operation of a mobile food truck.	The operation of a food truck on the Murray State University campus will provide food service to students, staff, and faculty that currently are not able to get to one of the existing Dining locations due to distance or time limitations. It will also provide service to Murray State locations off the main campus, and for special events that draw crowds. It is an innovative response to an existing need and generate new revenue. Plans are to have the truck in operation prior to or just after Spring Break 2013.Success of this venture will be measured in both top line and net revenue, as well as monitoring the same for other venues to be sure there is only minimal cannibalization of business.	Outreach	Dining has joined a GPO(General Purchasing Organization) that works on behalf of its members to gain advantageous pricing from manufacturers.	Membership in the GPO began just prior to the beginning of fiscal year 2013, although there won't be any real measurable benefits until the end of the first quarter of this fiscal year. Based on an analysis done of Dining's buying history and volumes, the GPO estimated first year savings of close to $75,000. The GPO will work with Dining through our prime vendor, Gorden Food Service, to identify opportunities for additional savings.The impact of this will be measured through monitoring food expenses as compared to last year, adjusting for changes in business volume. Metrics such as plate cost and cost-of-goods percentages will also be employed to measure the success.
Early Childhood and Elementary Education	Innovation	Faculty in the Department of Early Childhood and Elementary Education will participate in training on the co-teaching model mandated by the Kentucky Educational Professional Standards Board. Faculty in undergraduate programs of IECE and Elementary Education will complete a planning matrix for embedding content from the co-teaching model into program curriculum so students are prepared for co-teaching during student teaching.	100% of faculty will be trained in co-teaching. All undergraduate programs in the department will develop a matrix for embedding content into the program curriculum.	Outreach	During the spring and summer semester the department will offer a Reggio Emilia course in collaboration with Southern Indiana University and Henderson Community College. The course will be taught as part of the display of the "100 Languages of Children" which will be on display at the HCC Fine Arts Building during spring semester.	Participation in this course will allow teachers to expand their knowledge about Reggio classrooms. To make these courses a reality, there have been several meetings between early childhood faculty at the three universities and Terry Green from Audubon Head Start. In addition, faculty have worked through the financial process so that Henderson Community College acts as the vendor to pay the instructor Dr. Leila Gandini, Reggio expert from Boston, MA. One measure of progress will be the success of blending financial resources from three institutions to offer this unique learning opportunity to students. Students who enroll in the course will receive a follow up survey following completion of the course. This survey data will allow us to measure the effect of the course on their classroom practices.
Enrollment Management	Innovation	Implement a national marketing campaign to identify high school seniors who would apply and enroll at MSU for the fall 2013 semester.	Begin implementing a national marketing campaign that would identify students for enrollment at MSU beginning with the fall 2013 entering freshmen class. Territories out side the immediate region will be identified as potential markets for MSU. We will work with Royall and Company to utilize search methods and processes to identify appropriate markets for MSU.	Outreach	Increase fall 2013 enrollment in Racer Academy to 500 students while expanding high school participation by counties in KY and TN that are not currently represented.	Expand marketing efforts to high schools in the 18 county service region so that more students are made aware of the Racer Academy program. At the same time, expand efforts to schools in the immediate area (Henry Count, TN) that are not participating.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Facilities Management	Innovation	Begin migration of different building automation control systems into the newly acquired master control system at Central Plant.	With the recent building HVAC control project at Wrather Hall, MSU installed a master building control system at the Central Plant that will allow all the buildings on campus to be tied into. The migration of all the campus buildings is the ultimate goal, but will be a long and costly process. The goal of FM is to get at least two buildings migrated onto the new system in the 2012-13 year. The next 4 buildings slated for migration are Elizabeth Hall, Winslow Cafeteria, Curris Center and Heritage Hall. Once all the components are installed in these buildings, our Central Plant operators will have improved capability to monitor and control the building HVAC systems and save energy. The estimated cost per building for this migration is $40,000.	Outreach	MSU has already partnered with Paducah and McCracken County to fund a new facility. The goal is for MSU FM to reach out to the entire Paducah/McCracken County community to successfully construct the new facility.	With the joint effort to fund the new facility in Paducah, MSU FM has a very unique opportunity to work jointly with the entire community to successfully construct a new facility. In order for the project to be a success, it will require close communications with the local governmental agencies as well as reaching out to the residential community adjoining the site. It is the goal of FM to construct the Paducah facility and complete it by January of 2014. FM staff will attend local Neighborhood Association Meetings and other meetings as necessary to reach out to the local community and ensure that there are no major disruptions in the local neighborhood or with the project that might tend to deteriorate the good relations that have already been established. Progress will be measured on a monthly basis.
Financial Aid/Scholarships	Innovation	Improve the verification process working withKHEAA	Streamline our verification process through communication, improving paperless mechanisms already implemented; working and training KHEAA personnel using Banner to improve the timeliness of each student's verification procedures and reduce the amount of time needed for completing the process.	Excellence	Improve the percentage of scholarship applications received by currently enrolled MSU students	Less than 20% of currently enrolled students are applying for scholarships at MSU. For the fall 2012-13 year the scholarship office will implement a campaign to get the word out about MSU scholarship opportunities and the process to apply. Our target is to see a 10% increase in MSU students applying for institutional scholarships
Fiscal Planning and Analysis	Innovation	Expand testing of the appropriations forecasting model that is designed to predict Murray State's potential share of a pool of performance funding pool for the 2014-16 biennium.	Test the model using the 4 metrics originally selected by the CPE (degrees conferred, graduation rates, achievement gaps and transfers) using the original trendline data, December, 2012.Test the model using a change to the achievement gap metric presently under consideration by the CPE, February, 2013.Test the model to determine what degree of performance would be necessary to achieve 100% funding of the performance pool under both achievement gap scenarios. May, 2013.	Excellence	Develop a procedures manual for completing the Biennial Budget Request for 2014-16.	The Biennial Budget Procedures Manual will be completed and submitted for review by potential users. June, 2013
Government Law and International Affairs	Innovation	The department will redesign their website to expand the information provided to current and prospective students in order to expand our ability to recruit students and inform our majors.	The new web design will include a minimum of 3 new links to include a link to careers available to our majors, a link for stories about our graduates, and a link to faculty vitae and syllabi.	Excellence	The department will bring in outside speakers to discuss career opportunities related to our majors.	A minimum of 3 speakers will be brought in during 2012-13 academic year.
Graduate Recruitment	Innovation	Increase the number of contact cards collected from potential applicants by 20%.	At all recruitment events the Graduate Recruitment Coordinator will encourage more potential applicants to complete the cards. The cards will be entered in connect by the graduate assistant. The number of cards will be able to be calculated and compared with the previous years number.	Outreach	Widen the audience of potential applicants.	Graduate Education is committed to continuing to widen the audience for potential graduate student applicants. This will be pursued through making contacts with hospitals, private universities, K-12 school systems, and large-scale businesses. The Graduate Recruitment Coordinator will strive to hold events for current employees such as information sessions and recruitment visits. This will be measured through keeping track of a calendar of events and a spreadsheet of contacts made.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Hart - Residential College Heads	Innovation	Improve Hart College web page	Hart College will identify a web master, who will be responsible for updating our on-line presence. We will add photographs, HartBeat (our newsletter), and our Residential College Council meeting minutes each month during the fall and spring semesters.	Excellence	Increase international student involvement	Hart College will create a conversation buddy program for Hart international/American students. Our goal is to create a minimum of 10 conversation partners, who will meet weekly. In addition, 2 programs will be organized to bring all of the participants together to socialize during the fall semester.
Health Services	Innovation	Health Services staff will develop and implement new services and programs reaching an increased population of the MSU community by 5/1/13.	1. Track programs, committee meetings, and census of visits with report to VP for Student Affairs monthly through 6/30/12.2. Evaluate effectiveness of services provided by performing paper/pencil and online client satisfaction surveys in October 2012 & April 2013.3. Evaluate effectiveness of programs by administering surveys to program participants and faculty members by 5/1/13.4. Develop Student Health Advisory Committee consisting of 2 student representatives from each student organization on campus to evaluate Health Services along with campus health concerns by 11/1/12.5. Present Health Services information and market to Staff Congress, SGA, and other organizations on campus, while assessing community needs and concerns by 12/1/12.6. Collaborate with other units on campus to provide specialized services/programs as indicated by 5/1/13.	Outreach	Collaborate with MSU School of Nursing to provide college health clinical experiences for MSU nursing students by 6/1/13.	1. Meet with School of Nursing representatives to assess opportunities for collaboration on programs and services by 10/1/12.2. Provide mentorship for 1 nurse practitioner student by 6/1/13.3. Incorporate student nurses in clinic setting to perform basic nursing duties as part of their required clinical experience by 6/1/13.4. Utilize MSU nursing students in programs administered as appropriate by 6/1/13.
Henderson - Center for Continuing Education and Academic Outreach	Innovation	The MSU/Henderson Campus shall explore avenues to increase enrollment by way of the HCC Transfer Center.	1. MSU/Henderson shall assist the Director of the Transfer Center at HCC in the development of the center.2. MSU/Henderson shall coordinate lines of communication between the MSU/CEAO Transfer Center and the HCC Transfer Center.3. MSU/Henderson shall attend any function of the HCC Transfer Center, including fairs, organizational meetings, conferences, et. al. 4. By June 30, 2013, data will be accumulated showing increases of transfer students.	Outreach	Partnerships; The MSU/Henderson Campus will extend its partnership role with the local KCTCS.	1. Both campuses will continue to combine marketing funds for joint advertising, as well as other marketing tools.2. The MSU/Henderson Campus will assist HCC in the development of their new Transfer Center.3. The MSU/Henderson Campus will reinstate its role in the Audubon Area P-16 Council, an agency of HCC.
Hester - Residential College Heads	Innovation	UpdateHester College Websiteandother sources ofcommunication	Throughout the year Hester College is looking to update the sources of communication.The Hester College Website will be updated as the year goes along with the goal to have mostmajor reconstruction done by the start of the Spring 2013 semester. A working calendar ofevents has already been implemented on the site. This will be updated throughout the year.Social media use has also been expanded with many active members joining a facebookgroup. This has allowed the group to make timely announcements and provide otherinformation to the members.	Excellence	Expand the outreach to the International Community	Hester College has committed to reaching out to the international students that are assignedto Hester College. The RCC has made a commitment offer one program a semester with an international emphasis. The RCC and RAs have also made a commitment to encourageparticipation in all programs by international students. Two RAs have already had a programwhere the international students assigned to their floor made traditional Taiwanese food forthe other floor residents.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Honors Program and Commonwealth Honors Acadamy	Innovation	Regularize Annual Speaker Series Aimed at Post-Graduation Success	September -- Determine what topics will help Honors Program graduates succeed after graduation. Meet with student representatives.October-November -- Find speakers and particularly alumni to address topics identified by student representatives and schedule speakers at appropriate times throughout the academic year.February -- set a master calendar for contacting and scheduling appropriate speakers on a yearly basis.	Excellence	Set Standard Classroom Instructional Strategies and Methodologies to Achieve Honors Seminar Instructional Goals	September -- Review goals of honors seminar course instruction.October-December -- Meet with Honors Faculty to assess current honors seminar instructional methodologies and assess which instructional methodologies best achieve goals of honors seminar instruction.February-March -- appoint an ad hoc committee of successful Honors Faculty members to draw up a set of guidelines of best practices and instructional strategies and methodologies for achieving honors seminar instructional goals.April -- disseminate guidelines to the entire Honors Faculty.
Hopkinsville - Center for Continuing Education and Academic Outreach	Innovation	Increase the number of transfer students who participate in on-site admission days provided by the Transfer Center at Hopkinsville Community College	MSU- Hopkinsville staff will work with the faculty and staff of HCC to promote awareness of fall and spring on-site admission opportunities and increase the number of students who participate in on-site admissions and advising.	Outreach	MSU- Hopkinsvill staff will partner with local elementary schools including MLK to provide outreach and mentoring activities for students	The MSU- Hopkinsville director and Education Coordinator will work with CCPS administration to increase the presence of MSU in the elementary schools and provide support for events such as book fairs, gifted and talented workshops and community reader day.
Housing/Residential Life	Innovation	To implement a "Minute-to-Win-It" RCC/RA/FYL Game after each RCC meeting to promote more community loyalty, meeting attendance and participation	Our unit will measure attendance numbers and report the findings. We will make sure we note the increase, the stability or the decrease in numbers. However, mediocrity is NOT an option so the leadership teams feel this innovative addition to an already organized meeting atmosphere will increase the love for LIZO.	Outreach	To increase community partnerships and campus involvement with breast cancer awareness and cures through continuing our "Boobeque" event every October!	This outreach was achieved last year and we wish to continue the success. From local business contributions to working with representatives from the national cancer organizations, LIZO raised money and awareness around the area. LIZO donated ALL proceeds to the hospital efforts to cure cancer. This year, increased monetary donations and levels of participation will be measured and reported.
Housing/Residential 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 by January 2012.-Purchase a banner compatible third party housing system no later than March 2013.-Begin installation May or June 2013.We are submitting this goal again, because we believe that we need a banner c	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 2012.-Use modules during Spring training, January 2013 and receive feedback to make changes for future.-Use updated modules during the summer of 2013, prior to August training.This was a goal for t
Human Resources	Innovation	Provide more information to on-site interviewees for exempt jobs so that they can be informed about working at Murray State and living in the Murray area.	Material will be sent to exempt job candidates at least 48 hours prior to their arrival for an on-site interview. The material will contain information such as a summary of Murray State's benefits, campus & local area maps, and other promotional material. This information may be sent to interviewees via email and it will be sent more than 48 hours prior to the interviewee's arrival in Murray with a timeliness error rate of less than 20%.	Excellence	Learn the opinions of employees who are new to Murray State and who are leaving MSU.	Surveys will be given to approximately 30 newly hired employees and to every departing employee. Some data may be used from on-boarding meetings with benefits staff and from exit interviews with employment staff. Responses will be evaluated and then changes possibly will be implemented.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Hutson School of Agriculture	Innovation	In coordination with WK AgBioworks, research, develop, and implement plan for providing "green" energy solution to heating of the Garrett Center and Equine Instructional Facility	This is also part of the #1 Innovation for Impact project for the University1) Continue research on growing bioenergy crops.2)Research alternatives for combined heat/power for Garrett Center and Equine instructional facility3) Develop plan for partnership with WK AgBioworks, College of Science, College of Business and the RBIC to promote stainability by using bioenergy crops and recycling equine waste to use to heat the facility. Submit grant to Kentucky Department of Energy and USDA.4) Work with LEI products to further develop project of BioBurner installation.5) Present Plan to administration6) Secure equipment, and install heat in Garrett Center EIF; begin research phase7) Work toward goal of combined heat and power in 2013-14-15.	Outreach	Continue to Expand the Racer Academy of Agriculture	This goal also combines the other imperatives of Excellence/Partnerships and Innovation for Impact1) Submit and obtain USDA NLGCA Capacity Building Grant2) The Hutson School of Agriculture will strive to increase the number of schools participating to 30.3) The Hutson School of Agriculture will strive to increase the number of students participating to 300.4) We will strive to double our number of course offerings from 2 to 4. 5) We will provide Instructional technology to secondary teachers to increase course quality.6) Our future objective is to obtain a full-time Racer Academy of Agriculture Coordinator for the 2012-13 academic year.
Hutson School of Agriculture	Innovation	Green Initiative	Implement energy savings across Breathitt Veterinary Center (BVC) operations. BVC laboratory sections will implement energy saving efforts (lights/computers/thermostats, etc.) to reduce energy consumption. A goal of 10-15% energy reduction is targeted. Energy costs will be monitored across the year and will be compared with prior years' data.	Excellence	Customer Satisfaction	The Breathitt Veterinary Center (BVC) will achieve high customer satisfaction based on "excellence through quality. " A survey will be conducted to measure customer satisfaction with the goal of a 90% approval rating.
Institute for International Studies	Innovation	Implement a web-based customer relationship management system for prospective international students.	We will conduct an audit to determine if there is a communication plan for international students at each stage of the admission process, including prospect, inquiry, applied, completed application, admitted with no conditions, admitted with ESP condition, admitted with ESL condition, denied, confirmed, enrolled.	Excellence	Train unit directors on strategic planning and high impact supervisory skills.	• We will measure whether all unit directors have been trained in strategic planning by Spring 2013.o We will conduct an audit to determine if a consultant from the COB was hired to conduct the trainingo We will conduct an audit to ensure that all unit directors have received the training by the end of the 2012-13 academic year.• We will measure whether all unit directors have been trained in high impact supervisory skills by Spring 2013. o We will conduct an audit to determine if a consultant from the COB was hired to conduct the trainingo We will conduct an audit to ensure that all supervisors have received supervisory skills training by the end of the 2012-13 academic year.
Intercollegiate Athletics	Innovation	Maximize digital network webstreaming capabilities to enhance exposure for university and department.	Digitally produce and broadcast a minimum of 60% of all eligible home contests providing content to OVC Digital Network for live broadcast on multiple platforms. Increase web content promoting Olympic sports by 20% (i.e. coaches shows, student-athlete features, highlights, etc).	Excellence	Achieve compliance with Title IX (i.e. participation rates and grand-in-aid ratios).	As determined by Title IX review, position university to be in compliance with Title IX as it relates to participation rates and grant-in-aid ratio's for the 2012-13 academic year.
Intracollegiate Sports and Recreation	Innovation	Increase participation with new sports: Dodgeball, Inner-tube water polo, Ultimate Frisbee.	The goal is to increase participation by adding new sports to the Intramural season. We will be able keep track of the number of teams, number of participants and the number of games played. We have chosen nontraditional sports to also attract new participants that may not be interested in the traditional sports already offered. We will be able to track the unique participants that play in the nontraditional sports against those that participate in the traditional sports. We will be interested to see if we are attracting new participants or the same participants that are already playing in the traditional sports.	Outreach	Work with Murray City Parks to establish a Flag Football League.	Murray-Calloway County City Parks has reached out to us for assistance with implementing an adult flag football league. The success of the city's flag football league will be dependant upon the mentoring from Campus Recreation. We will be able to assist them with officials' clinics and the administration of a new sport. In return our student staff will be given additional experience an opportunities to hone their craft.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
LGBT Programming	Innovation	Provide at least two (2) training sessions and one additional networking opportunity for Safe Zone Project participants	This year is the first time that we have been in the position to provide training opportunities to participants. On September 28, the first training was held with 35 participants and featured staff from Vanderbilt University. On March 1, the second training will be held and will feature staff from the University of Louisville. The costs associated with these trainings are being offset this year by a grant received from JustFundKY. Participants have indicated an interested in advancing the networking opportunities among Safe Zone participants through social interaction. This goal would provide a networking opportunity for faculty and staff participants modeled off of a common theme that the ally community is frequently confronted with.	Excellence	Provide at least three (3) educational programs per semester with a 75% positive satisfaction return by participants	Through participation in LGBT Programming organized or supported programs, students gain knowledge concerning their identities and abilities to better integrate with other communities. We will measure the number of programs organized by LGBT Programming and the satisfaction level through survey instruments. This was prioritized by the Office for inclusion in the 2012-2013 Assessment Plan for LGBT Programming.
Madisonville Center for Continuing Education and Academic Outreach	Innovation	Develop and Implement a Pilot Early Admission Program with Madisonville Community College	This project focuses on innovation and partnership. We plan to work with the new Transfer Center Director, Maria Rosa, to development and implement an early admission pilot program working with MCC for Fall 2013. Money would be needed to pay for application fees and ID's for future transfer students. The goal would be to register 25 students in the program the first year.	Outreach	Develop new advising sheets for 2 + 2 programs here at MSU-Madisonville.	Working with Madisonville Community College's Registrar's Office and Murray State University's Transfer Center, advising sheets will be developed to show students seamless pathways from MCC to MSU-Madisonville. All sheets for all MCC's degrees should be developed by May 2013 in time for Fall 2013 advising.
Music	Innovation	We will study the feasibility of adopting a new "music-friendly" video conference technology for instruction. We expect that such a system would allow us to expand out music business instruction resources, increase our graduate enrollment through alternate delivery of instruction, and provide a richer academic experience by using more guest artists and presenters in our courses.	This is an exploratory and feasibility study. We will measure progress through learning what equipment and internet bandwidth is required for our needs. We will generate a list of the proposed ways the department will use this technology and we will research other departments of music who have similar technology.	Outreach	We will create a position for and hire an outreach coordinator for the Department of Music. This person will coordinate all K-12 and community outreach programs in the department. The position includes PR and marketing. The staff member will enhance the recruitment/admission procedures of the department and will build new K-12 connections for educational partnerships in music.	We will construct a job description and create an advertisement. We will seek funding for the professional staff position. Once those tasks are accomplished, we will do the search and hire a new staff member. If we can get funding in Fall 2012, we can make the hire in early Spring 2013.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Occupational Safety and Health	Innovation	To develop technology modules/units in the Occupational Safety and Health department that can be utilized for demonstration and hands-on enhancement in several occupational safety and health courses, i.e., ergonomics, industrial hygiene, safety management and practical applications.	1. The Occupational Safety and Health faculty and graduate assistants will research and contact appropriate companies and professional list serves to determine state of the art technologies (i.e., tablets and applications) being utilized in the occupational safety and health profession. (October 2012)2. To purchase or acquire donated technologies that will be utilized in demonstration and student hands-on learning experiences. (fall 2012, spring 2013)3. To develop a pilot project to demonstrate and provide hands-on use of technologies in the occupational safety and health profession. (spring 2013)4. To develop technology modules/units to use in occupational safety and health courses, specifically OSH 550/640, Safety and Health Program Management and Training, as well as the ergonomics courses. (spring 2013)	Outreach	To develop partnerships with major companies to enhance students' learning experiences through the donation of resources, training opportunities, laboratory equipment and scholarships.	The Occupational Safety and Health chair and faculty will collaborate with several major companies to develop plans for partnerships/donations of resources, training opportunities, laboratory equipment and scholarships. The initial meetings will take place in October 2012 with subsequent discussions in February/March 2013. The donation of resources, training opportunities, laboratory equipment and scholarships will be completed by May 2013.
Office of Development	Innovation	Finalize all Campaign related activities and re-focus the Office of Development for post-campaign activities and fundraising projects after January 1, 2013. At June 30, 2013, achieve $5 M in gifts and pledges for the fiscal year. By 3-31-13, give renewed focus to gift & estate planning initiatives including a new bequest program.	1. Finalize all formal Campaign activities by 12-31-12.2. Basketball Practice Facility project and naming opportunities to raise at least $1M for the development of a Hall of Champions by June 30, 2013.3. Re-focus the Office of Development on post-campaign activities and projects for each college, school, and unit after 1-1-2013.4. New estate and planned giving initiatives by 3-31-2013 - including a new bequest initiative.5. Achieve $5M in gifts and pledges for FY 13 by June 30, 2013.6. Current budget is adequate to achieve goals - no additional resources are needed.	Excellence	Re-focus, re-new, develop innovations, and a renewed emphasis in our Racer-thon alumni/friend calling program in order to raise $200,000 through 4000 pledges by 6-30-2013.	1. Beginning in August through June 30, 2013, change calling strategy to enhance our Racer-thon program by calling all donors first, regardless of college/school, and call all of last year's donors by December 15.2. Outsource long-lapsed donors (more than 6 years - to ensure a call from MSU) to an outside calling firm in October 2012-January 31, 2013.3. Ensure that all calling stations are full - 10 callers each night - through FY 2013.4. More and better training of student callers in throughout FY 2013.5. Increase calling nights by 10 nights for the fiscal year.6. Current budget is adequate - no additional resources are needed.
Office of Equal Opportunity	Innovation	Electronic accessibility	Conduct an electronic accessibility audit of the two most used online electronic platforms (Blackboard and BANNER/MyGate) of the university and develop a plan for addressing the needs identified in the audit. OEO will formulate a task force to assist in this effort. Target completion is Spring 2013.	Excellence	compliance self-study	Conduct a compliance self-study audit to ensure that the institutional non-discrimination statement appears on syllabi across campus. OEO will ask each academic college to provide syllabi for review from three of its units as a representative sample. OEO will review the syllabi and report to each Dean any syllabi that lacked the statement. This self-study will aid the institution as they move forward with the preparations for the SACS accreditation visit. Target completion date is Fall 2012.
Office of Multicultural Affairs	Innovation	Develop data collectionsprocesses to increase studentand alumni access to OMA	Utilize Google Docs as an assessment tool to collect feedback on OMA programs andservices. Utilize Facebook to create a conduit for connecting ESI/FLY participants to MSUAlumni in their fields of study.	Excellence	Conduct phase II of theindependent assessment ofOMA to access effectivenessof OMA systems, programsand services	A review and evaluation of OMA systems, programs and service will be conducted by anindependent consultant.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Office of Regional Outreach	Innovation	Cultivate youth leadership in the region while increasing college readiness.	1. Create a Youth Leadership program that enhances what exists at the local levels and brings High/Middle School students together to work on a regional project through a national program called "Project Citizen". 2. Support the work started last year at Mayfield High School through a CPE grant to increase college readiness of low income/minority populations with the addition of a VISTA position. 3.Strengthen relationships with regional school districts and offer opportunities to expand the dual credit opportunities through the K-12 Connect initiative.	Outreach	Create and sustain a web based system to connect community volunteers to service opportunities in the region.	1. Work with local United Way agencies to design and implement a web site that will allow nonprofit and service organizations to post opportunities for volunteers.2. Set up training sessions to get organizations involved.3. Develop a campus wide outreach network to help get students, faculty and staff interested in using the system to find volunteer opportunities.4. Track results to determine effectiveness and usage for future development.
Office of Student Disability Services	Innovation	Develop a plan to improve assistive technology for students with disabilities campus-wide..	1.Hire a a temporary staff member to train students to use assistive technology (Livescribe Smartpen, Read & Write Gold, Kurzweil 3000 Scan/Read)..2. Work with vocational rehabilitation to determine the type of assistive technology that will assist students iin college.3. Stay abreast of the AT available to students with disabilities. 4. Develop policy for use of assistive technology in the classroom.5. Meet with other units on campus to assess the growing need for AT for students with disabilities on our campus.	Outreach	Develop a plan to disseminate information about the services /accommodations available to students with disabilities at MSU to target area students, high school counselors ,and vocational rehabilitation counselors.	1. Provide brochures and OSDS registration packets to area high school counselors and vocational rehabilitation counselors.2. Make visits to area high schools (if travel funds are available)..3.. Speak to various groups during professional meetings, workshops, and campus activities.4. Revise Request for Information for a Student with a Disability form that is mailed to all admitted students.
Paducah - Center for Continuing Education and Academic Outreach	Innovation	CE/AO MSU Paducah Campus will work with the College of Business in development of the new Logistics System Chain Management Degree	Dean Van Horn will work with Dean Todd and Dr. Betts to develop, market, and recruit students for a start date of fall 2014 in the new MSU Paducah Regional Campus. We'll work with WKCTC faculty and administration to ensure their program will help feed the Bachelor's Degree Program at MSU.	Outreach	MSU Paducah Regional Campus will develop a marketing strategy for recruitment in the new MSU Paducah Campus.	MSU Paducah Regional Campus will work with CE/AO to develop a marketing strategy designed specifically for non-traditional students for Paducah. In addition, we'll focus on collaborative efforts with WKCTC Transfer Center to attract their students. We'll focus on a brand awareness for the new campus with this endeavor.
Procurement	Innovation	Enhance Banner training by developing flash movies on 'running queries' to be shared with the campus through the web	1. Create a flash movie that will illustrate how to query vendors in Banner by April 2013.2. Create a flash movie that will illustrate how to query account codes in Banner by May 2013. (These will be linked to the Knowledgebase Help Screens.)	Outreach	Provide state tax exempt information on the web to be shared with departments	1. Review and update state tax exempt certificates on file in Procurement.2. Request tax exempt certificates in other states where our employees travel. 3. Determine and list the states that do not honor state exemption certificates. 4. Post this information to the web for MSU use by January 1, 2013.
Provost and Vice President for Academic Affairs	Innovation	In collaboration with appropriate academic units, pursue approval and implementation on new academic programs.	Provide assistance and oversight for the following new programs: 1. Ed.D. (College of Education); 2. Health Information Administration (College of Health Sciences and Human Services in conjunction with the Arthur J. Baurenfeind College of Business and the College of Science, Engineering and Technology. 3. Community Health (College of Health Sciences and Human Services) 4. Logistics and Supply Chain Management (AJB College of Business). Monitoring progress will include the significant markers of approval agencies (Academic Council, Board of Regents, CPE)	Excellence	Improve processes involved in recruiting and hiring new faculty and professional staff.	In conjunction with the President's Office, Human Resources and the Office of Equal Opportunity, steps will be taken evaluate current processes and improve consistency, communication , and timeliness of the search and hiring processes. This stems from frequent concerns cited by Deans and Department Chairs.This goal will be assessed by means of a survey to be sent to Academic Affairs administrators in April or May 2013.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Public Safety And Emergency Management	Innovation	Develop an on-line process for visitors/temporary parking permit requests	In conjunction with Murray State University's custom Permit Purchase process in the Extended Web Interface, a new form, Online Access Request, needs to be created. This form is designed for long-term visitors to request access to purchase a permit. Once a request has been made, Parking Office Staff will receive a notification of the request and can manually search for a non-Banner number (NB number) for that person. If one does not exist, an NB number can be manually assigned.Goals and Guidelines• Maintain a single online form for customer's data entry• Utilize drop-down lists for data entry, where possible.• Pre-populate fields based on drop-down selections• Email Parking Office Staff of requests• Streamline the process for requesting visitor/temporary permits at MSUResults will be determined by tracking and comparing the number of requests received on-line to the number of requests received in person at the Parking office.	Excellence	Develop a department marketing plan to promote University awareness of the services offered by the Public Safety & Emergency Management Departments	Phase I of the Goal: The Public Safety and Emergency Management department will provide customer service training to all Police, Telecommunication, and Parking Staff to ensure all employees understand they are the face of the University for visitors to this campus, faculty, staff, and students of the University and are responsible for the dissemination of correct information and priority customer service when dealing with the University community. This will be Phase I of the goal.Phase I Assessment will be recorded and maintained as follows: The trainings will be recorded by training forms completed for each training an employee attends related to customer service and/or the services offered by Public Safety & Emergency Management. The training forms will be maintained by the Supervisor for each Unit.Phase II of the Goal: Public Safety and Emergency Management units will work together to develop a marketing plan to promote the services offered by each department to the University community. The marketing plan should include services; training; and/or awareness programs available from Public Safety and Emergency Management Departments that promote the safety and security of our University community. In addition, the units will develop additional methods for dissemination of information to the University Community like PSA's (Publc Service Announcements: For example provide the University Community information regarding the required purchase of City Stickers by the City of Murray) that may effect the University population; update the information and presentation of information on our department website; and work with our University approved communication methods to better provide information regarding parking, event parking, safety, security, and general information of our services to the University community.Phase II Assessment: A completed
Recruitment	Innovation	To create "Recruitment News" -- a publication for all visiting prospective students and their family members.	Recruitment News will be distributed in the lobby of the Office of Recruitment throughout the year. This newspaper-type publication will highlight specific information for that target audience (rankings, recruitment data, campus highlights, etc.) and will be available while families wait in our lobby. We will include a question on our campus visit survey regarding the publication.	Outreach	To host eight additional "outside" groups on campus for recruitment-type events.	Our objective will be to collaborate with other departments on campus to help organize campus visits. This will allow us to use their campus knowledge and resources in attracting additional visitors/groups to campus.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Regents - Residential College Heads	Innovation	Regents College 2012-2013 aims to broaden our education socially, culturally, intellectually, and personally; this aim stated in our Mission Statement will be reflected by increase in faculty participation in programming and new focus on international events. Also, innovative , is our effort to substantially revise, update , and maintain an exciting Regents Website.	In addition to traditional Regents activities, Innovative Events planned (some already happened) for Fall 2012: Alliance Welcome-back Cookout; Reading at the Age (Dr. Jeff Osborne conducing inclusive high school/ University student/ faculty reading group weekly); Hate isn't Sexy (workshop); Professors Talk Politics (panel); French Carnival; Haunted House; Reach-out with Regents; and Thank-you dinner for Regents Faculty. For Spring 2013: Same-sex Marriage Panel; Women and Islam panel ; Regents Blood Drive. MEASURE of PROGRESS: keep (quantitative) record of participants; post-event discussion (panels and presentations); assessment form participants fill out (qualitative). SECONDLY, Website improvement: Dr. Barbara Cobb is our Regents Faculty who has gone to several trainings and is updating the Regents Website; additionally, we have an active Regents Historian this year who is taking lots of photos at every Regents' activity and event.	Excellence	At Regents, we respond creatively to challenge, as our Mission Statement expresses. This year we are committed to participation and to giving 100% effort in what we do in MSU campus and residential college-wide programs	Beginning with winning the White College/ Regents competition for naming the Regents store (Rhino Stop), doing better than ever in intramural sports, both women and men's teams, and winning first-place recognition for the Take Back the Night Banner, Regents RCC and RA programs are committed to quality performance in everything taken on: Lobby decorations for Homecoming, Regents Idol, Elizabeth's Haunted House participation, utilizing Dining Services (Amy Crump) for catering events, getting increased participation in RCA, putting together a Regents Academic Team, making sure all students feel welcome at programs, our goal is do achieve excellence in what we do and to stand out with Rhino pride! MEASURE OF PROGRESS: Winning spirit points and/ or first place in competitive activities; keeping a record of student involvement in event-preparations -- for instance, this year, student involvement in banner-making, hall decorating, cookie making (for Homecoming) numbered from 10-15 (different) students for preparation, up substantially from last year.
Registrar	Innovation	Implement new degree audit system	A new degree audit system, DegreeWorks, was purchased during last budget year. Progress achieved will be evident with easier to read degree audits and the introduction of new features not currently available to students and advisors. Implementation will take place between fall 2012 through summer 2013. A soft go-live is expected for summer 2013 for deans and chairs, and a final go-live is expected for fall 2013 for all advisors and students. Additional resources needed: temporary staff to input decades of transfer articulation data and scribing additional catalogs.	Excellence	Streamline the MSU VA Certification Process	Current practice requires that all veteran student files be manually reviewed every 30 days to determine if a student is still in compliance with VA certification requirements. By working with IT we can develop a weekly reporting system used to review and identify certification changes in a quicker and in a more efficient manner allowing the Office of Veterans Affairs to meet VA reporting deadlines.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Residential College Heads	Innovation	Aware of the important role that communications play in today's world, the Council of College Heads has resolved to strengthen the quality of all residential college web sites during 2012-2013. Accompanied by faculty or students whom they have designated as their web masters, college heads will attend a training session conducted by web specialists from the Office of University Communications. Working with the latter unit, college heads will ensure that their individual college web sites are attractive, compelling, lively, informative, and current with the most recent news from their colleges.	Residential college heads and their designated web assistants will attend a training session conducted by the Office of University Communications on August 30, 2012. Each college head will make a progress report pertaining to their web sites at the November 29, 2012 Council of College Head Meeting. No later than March, 2013, representatives from the Office of University Communications will evaluate each residential college web site and report their findings to the Council of College Heads and Dr. Robertson.	Excellence	Residential college heads will work directly with their residential college councils to enhance an appreciation of human diversity, heighten awareness of world cultures, and promote the internationalization of the university, including students and faculty, by conducting at least one program in their respective colleges during both the fall and spring semesters that contains an international focus.	During the early part of the fall 2012 semester, college heads will meet with leaders from their respective residential college councils to plan a program with an international focus in their college during the fall semester. Each residential college council will present a program no later than December of 2012. For the spring 2013 semester college heads and their respective residential college councils will repeat the process described in the preceding sentence. Each residential college council will present a program no later than May of 2013.
Retention	Innovation	Faculty/staff who submit referrals to the Retention Office through MAP-Works will be notified of the resulting action within two business days.	We can obtain these numbers through the MAP-Works system, and obtain them at any point in time.	Excellence	Intentional student outreach, facilitated through MAP-Works, will result in a 3% increase of fall-to-fall retention of first-year students.	We will use the official retention data calculated in the Registrar's Office to compare the fall-to-fall retention of first-year students from fall 2012 to fall 2013.
Richmond - Residential College Heads	Innovation	INVITE HIGH SCHOOL STUDENTS TO RICHMOND EVENTS	Have at least 30 High School students attending Richmond cultural events during Fall and Spring 2012/2013.		RICHMOND NEWSLETTER	Publish a monthly Richmond Newsletter that will reflect the life and activities of Richmond College.The first issue should start January 2013.
School of Nursing	Innovation	Establish a SON student ambassador program to aid in recruitment and public relations events.	1, Twelve student ambassadors will be selected via faculty approval process of applications.2. An orientation will be held for the ambassadors.3. At least 6 events will be attended by student ambassadors.	Excellence	Create a template for specific international experiences to receive credit towards required nursing courses.	1. Twelve or more nursing students will enroll in the University of Evansville collaborative trip to Harlaxton, England with Dr. Farrell.2. The SON faculty will devise a policy to grant credit for specified required nursing courses through international experiences.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Sociology Program	Innovation	To explore the possibility of offering a class(es) on -line.	Sociology has not as of yet offered any classes on-line. We are interested in understanding the work involved in designing such a class and also evaluating research within sociology as to the advantages/disadvantages of teaching classes on-line. Progress will be measured by evaluating research on use of technology and on-line classes and participation in any workshops designed to instruct faculty on how to design an on-line class .	Excellence	To provide additional learning opportunities outside the classroom	Progress will be measured by number of activities outside the classroom that the program offers in an attempt to broaden students' knowledge as well as number of students who attend a variety of educational programs on and off campus.
Sponsored Programs	Innovation	Increase the number and competitiveness of grant proposals and contract applications across the campus and increase the total amount of resulting awards	The Office of Sponsored Programs is committed to connect its support resources to all related grants and contracts activity across campus, which will create the opportunity to both increase the capacity and competitiveness of those seeking external funding while also insuring the ability to track the processes and results of the submissions. For the coming year, attention is being placed on the pursuit of external funding through support services focusing on assisting faculty/staff in development of competitive narratives for their grant and/or contract submissions. OSP will tabulate the assistance given with writing proposals for 2011-2012 and 2012-2013. OSP is committed to increasing the assistance given by 10%.	Excellence	Expand quality of services designed to support faculty and staff in submission of external funding opportunities	While Goal 1 is focused on the development of quality proposals, Goal 2 is focused on the quality of the submission process. For 2012-2013, the Office of Sponsored Programs' Grants.gov proposal submission will be monitored for accuracy. Grants.gov emails proposal errors to the Office of Sponsored Programs for correction and resubmission. A goal of 85% first time submission success is expected.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Springer/Franklin - Residential College Heads	Innovation	Consistent with President Randy Dunn's sustainability imperative, Springer/Franklin Residential College will organize and promote a recycling initiative during 2012-2013. The Residential College Council will establish a Recycling Committee that will encourage students to conserve natural resources by recycling. A major emphasis will involve the collection of plastic bottles in both Springer and Franklin halls. The bottles will be donated to an organization that will use them as containers for laundry detergent that will be distributed free of charge to individuals who are unable to easily purchase detergent due to their financial	Early in the fall semester, the Springer/Franklin Residential College Council will appoint a recycling committee that will plan and organize the initiative. The Residential College Council Executive Board will evaluate the progress of the recycling program at or near the middle portion of the fall semester and make suggestions for any changes that may be necessary. Near the semester's end, the Executive Board will conduct an additional evaluation and issue a report to the full Residential College Council at the final meeting of the fall semester. The council will repeat the process at the beginning and middle points of the spring semester. At the last meeting of the spring semester, the Executive Board will issue a final report regarding the results of the recycling initiative.	Excellence	In order to promote the internationalization of the campus and the university and to increase all students' awareness and appreciation for cultural diversity, the Springer/Franklin Residential College Council will undertake an initiative to increase diversity programming during 2012-2013. A particular emphasis will concern international diversity. The council will conduct at least two programs with an international focus during both the fall and spring semesters. To ensure that international students are aware of such programs Residential College Council Executive Board members will issue personal invitations to	At the end of October, the Springer/Franklin Residential College Council Executive Board will evaluate the status of the diversity goal and issue a progress report to the full Residential College Council at a council meeting. The Executive Board will conduct a follow-up review at the end of the fall semester and announce those results at the first full Residential College Council meeting of the spring semester. A review process similar to that of the fall semester will occur at the middle point of the spring semester. The Executive Board will issue a final report at the end of the spring semester that will report on the overall success of the initiative.
Student Affairs	Innovation	Develop a comprehensive marketing plan for The Division of Student Affairs to inform the campus community and parents of services available to assist students and meet their needs.	Partner with University marketing Office to develop a plan of action and time line. Overall theme developed and bench marks established to target audiences. Summer materials developed and distributed. Meet with Faculty at colleges meetings. Campus wide materials distributed. Mailings to parents and students. Parent newsletter developed and distributed. Results will be measured by increased visits by students to Student Affairs Office,visits to University Counseling Services and increased Faculty/staff referrals. Parents will contact Office earlier in the semester if they have concerns over their students performance rather than waiting until the end of the semester.	Outreach	Establish a development plan and time line for the Division of Student Affairs.	Student Affairs staff will attend a Development/ fund rasing workshop.Staff in the Development Office and Student Affairs will meet and develop a strategy and plan(first meeting October,2012).A liaison from the Development Office will be appointed to partner/guide Student Affairs staff.Initial target groups will be identified.Campaign will begin with pilot groups Spring 2013.Foundation Account will be in place by end of Spring Semester.Summer and Fall plans with target groups will be in place for next series of contacts.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Student Conduct/GMSCPP	Innovation	Develop an excel process on past student Discipline files that allow for broader access to determine disciplinary history for background checks.	This will be measured by secretary being able to easily and readily look up a file to determine if student had previous disciplinary history to report for background checks	Outreach	Incorporate 9th graders from target school to be included in the Minority Institute.	We will measure this by determining the number of 9th graders who participated in the Minority Institute.
Student Rec and Wellness Center	Innovation	Assure that we are providing up to date equipment for the patrons here at the Wellness Center.	As we are ending the 2nd year of use of our cardio equipment, begin to look at current equipment on the market and that other centers are using to see the direction we want to continue in or deviate from. (example-do we want to continue with step machines or get something to replace it?) Also look at our present inventory and see if it remains up to date or are there pieces we need to get rid of or add. Discuss with staff their feelings about these. Get in demo machines that we might be interested in using and have patrons write down comments about them.	Excellence	Be sure that our center is in compliance with current regulations and standards.	Keep up with handicapped assessable codes, (doors, ramps, lifts in pool, wheelchair here available if needed) Keep abreast of acts like the Virginia Grame Baker for drains in the pool and hot tub and vortex. Keep up to date with the Fire Marshall codes and Health department rules for the pool and spa. Order needed chemicals and supplies in a timely manner so we can make sure levels remain correct at all times.
Student Support Services	Innovation	Develop new strategies to increase participation in academic and personal development workshops that aid in retention of participants.	Objectives:1. Increase participation for programs (workshops, etc.) by offering online versions accessible from Blackboard or other online methods. 2. Investigate ways to provide better program services using mobile devices and social media.Assessment/Measure:1. Assess number of programs/workshops offered (traditionally and online), participation in workshops, and surveys of satisfaction. 2. Survey methods and effectiveness in increasing use of iPads and other online methods of disseminating information, programming, and services.	Outreach	Develop a Community Service project that partners with a community agency in Calloway County.	Objective:Develop a community service project in partnership with a local agency that is lead/developed by SSS Emerging Leaders and creates an opportunity for involvement by all SSS participants. Assessment/Measure:We will assess participation in project and survey satisfaction.
Teacher Quality Institute	Innovation	Assist teachers in regional schools improve student achievement by integrating technology in the classroom setting	1. Place 5 classroom sets of iPads in regional schools2. Weekly visits made by the Teacher Qualtiy Institute (TQI) staff to assist teachers in developing innovative ways to use the technology to improve student achievement3. Evaluate the use and impact of the technology at the end of the school year4. Share the information and expertise of the teachers and TQI staff throughout the region	Outreach	Establish TQI partnerships with regional P-12 schools to improve teacher content knowledge and pedagogy	1. Establish relationships with regional schools and teachers2. Develop plans for assistance that can be provided by TQI staff, focusing particularly on Future Educators of America, Professional Learning Communities, and professional development3. Implement plans throughout the year by classroom visits, group presentations, online meetings, and email4. Review the partnerships and assistance provided to determine those that should continue as well as ways to improve

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
Testing Center	Innovation	To expand the Testing Center to include 10-15 workstations for computer-based ETS testing, rather than the 4 workstations we have currently.	Because ETS is transferring much of its testing from a paper-based system to a computer-based system, we want to keep up with the demands of the testers and update our Testing Center to accommodate as many workstations as possible given the minimum space requirements per workstation. Expanding our Testing Center in this way would increase our potential for revenue collection because testers would be able to schedule a testing slot on campus in a timely manner rather than choosing to go elsewhere for a quicker turnaround. We would collect data to determine how many testers were accommodated with the increased workstations as compared to how many could be accommodated previously.	Outreach	Work with surrounding communities to increase their awareness of what services our Testing Center offers	Because many ETS computer-based tests can be administered only at ETS-authorized test centers with dedicated testing workstations, and because there are very few of these test centers in this geographic area, we would like to promote awareness of our Testing Center. In addition to providing a needed service, expanding our efforts in this area would bring many individuals from various backgrounds onto our campus and introduce them to Murray State as a potential future college campus. This includes high school students, potential graduate students, and nontraditional students who are considering returning to school or starting school for the first time. Part of this initiative would be to improve signage directing individuals to the Testing Center to make their visit to our campus as positive and stress-free as possible.
Transfer Center	Innovation	Develop and implement a Pilot Early Admission Program with Madisonville Community College.	This project focuses on innovation and partnership. We plan to work with the Director of the MSU Madionsville Regional Campus, Heather Roy, to develop and implement and early admission pilot program working with MCC for Fall 2013. Funds would be needed to cover application fees and ID card fees for future transfer students. The goal would be to register 25 students in the program during the first year.	Outreach	The Transfer Center will conduct 2 on-site admission events at each of the 4 partner KCTCS Colleges during the 2012-2013 academic year. These events will create financial and efficiency advantages for both the student and partner institutions while also promoting positive continued relationships with the partner KCTCS College.	November 15 - The Transfer Center will compile results from each of the 4 fall semester on-site admission events.December 15 - The Transfer Center will work with the partner KCTCS Colleges to schedule and plan for spring semester on-site admission events including any improvements identified through partner consultations. April 15 - The Transfer Center will compile results from each of the 4 spring semester on-site admission events and will consult with partners to evaluate the program for further success.
Undergraduate Admissions	Innovation	Automating the decision process for students who meet the requirements for unconditional admission	With the help from the IT department a script will be developed for students who meet requirements for unconditional admissions. Once we receive students application, ACT/SAT scores, and transcripts, students meeting the requirements for unconditional admission will automatically be admitted in Banner. The automatic admission will eliminate manual processing.	Outreach	Setting up a system to send students text messages through email.	With permission from students, we are starting to gather cell phone numbers and carrier information to send text messages to students via our e-mail system. It has been proven students respond to text messages more than reading their e-mail, which will allow us to make contact with students faster and through a method they are accustom to. We will send out text messages to students providing them important information throughout the semester.

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
University Communications	Innovation	Develop our social media presence/strategy so that can be measured and visible through all other mediums (digital, print and web)	By purchasing a new analytic software that will measure our effectiveness and engagement with all of our social platforms, we will track how well we communicate to potential students, current students, alumni, donors, faculty and staff. All platforms will be dependent on the others so measuring the consistency of the message will also take place. Quarterly measures	Excellence	Implement the 'take your place" branding throughout our four areas (Print, Digital, Social, Web) to continue to strengthen the brand	With each printed piece, video, web related messaging and social media platform, we will push the "take your place in the Murray State Tradition". This new branding was developed this summer (in-house) and the messaging came directly from our We Are Racers statement. The two branding campaigns with coexist (We Are Racers representing the "spirit" side of the brand and "Take Your Place" more the academic side of the brand. We will measure our success through a number of avenues but specifically, by April of 2013, the new branding should be communicated and represented in print pieces, advertising, web, digital and social mediums.
University Libraries	Innovation	Develop Instruction Plan for all Undergraduate Degree Programs	The Research & Instruction Librarians will conduct a review of all undergraduate degree programs in order to identify critical (required) courses that would enable the librarians to effectively reach as many students as possible with information literacy instruction. These courses will include capstone courses, service-learning, and writing/technology intensive courses (as designated with University Studies). Measure of progress will be measured through the submission of the instruction plans to the Director of Public Services and the Dean. R&I Librarians will then schedule meetings with department chairs during Summer 2013 for discussions on implementation in Fall 2013.	Excellence	Implement a Discovery System	Discovery Systems are becoming a more mainstream platform across academic libraries for aiding student (particularly undergraduate) discovery of library resources. All electronic resources licensed or owned by the University Libraries can be indexed, as well as digital content submitted by the University Libraries (such as archival files in Pogue) allowing users the opportunity to search all resources using a single, consolidated search function. Search results incorporate images, scholarly content, citation and impact analysis. Search algorithms can be tailored to individual user types (such as declared major). Measurement of progress will consist of reports on selection of platform, RFP process, culminating in completion of purchase in July 2013.
University Store	Innovation	Concentrate on survival strategies for improving the textbook department.	It is critical to commit to beginning the shift from print to digital course materials and have it available when professors, administrators and students are ready for the change. We will implement our e-book interface for the spring semester, offering digital formats available for purchase in the store and on the website as approved by individual faculty. We will create an environment that makes options readily available for our students. We will increase our rental selections, maintain our used book percentages and offer digital course materials when possible. We will create a textbook brochure that will cover everything incoming freshman and parents need to know about course material options, payment options, and book buyback.	Excellence	To become PCI (Payment Card Industry) Compliant by meeting all security rules and regulations.	We will identify all areas where consumer account information is held and create new controls and procedures to insure that PCI security standards are met. Progress will be measured by the SAQ (Self Assessment Questionnaire)

Murray State Unviersity
2012-13 "Triple I" Goal Setting Process

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University Studies	Innovation	Implement Stage II of our assessment plan.	MSU's University Studies program is unique in a variety of ways. One important, but at the same time challenging, dimension of the program, is that unlike many general education programs that are traditionally organized around specific disciplines, ours is organized thematically. This presents a number of challenges for the assessment of courses in the program and an assessment of the program overall. This year we plan to assess different Student Learning Outcomes (SLOs) in courses different from those we accessed last year. This year's plan resides in the larger context of our 9-year assessment plan. The 9-year plan positions us well to respond to specific requests from SACS about general education programs. (The 9-year plan will be accessible on the University Studies website within the next few weeks.)	Excellence	Develop guidelines and an assessment plan for the Writing and Technology Intensive courses.	Our goal is to have in place specific guidelines for both the Writing and the Technology Intensive courses that are an important part of the University Studies program. We will post those guidelines and a new application form to the University Studies website and ask that departments/programs review the courses they identified in these categories some years back, and submit an application for each of their intensive courses.
Vice President for Finance and 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 (5 biennia) and effective cost basis.	Excellence	Develop debt management policy/procedures for the University	The establishment of a debt management policy and procedures including both external (bond issuances and third party) financing and internal departmental loans will guide the institution in the market place. The policy can be utilized as a planning tool. Utilization of this instrument will strengthen the University's interaction with the Office of Financial Management by demonstrating the institution's ability to incur and discharge debt.
Vice President for Institutional Advancement	Innovation	Create a monthly 30 minute television program featuring K-12 initiatives and innovative programs to be aired on MSU TV 11, in our 18 county service region, and KET.	Working with University Communications / Digital Media Services, the President's office, and the Office of Regional Stewardship, develop and launch a monthly 30 minute program by March 1. Progress will be measured by the launch of the program and our ability to cover educational initiatives and innovations throughout our service region. Measurements will include counties represented and viewing areas / households.	Outreach	Develop and grow partnerships, intern opportunities, and scholarships for students interested in a career in Music Business	Grow existing and develop more scholarships for students interested in a career in Music Business. Scholarships would be used to offset living expenses for students with internships in Nashville. Work with the Dept. of Music, MSU alumni in the Music Business, IEBA, and NATD to both find internships and funds for existing and new scholarships. The goal / measurement would be to secure 4 internships and award 2 scholarships for the summer of 2013.
White - Residential College Heads	Innovation	To revamp White Hall's current website to make it easier for perspective students to navigate through the different icons and pictures posted.	White Hall's webmaster will be given instruction/training by Murray State University's CTLT office on how to change the current website so to reflect events/programs hosted by White Hall. Training of White Hall's Webmaster will occur in the Fall of 2012.White Hall's Webmaster will design/post pictures and place the Offshore newsletter on the revamped website. The revised website will allow perspective students to explore and learn more about happenings/events held within White Hall.	Outreach	To conduct an international student activity each semester.	White Hall will conduct an educational and social trip to Nashville, Tennessee between international students on campus and American students/faculty/staff assigned to White Hall during the Murray State University's 2012 Fall Break for thirty students.White Hall will purchase a display cabinet to be used to show off different artifacts from the different international students represented in White Hall. The cabinet will be purchased and put on display by Spring 2013 (March).White Hall will host a progressive meal program on each floor (6 floors) in White Hall. The different meals being cooked and prepared will represent the different countries of international students assigned to White Hall (February, 2013).

Department/Unit	Imperative 1	Goal 1	Objective 1	Imperative 2	Goal 2	Objective 2
WKMS-FM	Innovation	WKMS embarks on an innovative course with Sounds Good, a branding campaign tied to a new midday Americana music program appealing to broader demographic.	WKMS will measure the progress achieved through anecdotal audience response and eventually, Arbitron audience estimates. Spring Book 2013 should show audience growth in the mid-day part. WKMS typically receives PSA reports for the preceding spring each autumn, thus the station's reporting does not sync to the end of the academic year. Reporting will have to be anecdotal responses to the programming and an uptick in Facebook/Twitter activity relating to programming	Outreach	WKMS embarks on a new course of outreach through development in 2013 with personnel change and renewed focus on major giving. This is revenue-generation focussed outreach with business partners.	WKMS hopes to measure the progress of the new development thrust in 2013 through the achievement of recalibrated revenue goals. Discussions begin in late 2012 with national public radio development corporate underwriting experts regarding the station's present revenues from underwriting and major donors.
Women's Center	Innovation	Update Women's Center programming to compare to current programming sponsored by Women's Centers on other college campuses	We will research what types of programs other Women's Centers offer, and we will collect and analyze feedback from a broad array of MSU students, faculty, and staff about our Women's Center's current programs, as well as what kinds of programs they want to see from the Women's Center in the future. We will plan next year's programming schedule based on the results of this research, with the expectation that some of the previously offered events will be replaced, modified, or updated, although the more successful and popular programs may continue with minimal	Outreach	Develop the S.T.A.N.D. program in collaboration with Calloway County Middle School	We will collect feedback from the faculty and staff leaders at MSU and CCMS, as well as from the college students (mentors) and middle school boys (mentees) and the parents of the middle school boys. Based on this feedback, we will determine whether this mentoring program should be offered again in the future, modified and offered again, or completely revamped before it can be offered again. If it is successful, we will also consider whether it should be expanded to include boys from Murray Middle School at some point in the future.
Wrather Muesum	Innovation	The museum will have educational programming to draw faculty, staff and the community into the museum.	The museum will utilize media outlets and social media to inform its publics.	Outreach	The museum will work with the many different departments to enhance the museum's presence on campus	The museum will work with these departments all year to make sure the museum stays in touch with these department's needs for programming.