



## 2009-2010 Triple I Progress Reports Submitted by Campus Units

Unit	Imperative	Goal	Progress toward Goal
Accounting	Commuity	Evaluate the role of graduate education in the Department of Accounting, including the nature of degrees to be offered.	(a) The Department of Accounting faculty determined that we should continue to offer the MBA/Accounting Option but drop the Master of Professional Accountancy. (b) The appropriate forms for this action were submitted to the Academic Council in a timely fashion. (c) Electronic promotional material development has been postponed due to delays in development of revised departmental web pages, which is now scheduled for late summer. Next steps: Develop a "fast track" MBA/Accounting Option schedule that encourages students to finish both the degree and the CPA exam prior to starting their first job.
	Partnerships	Update existing database of alumni as part of participation in new capital campaign.	(a) The database maintained by the Office of Development was updated as a result of emails that were sent out by Dr. Miller in August and September of 2009. (b) Selected additional updates have been done as a result of the annual phonathon and E3 campaign contacts, but a written memo requesting updated information from other alumni has been delayed until fall. (c) Consequently, electronic newsletter has been delayed until fall 2010. Next steps: Take additional steps to update database and develop electronic newsletter.
	Partnerships	Participate in new capital campaign, with a goal of \$2.5 million.	(a) General strategy established for campaign in summer and fall 2009. (b and c) Core group identified and initial event held in Nashville on March 5, 2010. (d) At May 17, 2010 meeting in Nashville with donor David Dill, established next steps for contacting Nashville alumni. Next steps: Make summer/fall contacts in Nashville and Louisville to seek pledges for E3 campaign.
Accounting & Financial Services	Commuity	Development of on-line training tools for new hourly paid employees to use for completing electronic time reporting.	The on-line tool has been developed and is currently in the proofing process. The availability to departments and communication of this is planed in early August 2010, before the academic semester begins.
	Partnerships	Implementation of Marketplace (online payments) tools.	The Marketplace implementation was completed in February 2010. Summer Orientation began using this application for for online payments in Feb 2010. We are currently developing online applications for the professional certification programs in Business, Creative Writing program, and Counseling and Testing.
Adolescent, Career, and Special Education	Commuity	Implement the CTE, Middle School, Secondary, and Special Education-LBD Teacher Leader master's programs	1. Met with students enrolled in EDU 600 (Introduction to Teacher Leader course) for advising and completing graduate program forms (Fall 2009, Spring 2010, and Summer 2010). Collaborated with the ECE chair and scheduled the Teacher Leader classes at the appropriate sites (Fall 2009, Spring 2010, and Summer 2010). Collaborated with the ECE chair and assigned Dr. Meagan Musselman as the coordinator of the Teacher Leader Programs (Spring 2010). MAED Teacher Leader programs were implemented Fall 2010

	Partnerships	Offer 2+2 Math and Science Middle School Undergraduate program at all four regional campuses beginning Fall 2010	1. Met with CAEO and regional campus coordinators and determined course sequencing to begin Fall 2010.2. Scheduled MSU courses to be delivered at regional campus sites beginning Fall 2010.3. No middle school faculty were hired. Middle school courses will be offered via ITV by campus faculty.
Agriculture Science	Community	Increase Agriculture Science Enrollment to Meet 12 x 12 Goals	1) Increase enrollment by 3% for Fall 2009. Achieved: Overall SOA enrollment increase of 7.3%. Agriculture Science enrollment increase of 8.1%.2) Increase retention rate by 1% from Freshman to Sophomore status. Achieved: Retention rate increased to 76.5%. (Highest at MSU)
	Partnerships	Develop and Expand Hopkinsville and other Area Community College Programs and Articulation Agreements	1) Hire joint faculty at HCC to teach HCC and MSU courses. Achieved: Dwayne Vinson was hired.2) Increase student enrollment at HCC and MSU Hopkinsville campus. Achieved, signed by both parties.3) Revise KCTCS Agricultural Technology Articulation Agreements. Achieved, signed by both parties.4) Revise Rend Lake College Agricultural Articulation Agreement. Achieved, signed by both parties.5) Develop articulation agreements with Shawnee, Wabash Valley, and Mineral Area Community Colleges. Achieved, signed by both parties.
	Partnerships	Provide International Experience for Agriculture Science Students and Faculty	1) Provide International Trip to Hungary in May. Achieved: 45 students bought plane tickets.2) Involve 5% of all Agriculture Science students. Achieved: 16% of all Agriculture Science students participated.3) Involve 30% of Agriculture Science faculty. Achieved: 45% of Agriculture Science faculty and one staff member participated.4) Continue to work on faculty and student exchange with Stephens University. Achieved: Continuing to build relations with Stephens University, will continue international travel. * Due to inclement weather and ash from the Greenland Volcano, all European airports to Hungary were closed. Students were taught to adapt and overcome adversity by creating an opportunity to visit agricultural sites in Hawaii.
AIMS/Student Affairs	Partnerships	To enroll 80% of our students who graduated from High School during the Academic Year into postsecondary education	93% of all AIMS participants who at the time of entrance into the project had an expected graduation date during the school year enrolled in a program of postsecondary education by the fall term immediately following their graduation date from high school. This was measured by the enrollment reports from each University Registrar office as well as through the National Clearinghouse database.
	Community	To encourage project retention for 80% of the students enrolled in the program during the school year from the nine target schools.	92% of the 9th, 10th, and 11th grade project participants served during the school year continued to participate in the project during the next school year. This was measured by the attendance program records.
	Excellence	To encourage improvement on the high school state assessment test.	100% of the students who at the time of entrance into the project had an expected high school graduation date during the year, achieved at the proficient level during high school on state assessments in reading/language arts and math.
Alumni Affairs	Community	Establish an award recognizing professional achievement of a young alumnus.	Due to the timing of the previous Associate Directors retirement, research and documentation was not available for MSUAA Board of Governors approval in April. Additional awards by the Alumni Association are in review and will be brought to the MSUAA Executive Board at the October 2010 Board of Governors meeting. Implementation of awards in 2011 upon meeting approval.

	Partnerships	Partner with academic units/development office to increase availability of paid internships provided by MSU alumni for MSU students.	Amended Goal: Partner with Career Services office to increase availability of job opportunities and paid internships provided by MSU alumni for MSU students. Establishing a relationship with Career Services to aid in promotion of GoinGlobal job search resource to students and alumni. Continuing efforts with iModules (Alumni online community) to build job web site/application that allows alumni to post job opportunities to community.
	Community	A. Coordinate a minimum of one affinity/constituency group reunion annually, keeping group on a five-year schedule. B. Coordinate networking receptions in locations with high concentration of alumni (social) or specific majors (business/career).	A. Working with planning committees for promotion of scheduled events for the African American reunion and Football reunion at Homecoming 2010. Established a Reunion Planning Guide to aid future groups who are interested in planning reunions. Compiled Greek listing with establishment dates for future anniversary reunion planning. B. Revised staffing responsibility to focus on external alumni events held within existing chapter areas along with potential areas. Continue with coordination and promotion of "Racer Rallies" with multiple watch parties happening at the same time in areas airing televised Athletic events as well as hosting pre-game events.
American Humanics	Community	To enhance Health Matters at MSU and at other campuses.	We are working closely with 40 faculty members at MSU to deliver 14 - 5 minute segments for students. Each segment is carefully prepared by the HMS Coordinator then checked by a team of Health Professional Staff members on Campus. The same segments are sent to 17 other campuses across the country. The segments are updated each year and this coming year they will include health prevention videos produced by students and faculty at MSU. We are completing a 3 year \$75,000 grant from the W.K. Kellogg Foundation.
	Community	Develop and propose YNL Certification program.	According to the associate provost, all certification programs were put on temporary hold. In the meantime, we doubled our class numbers in the YNL Concentration in the Masters of Human Development and Leadership and now when someone completes that degree with a YNL Concentration, have worked at least 300 hours in the field or add the YNL Internship and attend the National AH Senior Seminar Conference they will receive National AH Certification.
	Excellence	Develop a leadership class for faculty, staff, students and community members	YNL 485/685 was created as a campus class and a WEB class and had 35 students in its first semester. It is now a part of the YNL Concentration in the Masters in Human Development and Leadership.
Art and Design	Community	Develop New Communication, Marketing, and Recruiting Plans/Strategies	<ul style="list-style-type: none"> <li>The department reviewed all marketing including our web site by 9-1-09 and made plans to make changes as soon as the university launched its new web site.</li> <li>Redesign web site pages to link with high school email newsletter by 11-15-09. We could not do any of this because of the lateness of the MSU web site launch. We are still waiting to be trained on how to make changes to the current departmental pages. However, at this point only one of the links on our first web page works. In a recent article sponsored in part by the National Research Center for College &amp; University Admissions (NRCUA) entitled SCROLLING TOWARDS ENROLLMENT it said the following "If a student noticed that the content or text on a school site is out of date, incorrect, or unhelpful, 57% said that they would probably take it off their list." The department and the MSU need to address this issue and fast! We have not been able to make substantive changes in over 3 years.</li> <li>Continue developing our communication and marketing efforts with additional high school newsletters and develop new initiatives in this area. We have continued to send out new high school newsletters and are talking with a design/marketing consultant to make suggestions on further growth, with the help of Triple I funds. Thank you!</li> </ul>

	Community	Expand Visiting Arts Program Quality and Awareness to Greater University Community and Local Region	Objective/Timeline• Review visiting artist schedule for the academic year and funds committed by 10-1-09. • Look for additional visiting artists with larger educational impact, develop budget by 11-1-2009. • Look at existing promotional activities for lectures and develop additional options and costs to expand outreach by 11-15-09. Progress AchievedThe department continued to fund its visiting artist program out of operational funds coming from student fees for classroom supplies. We had 11 visiting artists this past academic year. Those artists came mostly from the Midwest region and had a wonderful impact on our students. At this point we do not have the means to expand beyond our resources.
Biological Sciences	Community	Place undergraduate students in the research labs of faculty	The original objective was that by 2014 the Biology faculty would average one undergraduate per year working in their research lab. Presently there are 19 faculty, so our objective was to have 19 students working either Fall or Spring semester of the academic year. The above objective was exceeded with 34 undergraduates working in faculty laboratories in Spring 2010. This goal will continue to be monitored, and an additional goal will be added to this imperative (see Goal 3).
	Community	Create ambassador program.	Three student ambassadors were selected in Fall 09 to help coordinate activities and functions in the Biology Department. Although additional students were not selected in Spring, our objective for 2010/2011 will be to increase the number to six ambassadors.
	Excellence	Create an opportunity for Biology undergraduates to present research findings during the semester within the Biology Department	Faculty will be asked to encourage their undergraduate researchers to present short seminars to the Biology Department faculty. Students will also be encouraged to attend state and national meetings to present significant findings. An objective of 4 student seminars per semester is suggested for 2010/2011.
Breathitt Veterinary Center	Community	Sustain a qualified, trained, and empowered workforce.	The BVC secured \$330,000 in US Department of Education Congressionally Directed Grants for the purpose of purchasing high technology instrumentation needed for job accomplishment. Grant funds were used for the purchase of a gas chromatograph/mass spectrometer, biological safety cabinets (2), automated ELISA instrument, and an inductively coupled plasma analyzer. All equipment has been purchased, installed, calibrated, employees trained, and is online for utilization in daily operations. The new instrumentation empowers BVC employees to accomplish their roles utilizing the latest in scientific technology to provide animal disease diagnostic services.
Campus Recreation	Community	Increase leadership and professional development opportunities for student staff	Took two student workers to the National Intramural Recreational Sports Association Annual conference in April, 2010. Both students were able to attend a Student Professional Development training seminar as well as three more days of sessions related to Intramural sports policy and procedure.
	Partnerships	Partnership with SGA to sponsor Good Sportsmanship aware	Awarded several teams with free entry fee for their recognized good behavior
	Community	Campus Rec. Staff and Official's recognition cookout / pool parties	Held a large cookout for staff and officials on the IM field on Sunday, November 8th while we were making up rained out games. Cookout (hotdogs, chips, drinks and s'mores) was attended by approximately 30 student workers. Provided pizza and homemade baked cookies and brownies for staff and officials during the NCAA tournament when the Racers played Vandy. We ate and watched the game as a group here in the Wellness Center.

Career Services	Community	To meet with 70% of the entering freshmen class that consider themselves undeclared students	1. The Career Services staff met with only one hundred and seventy-six students in that cohort. This represents approximately fifty-eight percent of the total undeclared students who entered in the fall of 2009.2. The program began and ended on the pre-selected scheduled dates of September 14 and October 31.3. Each student that did participate met with a career coach who provided feedback to the student focusing on the information provided by the MBTI and Discover results
	Partnerships	Expand and enhance the number and type of experiential education opportunities which include Cooperative Education , Internships and participants in the National Student Exchange	1. Communication was sent asking academic departments to identify a specific individual that would become responsible for validating Cooperative Education and Internship opportunities.2. Very few departments replied but most that did indicated that the department chair was the person with whom the Career Services Cooperative Education/Internship Coordinator should communicate3. During the fall, 2009 term fifty-three students participated university wide in departmental classes identified as 488 and 489.4. During the spring, 2010 term eighty-seven students participated university wide in department classes identified as 488 and 489.5. The summer, 2010 currently has one-hundred sixty-nine students participating in department classes identified as 488 and 489.6. Currently there are five outgoing students participating in the National Student Exchange for the 2010/2011 school year.7. During the 2009/2010 school year there were fourteen students that participated in the National Student Exchange program.
CEAO	Community	Increase the number of on-line courses and degree offerings at MSU	1. CE/AO has develop 7 new courses during the prior year.2. CE/AO has grown online enrollment to total 5,159 during the academic year.3. CE/AO has paid stipends for 16 course revisions and course development.
	Community	Increase the awareness and enrollment of the Bachelor's of Integrated Studies Degree	1. CE/AO has been involved in a campaign to grow enrollments in the BIS Program. 2. CE/AO has enrolled 258 new BIS students from Summer 09, Fall 09, and Spring 10.3. CE/AO has worked with students, faculty, professional staff, and outside constituents and proposed a new name change for the BIS Program. That change is being considered by the Provost currently.
	Community	Advocate for the resources needed to meet the new requirements for developmental coursework changes	1. CE/AO Dean has met with new Provost to show additional student needs for upcoming year.2. CE/AO has partially internally funded a new computer math lab to meet growing demands in the Lowery Center.
CEAO - BIS, Distance Learning, and Non Credit & Youth Programs	Community	Implement a funding model for online learning that will reasonably compensate key stakeholders in order to create greater access for students learning at a distance	After significant research of state and other benchmark institutions, a funding model has been developed and is currently being considered by university officials. The model gives excellent incentives for all stakeholders to embrace and encourage the development of new online courses and programs.
	Community	Increase the number of BIS applicants and enrollees by campus.	Each campus has exceeded their enrollment goals for the BIS program. The program saw 258 new students in the 09-10 academic year.
	Partnerships	Attract two new mid-sized conferences/events to be hosted on campus during the summer of 2010	The campus saw the addition of several new programs during the summer of 2010, including the addition of the Governor's Scholars Program (GSP) and the Passport Kids program. The winning proposal for GSP was written as a partnership between CEAO and the Honors Program. Over 350 of the state's brightest high school students are on campus for five weeks as a result. The Passport Kids program welcomed nearly 200 kids from the southeast region for a week-long enrichment program. Both programs will realize significant revenue and recruitment value.

CEAO - Henderson	Community	The Henderson Regional Campus will use different marketing strategies.	1-2.A reporting instrument was designed for cold-calling former community college students, to recruit into our programs. Data was collected. Funds were taken from our CEAO budget to allow employees to also work at night and/or weekends to make the calls.3. A presentation was made by the Director to the entire community college staff explaining the need to visit classrooms to disseminate information about our programs. The staff continues to be resistant to allow our advisor to enter. We cannot say this has been successful.
	Community	The Henderson Regional Campus will work in conjunction with community leaders and the School Of Business to market the MBA.	1-2-3. Strong efforts have been made to work with the College of Business to enhance marketing strategies, especially for the upcoming MBA, with the Assistant to the Dean of Business. The Dean of CEAO has also augmented recruiting with a large budget for advertising, of which a substantial sum was directed toward the MBA.4-5. The Director is now a member of the Henderson Chamber and our campus is now a member of the Evansville Chamber. The Director is also a board member of the Chamber, and sits on the Education Committee and the Legal Affairs Committee. Multiple local events have taken place sponsored by the Chamber regarding the elections. The Director played an active role in all those activities. The Director has already been approached, and has agreed, to be the Moderator of the upcoming candidates debate.
Center for TSM	Community	Take a leading role in the International Telecommunications Education and Research Association (ITERA)	Increase faculty involvement in ITERA - Dr. Bowman served as Conference Chair for 2010 and was elected to the Board of Directors and President Elect for 2010. Dr. Gantt continues to serve as Chairman of the Board until 2011. Four papers were presented by faculty /staff.Increase student involvement in ITERA National Case Study Competition - MSU conducted a local competition that involved 7 teams of undergraduate and graduate teams. For the fourth year MSU was selected to be part of the national finals and finished 2nd.Increase student participation in the ITERA national conference - 25 students (graduates and undergraduates) participated in the conference in Nashville. The number of graduate students increased significantly. One alumni attended and presented a paper.The ITERA Board of Directors met in Kentucky for the second year to plan for the next year.John Young, CTSM Administrative Assistant, has been selected to be the Executive Director of ITERA. ITERA will provide funding to support the extra compensation for this work.
	Partnerships	Increase TSM Masters enrollment by 100%	The plans in this area were focused on creating cohort programs in Nashville and Huntsville. While we feel this is still a good idea, planning for this never gained any traction. An alternative proposal to develop a program in Health Information Technology has been proposed and taken the initiative away fro the previous plan.The Health Information Technology would be a joint effort between TSM and the College of Health Sciences and Human Services.
CHFA	Community	To conduct a comprehensive review of the college's graduate programs and budget, with the aim of increasing efficiency	A task force, consisting of one person from each department with a graduate program and one outside chair, met throughout the fall and early spring. This group, chaired by Dr. Staci Stone, issued a final report containing a series of recommendations. Those suggestions within the purview of the college (assistance with recruitment and publicity, establishment of a graduate student organization, building stronger ties between graduate and undergraduate programs, etc.) will be implemented in the coming year(s). Additional recommendations regarding university policy (full tuition waivers for graduate students, ensuring that all university programs are of high academic quality to prevent bailouts to easier programs, a sound university-level recruiting strategy, etc.) are beyond our control.

	Partnerships	To conduct a comprehensive review of the college's online/distance learning offerings, with the aim of focusing, and, if appropriate, increasing those offerings.	A task force, consisting of one representative from each academic department and chaired by Dr. Sue Sroda, met throughout the fall and early spring and submitted a final report containing a number of recommendations. Although I was hoping for more enthusiastic buy-in from a wide range of academic areas, we did get such buy-in from the departments of English & Philosophy and GLIA, along with lesser expressions of interest from other units. The college will support E&P and GLIA in their initiatives in this area and hope that other departments soon recognize the value and necessity of such approaches for an institution like ours.
College Heads	Commuity	Fostering Excellence - Develop and implement a residential college tutoring plan. Timeline August 2009- May 2010. Resources needed: Faculty willing to tutor.	Response: Between the period of August 2009 and May 2010, each residential college had at least one faculty member engaged in regular academic tutoring sessions housed in the colleges.
	Commuity	Creating Community - Implement a variety of college-to-college or college-wide activities. Timeline August 2009 - May 2010.	Response: Several new college-to-college and/or college-wide activities began in the period of August 2009 and May 2010, including the first Residential College Golf Tourament and Clarkstock,an outdoor music festival. Annual college-wide activities, such as Murray Idol, Homecoming Tents and Freekee Teekee, received renewed support.
College of Business	Commuity	Expand the Entrepreneurship Fair for elementary, middle and high school students throughout the region	a) The number of schools participating in the program did increase. Due to scheduling conflicts the schools held the fairs locally.b) Two schools won awards at the state level on the competition for the Stock Market Game.The next step is to start the program in the fall and perhaps have the fairs regionally in the fall instead of the spring.
	Partnerships	Expand off-campus offerings to capitalize on the student population of non-trationals returning to obtain the bachelor's degree or to obtain the master's degree.	a) Dr. David Durr created an online program for the national CFP test. He is marketing the program in cooperation with CE/AO. Create Certificate Program in Certified Financial Planning to be offered over the web to a national audience.b) Org. Com. executive master's. Working with CE/AO, this master's was successful in the Hopkinsville market and is now being marketed in Paducah for a start in Fall, 2010.c) BIS accelerated degree with Org. Com. emphasis. Working with CE/AO, this bachelor's is being marketed in the Madisonville market for a start in Fall, 2010.d) P-MBA. Working with CE/AO, this MBA was successfully launched and completed in Madisonville in May, 2010. Recruitment is underway in the Henderson market for a start in Fall, 2010.
	Partnerships	Expand Entrepreneurial activities in the college with the use of new programs in social media, GIS , new product development and the use of experiential learning classes	a) Dr. Fred Miller designed a certificate program that can be delivered online to non traditional audiences in GIS.b) Dr. Glynn Mangold worked with student groups to perform social media marketing campaigns for two area businesses. He also presented several workshops in the region for business professionals via the SBDC.The next step is increase the number of departments working on social media, creative initiatives, and entrepreneurial areas.

College of Education	Excellence	Support Teacher Education Services (TES) in goal of creating student data system using Banner module	<p>Goal 1. On April 5th and 6th, Campoy, Walker, Nix, and Rich met with ECU administrators and Banner programmer to review modifications for COE administration. Resulting from that meeting an extensive list of possible functions and Banner modification was developed and prioritized that would better manage COE and MSU student information and improve COE administration of student teaching admissions, placement, and data reporting. The highest priority is to use the SOATest module to store admission to teacher education as a code--ATE.</p> <p>Goal 2. On May 25, Walker and Campoy met with Bob Pervine to discuss these requests and he reported sharing the requests with Linda Miller. In June, Nix had lunch with Linda Miller who reported that the COOP module is free to use, but it would require \$20-25,000 to integrate into the current Banner system. The admission code issue was also discussed, but follow-up with ECU and Linda Miller is needed and Nix is retiring this summer. It is not clear to the COE how to continue to push our Banner COE agenda or where the funds will be found to improve the functionality of Banner. ECU spend over \$200,000 to bring the system to its present level of development.</p> <p>Goals 3-11 can not be completed until funding and policy issues for Banner modification are resolved.</p>
	Partnerships	Improve partnerships with public schools in the service region by providing requested high need programs.	<p>Goal 1. Met with CAEO and regional campus coordinators and determined course sequencing to begin Fall 2010. Scheduled MSU courses to be delivered at regional campus sites beginning Fall 2010. No middle school faculty were hired. Middle school courses will be offered via ITV by campus faculty.</p> <p>Goal 2 The IECE 2+2 bachelor's program is being implemented at 3 regional campuses. West Kentucky Community and Technical College has submitted proposal to implement AAS in IECE. Once the proposal has been approved, we will meet with WKCTC IECE faculty to work toward advising students about the 2+2 IECE program to be offered in Paducah.</p> <p>Goal 3. Based requests from school districts a plan to provide middle school math teachers high school math certification was attempted. The middle school teachers were to take the PRAXIS for high school math and based on their scores, courses would be schedule at a place convenient to the teachers as long as 10 or more students would enroll. To date, no middle school teachers have requested this option.</p>
College of HSHS	Community	To enhance and further develop the student / professional practice model by involving HSHS students and faculty in serving children through the Rural Health Mobile Care Unit.	We hired a director and assistant director to make contacts with surrounding elementary schools in 12 of the 18 counties within the service region of the university. All contacts were made by March 1st, 2010.
	Partnerships	To develop a partnership with the University of Kentucky through the "REACH" program	Faculty who conduct research in the College of HSHS and were given the opportunity to be paired with one or more faculty at UK to perform joint research endeavors. In addition, contacts were developed or continued with at least ten community health partners in order to facilitate MSU, UK, and Western KY health care provider cooperation. These opportunities were completed by April 26, 2010.
	Community	To create community within the College of HSHS by developing a SIMS / Anatomy / Physiology Lab in Mason Hall and in room 406 North in Applied Science Bldg	Faculty in the College of HSHS are able to collaborate with different departments and divisions by providing students various simulation / educational activities. This has provided a venue for facilitating interdisciplinary relationships.



Counseling and Testing Center	Community	Provide access to mental health services on a timely basis	Partially. Scheduling time for non-emergency appointments exceeded 48 hours at several points during the year. Most delays took place in late October to early November and March. A new full time position has been added to attempt to meet the 48 hr. goal in the original plan.
	Community	Provide support for academically at risk students	Met through participation in Great Beginnings, FYE classes, and assessment for placement into developmental classes using the COMPASS test battery.
CSET	Excellence	Employ a collegiate outreach coordinator to facilitate outreach activities among our 6 departments and regional schools, industry, and communities	Dr. Carrie Cox was employed as Collegiate Outreach Coordinator, using Regional Stewardship funds. Dr. Cox has organized, conducted, and facilitated numerous events and programs that partner CSET with local schools and regional agencies. Monthly activity reports are on file in CSET Dean's office. Specific items planned for 2009-10 included: 1. Recruit CSET Ambassadors, Spring 2009. CSET now has 15-20 student ambassadors who assist in recruitment events and field days. 2. Encourage and provide funding for a minimum of one outreach activity per department. In AY09-10, each department was provided \$1500 in stewardship funds to promote outreach and engagement activities specific to their discipline. The funds were used to conduct field days, host student groups, and support community engagement activities.
	Excellence	Provide resources for support of faculty, facilities and programmatic needs	The following goals were articulated for AY 09-10. All were completed successfully. New faculty hires in EGR(2), GSC, CHE(2), MAT - Sp09 (Ayan, Leedy, Hong, Allenbaugh, Brown, Ibrahimou) Hire permanent dept chairs in MAT, GSC, EGR - Sp09 (Thome, Kipphut, Thiede) Complete CHE move to new bldg. - Sp09 (All chemistry classes now in Jones Hall) Provide funds for preparation of Engr. Physics ABET-accreditation - Sp09 (Successful accreditation reaffirmation) Plan for Arch & MARC move to Blackburn - Sp09 (Completed June 2010) Appoint Endowed Chairs in Pre-medicine - Sp09 (Cox, Canning)
CSIS	Community	Enhancement of curriculum, learning, faculty and staff (COB Goals 1 and 2)	Unfortunately we missed this due to certain unexpected demands placed on our faculty - one of our best teachers was deputed to take on new responsibilities as the "assessment director" for the College of Business. He was given release time and the adjunct that we hired was not at the same level of expertise and knowledge. Dean's addition: Dean's office will work with Department to try to solve this shortcoming.
	Excellence	Enhancement of students	Dr. Brenda Wilson did a workshop for students that participated in the "Girls' STEM Day" on Oct 21, 2009. She prepared a "goody bag" for all the participating students. The feedback was excellent. Sample comments are included: (Summary here: <a href="http://www.youtube.com/roundaboutudotcom#p/u/4/v6wJTNZtGjE">http://www.youtube.com/roundaboutudotcom#p/u/4/v6wJTNZtGjE</a> ) - "do some more activities on Alice either at my school or come here and do it at Murray. Our school should have a class in computer science." "more hands-on activities with Alice" [Ed: Alice is the programming language developed to spark the interest of middle and high school students]. "o I think my school should do something that we did in our group"- [suggestion for improvement] "a longer session when working on the computers. I felt very rushed. " "o give us more time. the activity were doing on alice was fun but we didn't get to finish completely because we didn't have enough time." "I think that the events were greatly prepared and I enjoyed the computer science activity."

Curris Center	Commuity	Develop leadership skills in MSU students	Offered four (4) programs: Leadership Murray State, Leadership Workshop Series, Emerging Leaders, and Academic Leadership Workshops. Over 300 students were assisted, developing leadership potential by mentoring and training students in a variety of leadership areas. Guest speakers included: Dr. Robertson (VP for Student Affairs), Lauren Smee (Career Services), Jane Etheridge (Women's Center) and H.L. Hussman (author/motivational speaker). Topics included emotional intelligence, goal setting, interview skills, relationships, financial management, and "ten questions young leaders should ask." Surveys were also conducted among faculty and students to determine topics of interest and how to better serve. Plans for Fall 2010 are being made.
	Partnerships	Develop a sense of community in MSU Greek organizations	Full-time staff member to advise/coordinate efforts of fraternity and sorority community, allowing focus on chapters and opportunities to bring the three councils (IFC, NPHC, Panhellenic) closer. Greek Week -- representative from three councils planned, giving chapters an opportunity to work together. Students held cook-out for students & faculty/staff, a relay event, and a talent show. Panhellenic Recruitment -- Members and advisors attended meetings to discuss thoughts/concerns for recruitment and how to improve next fall. Members and advisors receptive of open communication and opportunities to discuss upcoming changes. National Pan-Hellenic Council -- Monthly meetings to discuss the goals of council, redevelop bylaws, and find new ways to get members more involved. Racer Days/Summer Orientation -- fraternity and sorority chapters hosted table to meet students and showcase their organizations. Council Executive Board Retreat -- One-day retreat for executive board member. Officers discussed steps to create an inclusive community and become more visible campus. Council Meetings -- Presidents attended another council's meetings to share information and help bridge the gap between the three councils.
	Commuity	Improve customer service	New tables and chairs in meeting rooms. New laptop for use in meeting rooms. Requesting patrons of Curris Center to arrive 30 minutes early to insure proper attention to audio/visual needs. New furniture in Dance Lounge. Paint concourse and lounge areas.
Department of History	Commuity	A comprehensive review and revision of the History major requirements	We were not able to completely review and revise our History major requirements due to the vast changes that occurred when our chief University Studies core courses, CIV 101 & 102, were moved to sophomore-level courses (CIV 201 & 202) and the requirement reduced to a single semester, although we did make some progress toward the goal of reviewing of our major. The Executive Committee of the Department of History determined that a more through-going revision should come after we fill two vacant faculty positions--Islamic World-Middle Eastern and Russian-Eastern Europe--in order to determine if we can successfully offer the courses we presently schedule in those fields. We are hopeful that these two vacant positions will be filled in the spring of 2011.
	Partnerships	Enhance our fundraising strategies to include a new undergraduate scholarship effort.	In April 2010 the department successfully launched the Wayne Beasley Memorial History Undergraduate Scholarship by hosting a reception at the Faculty Club. At the reception the Beasley family was present, along with several former students of Dr. Beasley as well as faculty, Dean Ted Brown, members of the Murray community, and current students. A scholarship account was set up in the Development Office, and donations are already coming in. The Beasley Scholarship banquet will be held next year in the Curris Center on Saturday, 2 April 2011. The renowned European historian Dr. Christopher Browning will be the keynote speaker.

Dining Services	Commuity	Increase Sustainability and local food products in all dining locations	We have joined Kentucky Proud. We have had several presentations regarding local produce and have contacts related to beef raised on the MSU campus. There are some complications to this program which need to be overcome. We are exploring both for fall semester 2010. We have expanded Pullen Farm Garden production and offered a number of products for consumption last fall and this spring. This year we offered tomatoes, watermelon, squash, radishes, broccoli, lettuce. The Pullen Farm Garden has doubled in size and this past year we produced 34 tons of compostable soil for crop production.
	Partnerships	Marketing Position for Auxiliary Services.	After completing the one (1) year program in a temporary status, the Marketing and Communication Manager position has now been approved for permanent position status. The review process proved to be thorough and one that will continue to be used. A logo and "tag" line have been developed and for the first time this year at both the Student Tuition Forum and for the Board of Regents Meeting, Auxiliary Services were highlighted as a group. The promotion of these areas has provided for greater understanding and more cohesive approaches to student services and financial management.
	Partnerships	Promoting Off-Campus Meal Plans to increase sales lost by changes to Regional Tuition Program.	In Fall of 2008 the actual number of off-campus meal plans were 769 while the actual number of on-campus plans were 2721 which from a sales standpoint produced over \$500K in extra revenue. In Fall of 2009 the number of off-campus plans budgeted were 882 and the actual number of plans were 1209 while the number of on-campus plans fell to 2460 the variance between budget and actual was \$9k less thanks to strong sales in off-campus plans, the number of off-campus plans in the spring rose by 84 over fall and was 324 over budget this along with tight budget controls on some cost areas helped us to exceed net revenue projections. Promoting the off-campus meal plans has helped and our hope will be to see them continue to grow.
Early Childhood and Elementary Education	Excellence	Implement the Elementary Teacher Leader and IECE Teacher Leader master's programs	Elementary and IECE Teacher Leader master's programs were implemented beginning Fall, 2010.
	Outreach	Offer 2+2 ECE undergraduate program at all four regional campuses beginning fall, 2009.	The IECE 2+2 bachelor's program is being implemented at 3 regional campuses. West Kentucky Community and Technical College has submitted proposal to implement AAS in IECE. Once the proposal has been approved, we will meet with WKCTC IECE faculty to work toward advising students about the 2+2 IECE program to be offered in Paducah.
	Outreach	Develop sequence for offering specialization courses in the Elementary Teacher Leader and IECE Teacher Leader master's programs	Course sequences for elementary and IECE specialization courses has been developed and information about the sequence has been disseminated
Economics and Finance	Commuity	Revise the MS Program in Economics to improve course offerings and improve focus given current directions in the field	Added anew course in the spring of 2010, ECO 521 Free Enterprise, Entrepreneurship and Capitalism, in support of the M.S. program and in response to the BB&T donation from 2009. Using administrative changes in the department to re-evaluate course offerings.
	Commuity	Create and offer, in conjunction with US Bank , economic summit(s) that describe & forecast the state of the economy to the region's bankers.	Unable to complete due to scheduling conflicts. Will re-examine this semester.

	Partnerships	Develop & improve placement system for graduates by identifying alumni in positions to inform us of jobs or hire directly.	New chair will be meeting with development to reach out to alumni to encourage alumni involvement with the undergraduate and graduate programs, to open avenues for development fund raising, and to develop networking channels for current students. New chair will be meeting with career services to increase our effectiveness in placing our graduates into career positions.
Educational Studies, Leadership & Counseling	Commuity	School and Community Counseling will earn CACREP Accreditation by 2013	A completed revised curriculum and admission process for Counseling programs was develop and routed last year. This was an important and large first step toward CACREP Accreditation, and met Objective 1A. A sequence of courses has been developed and planning is still underway for recruitment. This is Objective 1B and is where we will start next year. The cost of a clinic in terms of tangible and intangible resources was evaluated last year. Program faculty have decided to lower the priority of that item in lieu of renewed emphasis on the implementation of the newly approved program and the start of the CACREP self-study.
	Partnerships	School administration programs create University/District Partnerhips as the basis for program delivery.	The course sequence for the Master's degree was developed during the 2009/2010 year and completed the College portion of university routing. These ten new courses will move forward in September 2010. The program submission for EPSB is in preparation for routing in the fall. School district partners have reviewed courses and provided feedback along the way. So Objectives 2A and 2B are at 75% completion. Objective 1C is on schedule with a new transition cohort selected and ready to start in August, and recruitment plans in place for Spring in t he Henderson area. These transition cohorts are important for our move to the Partnership model.
	Excellence	ELC Faculty will apply for and be accepted for sabbatical leave by Spring 2011	One ELC faculty has agreed to pursue Sabbatical leave in the fall of 2011 to complete a textbook. This will be the first applicant for Sabbatical from ELC in many years.
Engineering and Physics	Commuity	Improve performance on student Fundamentals of Engineering exam by providing Preparation and Review Sessions	1. Review subject area assignments were determined based matching FE subject areas to the faculty who taught the corresponding courses.2. Faculty prepared reviews mostly by using problems from FE Review manuals. 3. Reviews lasting from one to two hours were done in the afternoons when faculty and student schedules allowed. A fuller review of subject matter should be accomplished to be conducted in the evenings with faculty compensated for a more organized review.4. Senior Exit Examinations were conducted in April. Subject area results were analyzed. Success rate was approximately 50% of questions correctly answered, similar to previous years.5. Five students took the FE exam in April and all five passed. Three graduates of the program took the exam and two passed. Comparisons of weak areas to Senior Exit Exam weak areas is being conducted.
	Partnerships	Increase outreach to regional schools through expanding the JETS/TEAMS competition from four to eight schools	1. Recruiting for event was conducted via e-mail and mailing to all schools in our region. Three additional schools responded and planned on attending, but did not attend.2. Visits were made to two participating schools to discuss how to prepare for the event.3. The event was held on February 27,2010. The same four schools participated for a second year. No new schools were added. The number of participating teams increased from 8 to to 9. Minor changes were made with the schedule. Lunch was catered sub sandwiches rather than dining at Winslow due to a conflicting event. Since 11 teams were anticipated, additional classroom space was prepared.3. Feed back session with coaches was held. One issue that came up was whether we would offer scholarships as is done at the University of Kentucky. The date of the event was satisfactory to coaches.4. Groundwork is being laid to offer some form of scholarship and/or award to the winning team.

English & Philosophy	Commuity	Complete a feasibility study for the creation of a university writing center.	Creating a university writing center was deemed feasible and desirable, so the department teamed with Waterfield Library to open the Racer Writing Center in the library in August 2010. The Center is funded by donations, the library, the department, and the CHFA dean's office.
	Partnerships	Create and propose a new undergraduate major in English Second Language (ESL) certification.	The new undergraduate major in ESL certification has been proposed, and the college curriculum committee will review the proposal in August/September 2010.
	Commuity	Complete a feasibility study for the creation of an online graduate program in professional writing.	Offering an online graduate certificate in professional writing was deemed feasible, so the department proposed a new certificate. The college curriculum committee will review the proposal in August/September 2010.
Enrollment Management	Commuity	To expand communication efforts across campus and throughout the community	Communication was expanded to area high schools and area superintendents. Dual enrollment was offered at the two local high schools in hopes of enrolling these students for the fall semester. The Enrollment Management Office was always available to offer help and guidance to faculty, staff, current, and prospective students. The EMO's focus continues to be providing excellent customer service to the campus community.
	Partnerships	Partner with academic colleges to identify certificate programs for enrollment growth.	Meetings were held with the academic college deans regarding the development of certificate programs. To date, no certificate programs have been developed. Receptions, Summer Orientations and other recruiting events were attended by Enrollment Management and college deans to encourage prospective students to enroll at MSU.
	Commuity	Promote relationships within Town and Gown that will provide an outlet to increase the educational opportunities of its members.	Outreach to encourage Town and Gown members to encourage their employees to complete their degrees and/or enroll in MSU to improve on-the-job skills was not accomplished.
Equal Opportunity	Commuity	Improving the Affirmative Action efforts for the Institution	The data compilation and scrub efforts have been an extensively manual process but as of June 2010, two years of employment data was submitted to the ERS Group for review. After completing corrections and the like, the data will be used for the completion of the AAP Plan. A detailed timeline will be constructed after the corrections are complete.
	Commuity	Assist the President of Black Faculty and Staff Association to direct organizational activities.	The office recommended BFSA to participate, as a named organization, in the events surrounding the 2010 Homecoming. Their participation in events, such as Tent City and the parade, will increase the organization's visibility. The newly appointed BFSA President is working with the homecoming committee to coordinate event details.
Facilities Management	Commuity	To provide adequate services and information to meet the facilities and transportation needs of the University as well as the reporting requirements of various regulatory agencies.	The computerized facilities management software (AIM) has been procured, purchased and now in the implementation phase. Fleet Management, Work Order Management and Space Utilization modules are scheduled to be fully implemented and operational by October 1, 2010. Due to funding limitations, software modules for facility condition assessment, construction management, utility management and environmental safety & health were not purchased and have been deferred to future phases. The cost of this system was funded as a part of the ERP project.
	Commuity	To increase our recycling efforts, both on campus and in the community of Murray and Calloway County.	Facilities Management continues to work with community leaders to purchase and install equipment for glass recycling. It was determined that since the City of Murray would be a large producer of glass waste, the City Transfer Station would be the best site for this equipment to be installed. Furthermore, the cost of installation at the Transfer Station will be significantly less thereby decreasing the MSU investment. An extension of the grant requirements of 180-days has been authorized and plans are ensuing to have the glass recycling equipment installed by December 31, 2010.

Financial Aid Scholarship	Outreach	To review the scholarship process to streamline and make awarding more efficient.	Finished the Scholarship process for the 2009-2010 year and will begin reviewing the process and making changes for the 2010-2011 academic year.
	Excellence	Continue to find ways to improve process' in Banner regarding awarding of Financial Aid.	Began awarding new Freshmen and will award Current students by the end of May. Continue to make changes in Banner as this first year begins to ensure that the procedures are being followed.
	Excellence	Update Banner 7.13 to Banner 8X	Will be completed in the fall.
Fiscal Planning and Analysis	Community	Negotiate for a revised postsecondary education funding formula that will provide equitable state funding for Murray State University in the 2012-14 biennium.	Funding formula negotiations did not get formally underway during the reporting period. A meeting is scheduled for August 9, 2010 with an administrator who implemented a formula funding model for New York public universities. Preliminary discussions have indicated no enthusiasm for an incremental model of inflationary increases. Preliminary considerations are for building a rational method with incentives for enrollment increases, course differentiation, retention levels, degrees conferred, recognition of different institutional cost structures. Next Steps:The initial strategy for Murray State might be to encourage a two tiered approach wherein a model providing funding based on these metrics would only comprise a portion of each institution's appropriation with a fairly substantial percentage dedicated to protecting the base. \$/FTE will be de-emphasized to the extent possible. The Director will be involved with all meetings pertaining to this issues, beginning August 9, 2010.
	Partnerships	Foster a more proactive, productive working relationship with CPE staff , institutional counterparts. and campus constituents working on CPE related issues.	The Director participated in several meetings with various groups throughout the year on CPE-related issues. He participated in 7 CPE meetings; 10 meetings of Chief Budget Officers, 2 Presidents' meetings, a legislative subcommittee meeting on the university's budget, and a special called meeting with the State Budget Director. The Director also served on the Strategic Agenda Institutional Advisory Group (SAIAG) which is working with the Council members to assist in developing the CPE's Strategic Agenda for 2011-15. He is also on an area subgroup subcommittee for efficiencies and Innovations (EIS) and is coordinating with three Murray State representatives who are serving on the other three area subgroup subcommittees. He attended two meetings of the SAIAG steering committee and two of the EIS Subcommittee. Mission and Values statements have been drafted for consideration by the Council and its staff.The Director is also a member of the Cost Containment Committee which was established per the Recommendation of the Governor;s Higher Education Workgroup (HEWG). As institutional liaison to the CPE was able to assist the President, Vice President and Associate Vice President in articulating a strenuous opposition to a document that would have had an adverse impact on comparative state funding for Murray State. By fostering relations with institutional counterparts was able to generate some potential interest in forming an alliance with another institution to oppose the CPE proposed model. Assisted in preparation for the Legislative hearing which went very well for Murray State.Next Steps:EIS and other Subcommittees will assist CPE staff in developing draft white papers generated in meetings recommending objectives and strategies for the CPE Strategic Agenda. Papers are scheduled for completion in July and August of 2010.SAIAG will continue to participate in developing the Strategic Agenda which is scheduled for completion by January, 2011. Potential coordination with institutional strategic plans will also be considered.The Cost Containment Committee will continue its planning and preparations for the Cost Containment Summit which will be integrated into the Governor's Trusteeship Council meeting in September, 2010. It is hoped that some of the recommended efficiencies and innovations coming out of this conference will be applicable on campus.

Geosciences	Commuity	Develop new, high quality Internship/Cooperative Education opportunities for our undergraduate majors	The United States Geological Survey's (USGS) District office relocated from Paducah to the MSU campus in October 2009. Discussions between the Department of Geosciences and USGS in 2008-2009 indicated USGS's desire and willingness to enter into an agreement that would provide paid internships to qualified MSU undergraduates. The Geosciences' Dept Chair met with representatives of the USGS in February and April, 2010. Two undergraduates were put forward as candidates for internships to begin in summer 2010. However, unexpected delays in the approval of hiring on the federal side and the eventual withdrawal of both candidates has pushed the start date back to later in 2010. Both the Department and USGS remain fully committed to implementing this program as soon as is practical.
	Partnerships	Establish a new cooperative agreement for archaeology in Land-Between-the-Lakes with the USDA Forest Service	A draft agreement was prepared and has been under review by the Forest Service for some time. In the meantime, Department of Geosciences faculty and staff conducted two contract archaeological surveys in LBL during 2009-2010. In addition, during June 2010, the LBL's Heritage Program conducted public tours of archaeological excavations being conducted by Dr. Kit Wesler's ARC 302 students as part of their summer field course.
GLIA	Commuity	Develop courses that use alternative forms of delivery to students (ITV, on-line, hybrid)	Prepare on-line POL 140 course. COMPLETED Prepare on-line POL 345 course. COMPLETED Prepare on-line/hybrid POL 470 course. COMPLETED Prepare on-line/hybrid POL 676 course. COMPLETED
	Partnerships	Prepare proposal for public and non-profit supervision certification program for service area	Preliminary proposal, August 2009 Final proposal, spring 2010 COMPLETED
	Commuity	Provide cultural enrichment activity for at least two Service Area Communities on the work of Simone De Beauvoir	Teaching Circle Proposal, September 2009 Program Development, November 2009 Program Delivery, March-April 2010 COMPLETED
Health Services	Commuity	Provide support services necessary for students to develop healthy lifestyles.	Over 7,000 patient visits to Health Services. Over 200 programs and meetings reaching more than 12,000 participants, served on numerous committees, social norms ads in The News, parent surveys regarding alcohol awareness and behaviors, CORE survey to faculty and staff, faculty/staff program, wellness incentive program, health information provided for groups on campus, H1N1 vaccine clinics, provided health services and information to Upward Bound, AIMS, Commonwealth Honors and Whitney Young students
	Commuity	Provide students the opportunity to explore personal values and ethical systems through participation in campus community	Provided safe, nurturing environment for clients to discuss personal issues and health related concerns, counseled clients regarding health issues and behaviors, Cooper Clayton Smoking Cessation course for faculty/staff, further developed peer education program and led students in presenting programs on campus, National College Health Assessment reaching over 4,000 students, hired FT nurse practitioner and staff nurse
Honors Program	Commuity	Create a systematic and sustainable process for directing high-potential students in applying for prestige scholarships.	No financial resources were available to engage any additional staff or faculty on this goal, and not much progress has been made. Files were created on each scholarship, high potential students were identified and invited to a brief orientation, and three students were sponsored through the application process. None were successful. There still is no sustainable process for engaging and shepherding high-potential students through the process

	Partnerships	Reposition University activities and policies to build a strong relationship with Kentucky Governor's Scholars Program and recruit GSP students	All immediate objectives related to this goal have been achieved.1. Several meetings were held with GSP administrators.2. The MSU Foundation dedicated \$25,000 towards costs related to GSP.3. Jim Baurer was hired as campus liaison to GSP and hired several student workers.4. A task force revised the scholarships package for GSP students to bring it in line with competitor institutions.5. A wide number of community and campus organizations have become engaged with GSP and are contributing to their summer experience.In terms of recruitment, we hope to see an immediate though small increase this year because of the revised scholarship package. We hope to see a larger increase over the next two years thanks to GSP being at MSU.
	Excellence	Create retention plan for Honors and high-potential students	Created survey but have not yet been able to identify dropped students and administer the survey.
Housing and Residence Life	Community	Provide an efficient management program to monitor and control income and expenditures to support the overall operation of the auxiliary operations.	-Began initial phase of renovation in college courts which will continue the next few years; replacing the old heaters and air conditioners with better system in 25% of the units; updating smoke detectors location in open units; replacing roof on one unit
	Partnerships	The Department will support the internationalization of the campus.	-We had 40 programs which had an international theme or focus. Our goal was to provide 33 programs and we exceeded that goal by 7.-We recruited American students to live with international students who wished to have an American roommate. We offered in
	Community	Provide residential students the opportunity to participate in programs and activities which can foster a sense of commitment to the institution and their residential building.	-Each building provided 4 floor meetings through out the year, for a total of 36 meetings.-We had 83 programs in the halls, which involved faculty participation.-Through each Residential College Council, the Residential College Association, and various
Human Resources	Community	Inform new department heads about functioning at MSU and managing people	Begin a "Boot Camp" for department heads to be completed before December 31, 2010.Resources needed would include costs for printing, refreshments at sessions, and Graduate Student pay.Update.... Will be started soon.
	Partnerships	Learn the wage rates of local jobs	Conduct a wage survey of local employers via the Chamber of Commerce in partnership with Murray - Calloway County Hospital and Briggs & Stratton.No extra financial resources needed.Update.... DONE. Chamber of Commerce survey was completed by many different employers.
IIS	Community	1. To establish MSU as the preeminent public university in the region focused on international education	Strategic planning process --IIS has been engaged since late last fall on a process to revamp its operations. The objective is to become a more efficient and effective unit. The process is ongoing and will culminate through fall 2010. Deliverables include the identification of core values, the development of vision and mission statements, and the development of goals and objectives. Action plans will follow to operationalize the goals and objectives.Study Abroad Workshop Series --A workshop series focused on study abroad was implemented this past spring. Faculty and staff participated in 5 workshops that sought to (a) provide an overview of the study abroad process; (b) develop strategies for study abroad recruitment; (c) how to achieve curriculum integration; (d) how to promote faculty participation in new and existing programs; and (e) how to engage in a broader international education strategy. Follow up with colleges and schools are planned for the next academic year.Calls for Study Abroad Proposals --More faculty-led programs were developed this year through a university-wide call for proposals. This call sought to engage more faculty and from more disciplines in study abroad. IIS will continue to request proposals to include faculty from disciplines that traditionally have not participated in study abroad.



Partnerships 2. To develop collaborative frameworks for advancing MSU's international agenda

IIS initiated a number of partnership initiatives with academic units in order to advance the Murray State international agenda. Specific examples include the development of a partnership with the College of Humanities and Fine Arts to jointly write a grant proposal to seek external funding in order to provide seed money for a Chinese faculty position. Other initiatives with this college included work for the development of a Confucius Institute at Murray State. IIS is also cooperating with the College to bring a second Chinese scholar to develop a 4-course sequence in Chinese language and culture. IIS also partnered with the College of Science, Engineering and Technology to expand international operations in Latin America, specifically in Panama. As a first outcome of this initiative, IIS is currently developing a proposal for the Secretariat of Science, Technology of Panama to bring up to 30 Panamanian students to pursue undergraduate degrees in science and technology. Other initiatives being explored are training programs in telecommunications, as well as teaching opportunities in Panama for Murray State faculty.

Community 3. To foster the development of an inclusive international learning community at MSU

IIS has actively participated in improving campus climate, creating a more welcoming and inclusive campus environment for international students. Examples of new and expanded initiatives include Give Them a Break, a new host family program for international students. IIS also expanded the Language Partner Program, which pairs domestic with ESL students to improve their English language skills. IIS continues to play an active role in the university-wide International Student Retention Committee. IIS also contributed to the Campus Climate workgroup of the President's Commission on Diversity.

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Industrial and Engineering Technology	Community	Prepare the Annual Report for the two ABET accredited programs (Civil Engineering Technology/Construction Engineering Technology) in preparation for the accreditation visit in the fall of 2010.	The six year accreditation self-study for Civil Engineering Technology and the Construction Engineering Technology were submitted to TAC/ABET on July 1, 2010 with exceptional support from all faculty. The TAC/ABET Evaluation Team will visit MSU Sunday through Tuesday, October 24-26, 2010 to discuss the results of their observations of the self-study.
	Community	Work with 4 of the 7 Project Lead the Way School Systems in west KY on Design Projects/Competitions and selected summer camps/activities.	Three schools participated in the PLTW Design Project (Graves County High School, Madisonville North Hopkins High School, and Trigg County High School). Marshall County High School had anticipated being involved in the project; however, due to a change in teachers they requested not to participate this year. Marshall County High School indicated that they would like to participate in the future.
	Partnerships	Four of the five programs in the Department of IET will host an Industrial Advisory Board Meeting in 2009-10.	The Industrial Advisory Board for the Civil Engineering Technology, Construction Engineering Technology, Architectural Engineering Technology and Environmental Engineering Technology met on Friday, November 20, 2009. The minutes to these meetings are archived in the server for the Department of Industrial and Engineering Technology. The agenda, minutes and action items for the two TAC/ABET accredited programs (Civil Engineering Technology and Construction Engineering Technology) are embedded in the TAC/ABET accreditation self-study.

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Information Systems	Commuity	GOAL 1: FOSTERING EXCELLENCE – Complete Disaster Recovery /Business Continuity Execution.	Thoroughly test the plan by restoring our relevant systems from the Tivoli backup system in one of the hot sites with whom we have established contacts. We have provided SunGard a copy of our Standby Operating System (SOS) for validation. Once they complete the validation, IS staff will travel to a SunGard hot site in Philadelphia to test our part of the recovery. Part of this exercise is to determine if there is adequate test time to do a complete recovery test.Establish a timeline for moving test servers to General Services for local backup capability. We have moved one test server to the General Services building and plan to move a significant portion of remaining test servers to that facility by late summer or early fall 2010. It has been necessary to acquire significant new storage to complete this move. The Load Balancer has required significant additional effort. After moving the major servers, we will review Luminis impacts/issues. Review possibility of establishing web content at another Kentucky campus in the event of a disaster.This has been completed and subjected to a live demonstration following an extended network outage due to a fiber cut at our ISP.
	Commuity	GOAL 2: CREATING COMMUNITY - The Luminis Portal (myGate) has been identified as an important communication vehicle. Add content to enhance its appeal and usefulness.	Identify a Luminis support structure with specific assigned roles and responsibilities.Luminis content and revision have been performed by existing staff in existing structural roles. A new organizational format to identify specific responsibilities for web development was identified and approved June 29.Identify Content with user appeal, deliver by 4-1-10New format and look are scheduled for release early July 2010.
Information Systems/CTLT	Commuity	Promote better teaching practices for MSU faculty by offering a wide variety of workshop and seminar activities for faculty development .	Although we were unable to reach our goal of an increase of 10% in the number of events due to the increased demands of MyGate and Banner support we were able to increase the numbers of unique attendees from 347 to 410. We also saw an increase in total attendance from 520 to 657. Both increases were well beyond the 10% goal set last fall.
	Partnerships	Become the central support unit for the entire campus, both administrative and academic by assisting and/or training other units in the transition to online procedures for all operations.	Web based support has increased and been assembled into a much more logical location with work continuing to make the web site more user friendly. The web based support model is still a work in progress and a new knowledge base online server and software has been ordered and will soon be online to assist users 24/7. Within the next two months the knowledge system will be in place and we will see it grow and expand in the next year.
	Commuity	Use the technical expertise of CTLT staff to assist in planning and equipping the campus for continuation of operations in the event of disaster and /or a pandemic.	CTLT produced pamphlets in the fall for distribution giving tips on avoiding the flu pandemic which was forecast. We also conducted workshops and information sharing aimed at faculty and staff to assist in continuing operations in the event of an emergency event. Plans are under discussion for additional preparation for faculty and staff to contact and communicate with students in an emergency.
Institutional Advancement	Commuity	Provide and lead the university with vision and expertise in the latest communications strategies and technology	The university external website went through an extreme makeover via a campus with project committee. The site is geared towards external markets and integrates Facebook, Twitter, and You Tube. The MSU Alumni Assoc. went through a similar project and launched a new site as well. It in fact is more robust than the university site and is "state of the art" in technology and social media applications. We also rolled out a Racer Mobile this spring, an app for iPhone and Android users. Staff throughout Institutional Advancement are being trained and equipped with best practices and technology. Our communications team began Monday meetings to make sure we were aware of upcoming events and "pushing" events and news that had regional and national impact.A social media consultant we be assisting during the first 6 months of the fall to evaluate our web and social media sites.

Partnerships

KET aired a number of our programs and events this year and most importantly added Roundabout U as a weekly offering on KETKY and is shown 7 times weekly. Holidays at Murray State and the Provost's Concert were both made available nationwide and shown in a number of primary and secondary markets. Direct mail pieces, billboards and an email campaign was designed and executed for Southern Illinois. In an effort to extend our university partnerships and relationships, I was elected the International Entertainment Buyers Association, appointed to the Friends of KET Board and am president elect. Continue to develop relationships with FLW Outdoors and MSU hosted the College Fishing Regional and will host again a pro tour event in 2011. We will likely be a participant in a new high school fishing event in 2011 as well. This national coverage put MSU in the spotlight on 2 programs on Versus Country television and has had impact on student recruitment for those with an interest in outdoors and fishing.

Institutional Advancement	Community	The Museum will have educationally based programs to draw faculty and staff to want to attend the museum and its programming .	We did host two historical events with the History Department this year to further education for faculty and staff on campus. One was a concert and another was a tour of the museum by classes with a special history of the Tennessee Valley Authority Architectural legacy exhibit. .
	Partnerships	The museum will work with the many different department to enhance the museum's presence on campus.	We did partner with the Office of Regional Stewardship to bring schools and programming to the museum this year. We partnered to host an exhibit titled "Picture America" and we did in fact host a Smithsonian Traveling Exhibit "Museums on Main Street Fences."
	Community	The museum will add to its growing collection of artifacts which makes the people who donated them want to come to the museum and have a connection to the museum.	We will add one meaningful artifact to the museum every quarter. An artifact that is relevant to the museum's regional history mission. This has been done two-fold and the manager is proud to say these are wonderful pieces.
Intercollegiate Athletics	Community	Achieve a position of competitive and academic excellence during the 2009-10 season.	Objective: Finish in the top third of the All-Sports Commissioners Cup standings for 2009-10. Timeline: Standings finalized upon the completion of the OVC sports season. PROGRESS: Finished 2nd in OVC Commissioners Cup Standings winning 5 conference championships. Objective: Sports achieve an APR score of 925 or better meeting NCAA benchmarks. Timeline: APR scores released by the NCAA in March, 2010. PROGRESS: Overall APR score for department = 947. All sports, except Women's Track & Rifle, achieve single year scores above 925 benchmark. Multi-year scores good for all sports. Cumulative GPA > 3.0.
	Partnerships	The Department of Athletics shall conduct effective recruitment activities in the five state region.	Objective: 50% of all athletes on squad lists for 2009-10 shall be from the five state region. Timeline: NCAA squad lists completed by first date of competition for each sport. PROGRESS: 62% of all scholarship student-athletes recruited from the 5-state region.
JMC	Community Excellence	Reaffirm ACEJMC Accreditation Revise and implement new Journalism curriculum	Accreditation reaffirmed May 2010. Curriculum revisions approved by faculty May 2010. Faculty participation in technology workshops Spring 2010. Implementation of changes beginning with JMC 194 fall 2010.
	Community	Establish TheNews.org as a self-supporting student media enterprise	Training for faculty adviser and Internet editor in progress.
Judicial Affairs and Governors Minority Student	Community	To implement a Judicial Affairs office where students are afforded due process and one that treats students fairly and holds them accountable for making decisions that violate university policy	A review of all policies and procedures has been completed and updates to policies have been implemented as well as attending conduct training sessions on a state and national level to ensure compliance with state and federal regulations.

	Partnerships	To secure funding from the Council on Post Secondary Education for the Governor's Minority Student College Prep Program.	Grant dollars were secured from the state budget to implement the two week on campus program. The on campus program exceeded the projected number of 50 participants by hosting 73 students from across the state. A partnership with the Lincoln Foundation out of Louisville, Ky brought 25 new students to the campus program.
Lee-Clark Residential College	Community	Fostering Excellence: Achieve excellence in RCC and RA programming	<p>Action Step 1. Review all regular annual RCC programs for appropriateness, timeliness and quality; Modify, plan and execute each one as approved by the RCC. This review was an ongoing effort of the President and Executive Committee. As a result, Clark was able to focus on increasing student participation, charity fund-raising and a commitment to excellence. Specifically, the volleyball tournament was replaced by forming a Walk for Life team; all of its other traditional/annual events were reviewed and reinforced. Considerable time, energy and money was invested in Open Mic Nights which became the Clark College RCC Signature Event Series of the year. Note:: After an initial effort to organize an All Campus Sing team, the student leadership (headed by former RA Kate Thomas and RCC President Melissa Korba) concluded it could not produce a high quality performance this year and disbanded.</p> <p>Action Step 2. Initiate a series of "Open-Mic Night" programs. These will be RCC programs (as opposed to RA programming, however, the RA's are already heavily involved.) The continuing production of Open Mic Nights with music, games and food was a clear success throughout the year. The series started on Sunday Night of Great Beginnings and continued throughout the year. The emphasis included "Clarkstock" (a nod to the Woodstock anniversary featuring 60s tie-died shirts, etc.), with performers from every residential college, and culminated with performances at Clark's Spring Luau. These events began with Dustin Gerach and Neal Lovett in 2008-2009, but gained considerable momentum with the involvement of the RCC and the building of four 4' X 8' modular stage sections.</p> <p>Action Step 3. Focus RA programming on specific topics as requested by Clark residents. RA programming attendance had declined significantly during the spring of 2009 and thus was the focus of a research study by CHA Jenelle Winert. Her research concluded that program format and content were not lacking, but that the times programs were offered needed adjusting, and more effective communication was needed. Changes were made and program attendance rebounded significantly in the spring of 2010. (Note: Average attendance per program in the spring of 2009 was 15, and in the spring of 2010 was 26.)</p>

Partnerships	Create strong ties between the Lee Clark residential community and its academic faculty.	<p>Action Step 1. Establish an in-hall academic tutoring program led by Clark faculty members. In-hall tutoring was established in conjunction with the entire RC system. Clark faculty offered 3 tutorings each week during both the fall and spring semesters. Subjects tutored in Clark were: EDU, PHY, MAT, PSY and GSC. The program was helpful, and attendance varied from 0-4 students per session. Action Step 2. Host weekly faculty student dinners at Winslow Dining Hall. Clark's Wednesday Night Dinner meetings are an ongoing Clark tradition. In 2009-10, faculty attendance was steady at 5-7. Student attendance was only 1-3 in the fall of 2009, but increased in the spring of 2010 when Clark's RD, Brandon Hester and more RCC Executive Committee members attended. In addition to the improved communication and sharing of ideas, the dinners fostered friendship between members. Several Clark events and initiatives were discussed and facilitated during these informal dinners. Action Step 3. Invite faculty to work more closely with specific RA's and RCC Wing Reps as "Wing Faculty". The initiation of "Wing Faculty" grew out of the ongoing Clark RCC Wing Rep/PA Faculty "Walk-about" program, with the intent of bolstering the ongoing relationship between Wing Faculty, and Clark Wings and RAs. In 2009-2010, the program was birthed and well-received. In 2010-11, Clark will add more structure and focus on greater participation. Action Step 4. Host a faculty student cookout at Clark Hall associated with an Open-Mic Night to encourage students to perform together, play together and get to know each other better. This event was held at the Clark South Commons on October 15, 2009 from 5:00-8:00 p.m. Eleven faculty joined about 50 students for an enjoyable evening. Two faculty even joined in to perform!</p>
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Management Marketing & Bus Admin	Community	Create and grow the Emerging Technologies in Marketing Initiative	<p>1A Develop Business GIS curriculum (including a potential certificate program) for academic and community service missions, F 09 Sp 10. Create new courses to enable earlier enrollment in MKT courses/F 09, MKT 485 Business GIS; Sp 10, MKT 285 Emerging Technologies in Marketing Status: Work partially complete on certificate program as of end of Spring 2010; MKT 285 and MKT 485 were taught in Spring 2010. 1B Develop Social Media and Social Networking curriculum for academic and community service missions. New course in Social Media Consulting, expanding capabilities in that area/Sp 10 Status: Social Media Consulting, MKT 579, taught in Spring 2010.</p>
	Excellence	Design logical course structure and regular sequence for Human Resource courses in the HR Option, building on recognition from SHRM (April 09) to grow HR presence	<p>Fall 09, Spring 10, Create materials outlining HR Option Interaction with Four Rivers Chapter of SHRM Status: First draft of HR course rotation/sequence completed in Fall 2009. Partially used this draft to help plan Fall 2010 schedule. No funds available for creation of materials outlining the HR Option re Four Rivers SHRM. Dean's addition: Dean's office will work with Department to further this initiative.</p>
	Community	Improvement Initiative. Improve website, other promotional tools for our programs and initiatives to better relate to prospective students, alumni, and advisory board members.	<p>Some work on new materials and stocking the display units. Website use curtailed during Spring 2010 because of launch of new MSU website.</p>

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Mathematics and Statistics	Community	To improve the Mathematical Reasoning ability of our Majors and Area students.	<p>In an effort to keep class sizes smaller, we offered two sections of MAT 312 during the Spring semester of 2010, and this coming academic year we will offer a section during the Fall 2010 semester and a section during the Spring 2011 semester. In Spring 2010, one section had 16 students and the other 17 students. The instructors felt that they were able to take the students to a higher level of achievement and still have grade results somewhat better than the past. Among those students who finished the course, almost 80% received a 'B' or better; if those receiving a 'W' are included, 70% received a 'B' or better. On the Final Exam somewhat over 79.3% received a 'C' or better. These essentially met or exceeded the projected benchmarks. Having the course offered each semester will allow students more flexibility in allowing students to take the course at a time that works better with their development and need (through discussions with their advisor), and so additional benefits might be gained in the future. We will continue to monitor success rate in this course, and whether or not student performance improves in the courses which use MAT 312 as a prerequisite. At a minimum, the offering of an additional class costs us \$2250 a year in order to buy an overload of another faculty member.</p>
	Community	To be more effective as a department in communicating with our majors, area students, and minors.	<p>Data gathered from the BlackBoard control panel shows that around 58% of the students and 41% of the faculty accessed the portal at some point during the academic year, and that the daily usage increased over the course of the year with much more usage well into the Spring semester. This probably corresponds to greater awareness of its presence and to greater development by the department by the Spring. About 41% of the students and 37% of the faculty accessed it two or more times for the year. We are still getting used to having the portal and are not yet using it to its full capabilities; I suspect that usage will be much greater during 2010-2011 as the portal will start the year much more developed and will become more so over the summer; last year when I introduced the majors to it, the scant development present would have given them little reason to go back. I want to relate an anecdotal success story. Students are informed of REUs, internships, and other opportunities through the portal: a student who had lost his summer job found out about and was accepted into an REU this summer which will not only provide him with an interesting mathematical experience, but will also pay him \$4000 plus travel expenses. The response among the majors has been positive, with some new majors asking to be added to the roll for the portal. The portal will be redesigned and improved over the summer and the next academic year.</p>
Modern Languages	Community	Provide cultural enrichment to inspire interest in other languages and literatur	<p>Successfully co-hosted a theatre workshop and special performance by Tim Mooney for language and theatre students. Made progress in collaborating across disciplines by joining cross-cultural panels during International Week, cross-listing JPN 350 (Japanese literature) and ENG 330 to serve more students in the arts, including support courses in other disciplines for the new Japanese major (history, art history, anthropology), and by encouraging our students to double major.</p>

	Partnerships	Create more links to other departments across campus.	Collaborated with English dept. to offer fourth section of European Cinema, ENG 419 to complement SPA/GER/FRE 419. Offered in Spring 2010. Another sign of of our collaboration with English and the new Film Studies minor is our creation of companion courses to ENG 315 Global Cinema that are offered in our language department. As of this past spring, we now have SPA 315 Global Cinema in Spanish, as well as JPN 315 Global Cinema in Japanese, and FRE 315, Global Cinema in French. These courses will be included in the new undergraduate catalogue and will extend the reach of modern languages into a broader curriculum.
	Commuity	Successfully implement new Japanese major	Pursued and obtained all necessary Academic Council approvals; offered new courses in spring 2010; developed clear plans and schedules for future delivery of courses and promotional efforts in spring. Will be beginning collaborative talks with other institutions across the state regarding the Japanese program.
Multicultural Affairs (AASSEP)	Excellence	Re-establish the Peer and Faculty Mentoring Component of the Emerging Scholars Institute	Hired Retention Specialist in January of 2010 to coordinate the Emerging Scholars Institute, specifically the Connected and MAAP components. Acquired 16 faculty and Staff Mentors for the academic year and retained 14 mentors for the 2010-11 academic school year. Trained 16 peer mentors prior to the start of the Fall 2009 semester.
	Excellence	Increase by 15% the number of non -scholarship students participating in programs and services offered by the office	Increase in peer and staff mentors resulted in about a 25% increase for the 1st semester. Decline in second semester of about 12% Looking at the structure of the Connected component of ESI to ensure seamless collaboration with other 1st year initiatives. Launched the Murray Academic Achievers Program a comprehensive retention program for at-risk students this Spring semester. 32 student enrolled in MAAP for Fall 2010. Program is limited to 35 students due to funding and staffing.
	Partnerships	Increase number African American (AASSEP) Alumni supporting the program efforts of the offic	Created newsletter to inform alumni of the progress in the office and how they can get involved. News letter will published in the Summer, Fall and Spring. The 1st issue will be e-published emailed and posted on the Office web page in July 2010. Developed Summer Jump Start Program for incoming 1st year student, transfer students and Alumni. This gives Alumni opportunities to connect with incoming students and participate in fund-raising opportunities for the office.
Music	Commuity	The Department of Music will work to improve the skills of functional singing and sight-singing through vocal activities across the music curriculum	The "Musicians Sing" initiative was shared across all teaching areas within the department. Professors reported activities involving the functional use of the singing voice in their classes, rehearsals, and private lessons via monthly or end of semester reports. Over 50% of the faculty reported specific activities related to this effort to improve musicianship among all of our music students.A new Vocal Proficiency Exam was designed, then approved by the faculty in Spring 2010. The exam, a feature in the department's continuous assessment plan, will be administered each semester. First-year music majors are required to take the exam no later than their second semester; all students will have to pass the exam before they pass Aural Skills IV (sophomore level course). All teachers who teach theory and aural skills have agreed on the skills to be measured, therefore taught. The first group of students took the new exam in Spring 2010. As a result of the exam process, the exam contents were found to be valid, but the scoring rubric and passing score were adjusted.During 2010-2011 the "Musicians Sing" initiative will continue. The emphasis this year will be on student data collection. Pre-test and post-test measures will be documented (new). Results will be gathered and documented in a written report that can serve as a journal article or conference presentation.

	Community	The Department of Music will work to develop and market an "MSU Community Music School" for lifelong learning	The extent of activity in the development of an "MSU Community Music School" was limited to gaining faculty input and approval, and gathering materials from other universities that have such an outreach program with published materials. The next steps include creating our own MSU version of the community program, then designing marketing materials and seeking funding to hire an administrator of the program. If this is accomplished in 2010-2011, the MSU Community Music School can be announced beginning in Fall 2011.
Occupational Safety and Health	Community	To enhance students' hands-on learning experiences through laboratory equipment, resources, and demonstration models.	The Occupational Safety and Health department has contacted a variety of companies and safety supply vendors for potential donations to provide additional hands-on learning experiences. The following is a list of companies and safety supply vendors who have donated or in the process of donating the means for additional hands-on training resources. Chevron: Provided funds that were utilized by the department to convert two rooms for use of virtual, web-based interviewing for internship and full-time positions. CNA Insurance: Contacted safety supply vendor, Capital Equipment, to donate fall protection equipment/demonstration area for use in the Practical Applications Lab. Will also provide additional expertise and resources to enhance the Fire Safety Lab. Land O' Frost: Currently developing a lockout/tagout demonstration model to enhance the students' hands-on experience. Zurich Insurance: Working on providing resources and equipment to enhance our students' construction safety learning experience. Provided resources of several construction safety videos and are committed to providing additional resources (i.e. financial, equipment, and audio-visual) in the near future.
	Partnerships	To develop a partnership with the Zurich Insurance Company to design a construction safety management option/program.	A two-day planning meeting for the design and enhancement of a construction safety management program/emphasis took place in the Department of Occupational Safety and Health on April 13-14, 2010. This meeting was a collaborative effort to establish a partnership between academia, business/industry, and government which included the College of Health Sciences and Human Services-Department of Occupational Safety and Health; the College of Science Engineering and Technology-Department of Industrial Engineering and Technology; Zurich Insurance Company; environmental health and safety representatives from 8 of the largest construction companies in the United States; and the Kentucky Labor Cabinet. As result of this successful meeting, plans and goals were set to continue with the enhancement of a construction safety management program/emphasis at Murray State University. In mid-May a conference call took place to develop a subcommittee and future meeting dates. It was determined that the business/industry representatives will provided \$10,000 for a graduate assistant for the 2010-2011 academic year to assist with the two academic departments and collect information/surveys that will be utilized for the enhancement of the construction safety management program/emphasis at Murray State University.
Office of Development	Community	To launch the public phase of the comprehensive campaign in October 2009 with a goal of \$60 million by 12-31-2012 to fund scholarships, various initiatives and programs of MSU.	1. Hold Thy Banner High: The Campaign for the Students of Murray State University was publicly launched in October, 2009 with a \$60 million goal. 2. As of June, 2010, we have raised \$49 million in gifts, pledges and planned gifts toward this goal. 3. The Campaign is going well, is on track to hit or exceed our goal at 12-31-2012.



	Partnerships	By December 31, 2012 identify and close the appropriate gifts and naming of the RSEC and College of Business. Each of these will raise \$3.5 million (total \$7 million) for these units and allow us to build new and unique relationships with new individuals and corporate entities to advance MSU.	1. We continue to have positive discussions in regard to the naming rights and a major gift for the RSEC. I anticipate that this will be completed by December 31, 2010.2. The naming of the College of Business and related gift continues to be discussed and as of this date have not had serious discussions for this naming. We are working hard on this initiative and anticipate that by 12-31-2012 that we will complete this objective.
	Partnerships	To advance initiatives with special appropriations in the Federal FY 2011 budget with our federal delegation in DC. We will advance one project each for the Water Quality Institute/Hancock Biological Station, science campus equipment, and a nursing/simulation lab/mobile health unit initiative. In addition, to advance a legislative plan for the final phase of the science complex in with KY Legislature - \$30 million is needed for the state FY 2011 - 2012 budget in order to complete this project.	1. We have successfully advanced directed appropriation requests from MSU to our federal delegation. These planned appropriations will benefit the College of SET (equipment needs) and the new School of Nursing and the College of HSHS through a mobile health unit. We will know in the fall of 2010 the exact status of these appropriations, but remain positive to their funding.2. While we advanced a plan for the final phase of the science campus, it was not funded in the recent state biennial budget. No general fund projects were funded due to the economy and related state budget issues. I am confident that this project will be ultimately funded, however, we will not have the opportunity to advance this project until the 2012 legislative session.
Office of Recruitment	Commuity	To provide a campus visit program that is accessible to a wide target audience	Increased our campus visit program to provide more opportunities for individual visits. We added six more time slots daily as well as six more Saturday visit dates during the academic year. In addition, we will offer Saturday visits this summer.
	Partnerships	Partner with academic colleges/school to promote higher education and participation in their career fields.	We hosted: Agriculture Day on Campus in November with the School of Agriculture Project Leadership in conjunction with the College of Business Health Science and Human Leadership Day in Marion, IL at MHS
	Commuity	Host recruitment-type events in conjunction with other campus departments and local community organizations.	We are constantly hosting MSU recruitment tables at various events. In addition to college fairs and school visits, we did over 100 community events to promote MSU to various publics.
Organizational Communication	Commuity	Revise the COM 161 text and assignments to ensure all MSU students value the career application of strong presentation skills.	Significant progress was achieved. Faculty rewrote the COM 161 text to highlight presentation skills in careers. Assignments were revised and TAs were trained. A survey was given to COM 161 students in Sp-09 (T1, n=252) and Sp-10 (T2, n=262) to see if student perceptions about the career application of presentation skills had changed following our revisions. Only the Monday mass-lecture/lab students taught by M. Miller were surveyed to provide consistency between T1 to T2. Noteworthy T-test results: Student perceptions of the "relationship between presentation skills and leadership" was significantly higher for Sp-10 (T1=3.6; T2=3.9; p < .01). Also "presentation skills will help me contribute to my community" was significantly higher for Sp-10 (T1=4.0, T2=4.2, p < .05), especially for male students (T1=3.7; T2=4.2; p < .001). The overall "career application" scale (range 9-45) increased from Sp-09 (T1=38.4) to Sp-10 (T2=39.2) although it was not statistically significantly higher. Overall, the results show some positive progress was made and we will continue to examine the data to make additional improvements to our COM 161 course delivery and text.

	Partnerships	Design, market and deliver two COM 161 second 1/2 semester courses for area high school students.	This goal was achieved. COM 161 was taught as a "Bridge" course at both Calloway County High School (as a day class) and Murray High School (as a night course) both Fall-09 (1/2 semester) and Spring-10 semesters (full semester format). Fall 2009: CCHS enrollment = 12; MHS enrollment = 10 Spring 2010: CCHS enrollment = 17; MHS enrollment = 10 This partnership will continue with CCHS into the Fall-10 semester as a day class. For MHS, 7 seats were reserved in existing night classes to accommodate their students.
Procurement Services	Community	Develop a departmental document management system to make needed information easily available, securely stored, and disposed of properly.	Have electronically stored all FY 09-10 invoices (outside of Banner). Developed process for Procurement using Banner Document Management System. Implemented system with effective date of July 1, 2010. Select documents are electronically available to appropriate staff and will be available to other offices as they implement the BDMS.
	Partnerships	Train new MSU employees in using procurement in the Banner Finance Module and integrate the training with campus Banner training.	Implemented Procurement/AP Banner training. Put on seven 1/2 day trainings over the course of the academic year involving 43 new and interested staff (mostly clerical). Plan to continue training for new personnel and expand training topics to interest other staff in improving Banner skills.
Psychology	Community	Develop a Speakers Series in which at least one outside speaker is brought in each semester and one inside speaker presents each semester.	Ian Norris (fall) and James Gedra (spring) presented their research to approximately 40 students each. Kelli Morrow, therapist at the Purchase Area Sexual Assault Center, spoke to approximately 50 undergraduate and graduate students about interpreting children's drawings (fall) and Lori Brown, Director of Clinical Services at the Purchase Area Sexual Assault Center, gave a spring workshop for graduate students in our clinical psychology masters program about using mindfulness in therapy sessions.
	Community	Begin development of a series of continuing education workshops for PSY graduate students and for mental health professionals in KY, Western TN, and Southern IL	Topics to be presented at the workshop were selected, a time and date were selected, and paperwork was completed to obtain permission to offer continuing education credit for the workshop. Unfortunately, we had to put it on hold because, right as we were going to send out our fliers, a group from Owensboro sent out flyers for their first-ever CEU workshop for the same month. So, we are re-grouping and planning to try again in the fall.
Public Safety and Emergency Management	Community	Increase the variety and scope of Crime Prevention and Personal Safety Programming.	We have trained all 16 officers in the use of varied resources for program presentations. We have incorporated photos in our Crime Prevention and Personal Safety presentation. We have added Response to Shooting Situation into our Personal Safety presentation. We have added Emergency Preparedness at school/home into our Personal Safety presentation. We are in the process of making significant changes to our department's web page. We are developing a larger variety of programs (examples include Sexual Assault Awareness and "Huffing" Program). We have plans to conduct a course entitled, Campus Emergency Response Team, for all Building Coordinators.
	Community	Increase availability of officers in non-enforcement roles.	We have presented programs to 5 faculty/staff groups, for a total of approximately 100 employees, about emergency preparedness, theft prevention, and workplace safety. We are in the process of increased coordination with the Office of Student Affairs and the Provost's Office for more widespread inclusion in Freshmen 098/099 classes. (Next) Officers are scheduled to present blocks of instruction in Campus Emergency Response Team classes.

Regional Stewardship	Community	To enhance faculty development through service learning training and the use of a community outreach directory	In 2008 a VISTA volunteer was hired to collect information and in 2009 a database of 1500 resource entries were compiled and placed on the Bureau of Business Economic Resource website. This information was also shared with the Paducah Transit Authority for development of a 2-1-1 Call Center. Maintenance of this database is being handled by Paducah Transit as the Bureau's website is no longer available and the VISTA volunteer completed her term of service. RS worked with the Provost office to hire Dr. Kelly Rogers as the Faculty Scholar for Service Learning, as well as an assistant, Robin Esau. Together, we encouraged five faculty to attend the Kentucky Engagement Conference in November 2009 and took another five to attend a Campus Compact training session in April 2010. In addition, 10 faculty have been trained to develop new service learning courses for Fall of 2010. Dr. Jim McCoy took the lead on this project and formed a steering committee that worked over the course of the academic year to develop the system. It was rolled out to the university faculty and staff in November 2009. Currently, Riza Marjadi is maintaining the system.
	Community	To enhance educational attainment in the region by working closely with K-12 schools	Working with the West KY Educational Co-op, RS funded the School Administrators' Leadership Academy for the second year involving both Superintendent's and Principal's. Fifty-seven participants from 27 school districts received extensive training through out the year by a variety of methods and developed a mentor program. Working through the College of Humanities and Fine Arts, a series of cultural awareness activities were conducted throughout the region. Eighteen specific events involving over 4,000 K-12 students from the region were conducted. Working with the College of Science Engineering and Technology, an outreach coordinator was hired to develop STEM activities in the region. Last year, 10 specific activities were conducted both on and off campus and reached approximately 6,000 students in K-12.
	Partnerships	To enhance the quality of education and life in the region by developing partnerships with key leadership in 18 counties.	Over the course of the year, the Regional Stewardship Advisory Council met in regular sessions four times and attended numerous events in the region. Three original members were replaced by a nomination process and each new member was provided one-on-one training. In October 2009, working with West KY Educational Coop we provided a regional grant writing workshop to city, county and non-profit agencies as well as schools systems. Twenty-three individuals received training and follow-up after the workshop. In addition, RS has been instrumental in helping to establish a Regional Chamber Alliance of 14 counties in the service region. The alliance meets regularly and has taken on two priority projects: I69 and the West KY Waterways.
RSEC	Excellence	To Provide quality entertainment and programming for the community, the university, and the region	We had a very successful entertainment and event line-up in 2009/2010. We were host to Kansas/28 Special, Maroon 5, Jason Aldean, the Harlem Globetrotters, TNA Wrestling, the KY Boat and Outdoor Show, WEE RUNS, Disney Live, the Avett Brothers, Old Crowe Medicine Show, and others. In addition to the MSU home basketball schedules for Men's and Women's games, the RSEC and Lovett Auditorium hosted a diverse group of events for the university community and outlying areas.
	Excellence	Operate the facilities in a fiscally responsible manner as well as keep the facilities in good working order	The facilities were able to produce profitable events while maintaining excellent facilities. Our staff worked diligently through all of the basketball and special event changeovers. Our staff takes tremendous pride in making our facilities shine for the community.

	Partnerships	To position the RSEC and Lovett Auditorium within the arena industry as being quality and innovative venues	We have created event partnerships with promoters and radio stations - Outback Concerts, Alltech Fortnight Festival, Bristol Broadcasting, and Forever Communications. These event partners afford us the opportunity to be aggressive and bring concerts to Lovett Auditorium and the RSEC. Because we have gone out and promoted concerts on our own, the regional concert industry has taken notice and therefore we are generating new business opportunities.
School of Agriculture	Commuity	Increase Enrollment to assist meeting 12x12 goals Continued Progress in Recruitment and Retention	Enrolled 174 new freshmen - increase of 3% Retention increased 1% Total School of Agriculture Fall Enrollment of 717 students - ALL TIME HIGH!
	Partnerships	Develop and Expand Bridge Program and Articulations with area High Schools and Community Colleges	Signed Articulation Agreements with 5 Area Community Colleges Established and taught AGR 199 Bridge Program with Calloway County High School - 14 students enrolled Established, got approved, and Implemented Bridge program with Hopkinsville Community College - 6 students enrolled Submitted plans to develop regional and statewide Bridge Program for AGR 199 to be implemented in Fall, 2010
	Partnerships	To formalize Agri-Energy Partnership	Formed partnership with College of Science, Engineering and Technology, College of Business, and the Regional Business Innovation Center to develop initiative in Agri-Energy Developed partnership with Memphis BioWorks Received \$60,000 grant from Kentucky Agricultural Development Board to support Initiative Received \$5000 grant to host MSU Regional ARRA Agri-Energy Field Day
School of Nursing	Commuity	Offer the Doctor of Nursing Practice (DNP) as entry level to advanced Practice	The Department of Nursing prepared and had approved by the University a curriculum to provide the Doctor of Nursing Practice (DNP). Approval to offer the DNP at regional universities was granted by the Kentucky Legislature spring 2010. An additional bill requiring the Kentucky Board of Nursing (KBN) to regulate advanced nursing practice was approved in the same legislative session. KBN is currently preparing the policy and procedures for approval. The curriculum was completed and approved. A pre-approval application was sent to the Council on Post-Secondary Education (CPE) on July 9, 2010. Once approved by the KBN and the CPE the program remains on track to admit students in the fall of 2012.
	Commuity	Increase enrollment in the RN to BSN completion program.	Applications to begin the program increased to 43 eligible students. Because of resource limitations 25 were again admitted to begin class work fall of 2010. Resources will again be sought to increas RN to BSN admissions for spring 2011.
Sociology/GLIA	Commuity	To provide students opportunities to enhance their learning by encouraging their participation in a state conference--ASK (Anthropologists/Sociologists of KY)	Sociology majors helped assist with the ASK conference; attended the keynote address, and conference proceedings. Completed
	Partnerships	To foster stronger ties with library staff to help our students with information literacy.	Library staff made presentations on how to conduct research; introductory classes were given assignments that required students completing activities that required them to learn about the library and its resources. Completed
Sponsored Programs	Commuity	To increase grants and contracts submitted by the institution by 2% each fiscal year	The amount of dollars requested through grants and contracts have increased. The data was compiled from the office's MS Access database. Submitted grants and contracts from July 1 through June 30 for the FY were queried. The total dollars requested by the submission of grants and contract proposals increased about 308.90% from \$18,852,461 in FY 2008-2009 to \$61,044,026 in FY 2009-2010. This tremendous increase was due to several large proposals which were submitted. Next step is to maintain this upward trend.

Excellence To increase grants and contracts awarded to the institution by 2% each fiscal year

The amount of dollars awarded through grants and contracts decreased slightly. The data was compiled from the office's MS Access database. Awarded grants and contracts from July 1 through June 30 for the FY were queried. The total dollars awarded decreased about 11.25% from \$11,192,596 in FY 2008-2009 to \$9,932,504 in FY 2009-2010. Adding to this decrease in awards was caused by new procedures the Commonwealth of Kentucky implemented in providing state contracts to MSU. As a result many of the state awards were not received by the office until after July 1 and therefore were not counted in the 2009-2010 FY but will be counted in the 2010-2011 FY. The office is taking steps to increase submissions of grant proposals and contracts which will increase awards.

Partnerships To assist the appropriate institutional offices in regional economic development by 2% each fiscal year

When retrieving the data for this goal it was noticed the office's database did not contain the appropriate information (project titles) to ascertain which grant or proposal was regionally, economic in nature. The database needs to contain a field to record regional economic activity from grants or contracts. The database will be modified and an additional field added to measure this goal for FY 2010-2011.

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SSLD Community In order to reflect best practices in civil rights, the university should create an office of disability services

Excellence In order to serve the needs of returning veterans, the SSLD office will initiate communication with various groups on campus to find ways to meet the needs of these veterans not only on main campus but at regional campuses as well.

The President announced the creation of The Office of Student Disability Services in October 2009. Velvet Wilson was named the Director of that office and began the position on Feb. 1, 2010.

Dr. Don Roberston, Vice-President of Student Affairs, has formed the Veteran's task force comprised of staff from both the main campus and regional campuses to respond to the needs of returning veterans.

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Student Activities Community More Inclusion of general student body and delegation to include leadership training

GOAL - Use planning meetings to raise awareness and participation/monthly Held weekly Senate meetings and students shared information of concerns and events happening on campus; Senators were assigned C.O.R.P. (Campus Organizations Representation Program) groups and worked with them to keep them aware and involved.; Weekly CAB (Campus Activities Board) meetings held to plan and implement activities; Bi-weekly CABbie meetings held to assign CABbies to help with activities; Freshman Council meetings held to plan activities and keep freshmen informed of campus events; Participation on Academic and Administrative committee to voice students concerns and issues.Set fall and spring semesters leadership training/prior semesterHeld fall and spring retreats; Executive Council training (spring); Kentucky Leadership Academy in spring semesterHOW IT WAS MEASURED: Participation of students in CAB, Freshman Council, C.O.R.P. , Academic and Administrative meetings was recorded and documented in in SGA Senate meetings. Students attended and participated in retreats, training and KLA.

	Partnerships	Use available resources by holding meetings with other groups/organizations	GOAL - Exploratory meetings with International Student Organization, Black Student Council, Residential College Association - incorporate all groups/monthly. Presidents of these organizations met and planned activities for the student body and discussed issues related to their organizations Partnership with Campus Recreation to encourage more participation and good sportsmanship among student body/per semester. A one time money grant was awarded to six Intramural teams (Greek, Residential Colleges and Independents) for four sports entry fees to be capped at \$180 per team. HOW IT WAS MEASURED: The events planned and implemented were: Unity March, Fashion Show, International Dinner and Hanging of the Green and Homecoming festivities.
	Commuity	Incorporate social medias	GOAL - Use Facebook, Twitter, YouTube information for events planned/on as needed basis. Redesigned the Student Government Association website to include links to Facebook and Twitter. Also, changed job description for the CAB publicity chair to include creating Facebook events and Twitter updates to keep the student body informed on SGA events. HOW IT WAS MEASURED: Weekly reports by Publicity Chair were documented in CAB meetings and the numbers tracker was add to the SGA website to log user activity.
Student Rec and Wellness Center	Commuity	Help the MSU Community to better cope with stress	Our graduate student, Lydia Hutsul organized and presented a stress seminar for our facility. She used another graduate student from the Nutrition department to discuss diet. Patty Reyes from the Kneaded Touch spoke and provided chair massages and Lydia spoke about the Exercise component. She also had brochures and other handouts for the participants as well as using stress balls for an activity. A special treat was Icy Hot patches for when everyone does too much! She really did a great job and it was not only well attended, but informative and fun! We really want to try and do this each year, as stress never goes away!
	Partnerships	Promote better overall wellness at our center	During both the spring and fall semesters, we hosted a Student Wellness Fair. We worked with the Exercise Science majors from the Wellness and Therapeutic Science department during the fall semester and the Nursing Department during the spring. We had stations set up for different programs, such as smoking cessation, skin protection, making healthy choices in behavior and eating properly, as well as tests by hospital employees and nursing students to check weight, percentages of body fat, bone density, hand grip etc. Both fairs were very well attended and many types of handouts were presented for future references. We will definitely continue these programs!
Student Support Services	Commuity	Each program year's cohort of participants will reenroll or graduate at the following rates: After the first year, 70% After the second year, 55% After the third year, 45% After the fourth year, 40% After the fifth year, 35% After the sixth year, 30%	For the 2008/2009 academic year, 84 percent (161/191) of program participants re-enrolled for the fall semester or graduated from the institution. The MSU Student Support Services program met this objective. Current data is not available to determine persistence and graduation rates for 2009/2010. This goal will be evaluated again in the spring of 2010.
	Excellence	Eighty percent of program participants will maintain a GPA of 2.0/4.0 or better each program year.	For the academic year 2009/2010, 90 percent (177/197) of program participants were in Good Academic Standing at the end of the spring semester. This objective was met through the intensive outreach provided to program participants such as individualized tutoring, study skills assistance, academic and personal support, and other services and activities provided by SSS. Student Support Services will continue to assist students in the upcoming academic year.

	Partnerships	To secure funding from the US Department of Education for grants under the Student Support Services Program.	The MSU Student Support Services program submitted a grant proposal for continued funding in November of 2009. The US Department of Education is in the process of scoring and funding submitted grant proposals. We anticipate notification of continued funding somewhere between June 1 - August 31, 2010.
SWK/CRJ/GTY	Excellence	Stabilize the criminal justice program by bringing the teaching faculty up to the operating level of 2006-2007 school year.	We were able to stabilize the Criminal Justice Program by hiring Daniel Hepworth in May. Mr. Hepworth is an ABD; however, there is a very good chance that he will have the PhD in hand before the school year starts in August 2010. Logistical help from the Dean's Office in the College of Health Sciences and Human Services and aid from the President's Office were important resources that helped make our efforts successful.
	Excellence	Enhance the diversity of the faculty in our department in order to improve the teaching of diversity issues.	Our department was able to make modest progress in our efforts to improve the quality and quantity of the presentation of diversity issues in our curriculums in both Criminal Justice and Social Work. The new faculty member, Mr. Hepworth, will teach CRJ 445 (Race, Ethnicity and Gender in Criminal Justice). The recent re-accreditation of the Social Work Program will allow us to continue to teach Human Diversity (SWK 225), The Minority Elderly (GTY 596) and the Black Experience (SWK/SOC/ANT 344).
Teacher Education Services	Community	To ensure that the data for the College of Education programs is infused in a module in Banner/My Gate for continuous assessment for NCATE accreditation	1. On April 5th and 6th, Campoy, Walker, Nix, and Rich met with ECU administrators and Banner programmer to review modifications for COE administration. Resulting from that meeting an extensive list of possible functions and Banner modification was developed and prioritized that would better manage COE and MSU student information and improve COE administration of student teaching admissions, placement, and data reporting. The highest priority is to use the SOATest module to store admission to teacher education as a code--ATE. 2. On May 25, Walker and Campoy met with Bob Pervine to discuss these requests and he reported sharing the requests with Linda Miller. In June, Nix had lunch with Linda Miller who reported that the COOP module is free to use, but it would require \$20-25,000 to integrate. the admission code was also discussed, but follow-up with ECU and Linda Miller is needed and Nix is retiring this summer. It is not clear to the COE how to continue to push our Banner COE agenda or where the funds will be found to improve the functionality of Banner. ECU spend over \$200,000 to bring the system to its present level of development.
	Partnerships	Streamline certification process for Rank I and II to ensure MSU program completers receive their certification renewals, additional certifications, and rank changes (results in pay increase) in a timely manner.	1. Advisors and instructors were given listing the timelines, forms and suspense dates regarding program completion and certification. 2. COE Graduate Coordinator duties were reassigned on 7/1/10. 3. Graduate website has been updated with current information.

Teacher Quality Institute	Community	Seek outside funding to support the TQI Mission	<p>Write successful grants in the fall and early spring for funds to improve teacher content knowledge, teacher pedagogical skills and student achievement: West Kentucky Mathematics Partnership II Dates of Saturday workshops and Summer workshops September 2009 – May 2010 33 online meetings November 21, 2009 Saturday workshop March 27, 2010 Saturday workshop May 1, 2010 Saturday workshop June 28 – July 2, 2010 week-long summer workshop ACHIEVEMENTS The Teacher Quality Institute at Murray State University, with \$140,000 in funding from the Kentucky Council on Postsecondary Education, has created the West Kentucky Mathematics Partnership, a professional learning community involving 28 math teachers from 15 schools in 10 high-need, western Kentucky school districts. Other partners in the project include the Murray State University College of Science, Engineering, and Technology, the University of Kentucky/Paducah Engineering School, the Kentucky Academy of Technology Education (KATE), Gaining Early Awareness and Readiness for Undergraduate Programs (GEARUP), and area businesses. One of the main goals of the project has been to increase teacher content knowledge. Pretest and post test scores from the Algebraic Ideas test, which was given to all of the participants, show a 26.3 % gain from pretest to post test; a significant increase in the math content knowledge of the participants. Another goal of the project is to increase student achievement in mathematics. Although it is too early to provide a final analysis of the student data, teachers from the Ballard County school district have stated that their math scores on the EXPLORE and PLAN tests increased significantly over the last year. The Ballard County School District was recently featured on the Kentucky Educational Television network as an example of a high school that has made significant gains over the past few years. Throughout the school year at Saturday workshops and regular online meetings and during a week-long summer workshop, participants have been given strategies and hands-on activities for teaching specific concepts shown to be difficult for students to understand based on an analysis of data from the EXPLORE and PLAN tests that are given to the students at the beginning of each school year. Another focus of the project has been real world applications of math. During one morning session of a summer workshop, teachers created a set of 50 real world problems that all of the participants could take with them and use in their classes. Since then, many additional real world problems have been shared with participants during online meetings.</p> <p>Establish TQI outreach program in regional P-12 schools through the involvement of TQI Faculty Scholars in area school districts: ACHIEVEMENTS Four TQI Faculty Scholars had many contacts with teachers, students and administrators in area schools and school districts during the past school year. They visited schools, had on-line meetings, exchanged information through emails and made direct presentations to teachers and students in the regional schools. The contacts were with 30 high schools, 18 middle schools and 25 elementary schools. The scholars had direct contact with more than 4,000 students and 550 teachers. The subject areas that were covered included language arts, fine arts, geography, history, math and Spanish. Effective partnerships have developed between the TQI Faculty Scholars and the teachers and students in 73 different schools. This TQI outreach program has been well-received by the participating schools. Schools request additional assistance on a regular basis from the scholars. It is anticipated that the program will be expanded and refined in the future.</p>
	Partnerships	Build partnerships with regional schools and school districts	

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Theatre	Commuity	Explore the purchase of a box office computer	In order to ensure that students in our program are able to work with the most up-to-date technology, we determined that an automated box office system must be utilized by the program. We have identified the system that we need to purchase to automate the box office procedures. After July 1, 2010, we will purchase the software needed to utilize this system for internet credit card purchasing of tickets, instant seat selection, and other box office reporting needs. We will invest in a computer system which will allow us to select, print, and track ticket sales. Preliminary work such as demo of the software, CAD drawings of our audience seating charts, etc., have been completed.
	Partnerships	Partner with Jackson Purchase Dance Company	For the past academic year, the Jackson Purchase Dance Company has been our partner. The results are as follows: they have utilized our dance studio for their courses (funds have been paid to the department by Jackson Purchase Dance Company for use of the space, and those funds will be used as scholarship funds in the future); Ms. Karen Balzer, the dance teacher for the Company, has been teaching dance classes for us at the University (as an adjunct); Ms. Balzer has utilized our dance students as studio assistants and teachers for her private studio; Ms. Balzer has allowed our students to take her private studio lessons for free or at a reduced rate as they help her with the classes as well; and, her dance work (with our students' involvement) has been seen by over 2000 K-12 students this academic year. We plan to continue this partnership.
Undergraduate Admissions	Commuity	To implement a scanning system for Undergraduate Admissions	Scanning software was not purchased by the university until late November. We purchased a scanner in February 2010 but still have not had training on how to use the software. Training is scheduled for the week of June 28; we plan to go live July 1.
	Partnerships	To build a closer relationship with The Office of Recruitment	We have started having monthly meetings with both departments-- going over any changes we have made. we also try to have at least 2 to 3 departmental luncheons per semester. I have attended several local Dessert Receptions this year and plan on attending additional receptions held out of town. At least 5 staff members attend on-site admissions at local high schools in order to talk with students, make decisions, and hand out acceptance letters.
	Commuity	To improve communications with applicants in order to create a smoother application process.	We have divided the alphabet between the three clerks. By doing this files can be found easier and the student has a personal contact when they have questions. If a student calls and their clerk is not in the office, we take the calls and help the student anyway we can. Communication letters between our office and students go out daily.
Undergraduate Research	Commuity	Increase URSA Grant Availability	We proposed to supply a minimum of ten (10) additional students participating in Murray State's undergraduate research experience access to our URSA Grants program (\$500 maximum each) if additional resources were provided. Unfortunately, no additional resources were provided for this purpose. We financially supported over 25 undergraduate research experiences this academic year. While we provide a number of additional support services for students engaging in these experiences, additional resources are required to further grow these opportunities. This is an ongoing request.

Commuity	Create a Travel-Related GrantProgram for UndergraduateStudent Presenters	We proposed to create a travel-related grant program (50% of anticipated expenses not to exceed \$300 perstudent) to assist undergraduate students engaged in research and scholarly activity to present their work atstate, regional, national, and international professional gatherings. A major component of presenting at suchgatherings is networking with others, further creating a community of young scholars. Unfortunately, noresources were provided to create this program. We were unable to offer assistance for student presenters.We continue to supplement funds for highly meritorious opportunities from other budget areas andcoordinate efforts for students to secure the funds from other areas. This is an ongoing request.
Partnerships	Create a High-ImpactRecruiting Publication	We proposed to create a high-impact recruiting publication to highlight the undergraduate researchexperience coordinated by the Office of Undergraduate Research and Scholarly Activity. Further, we indicatedthat the the Office of Recruiting would be involved in the development process, but clear focus for theoutcome would be on a strong academic publication. Unfortunately, no resources were provided to createthis publication. At the May, 2010, Honors Day Ceremony, 12 students who participated in undergraduateresearch experiences were recognized as "outstanding" senior in their discipline/area. It is a commonoccurrence for students that participate in undergraduate research to be given such honors and would make for additional content for any future "high-impact" recruiting publication. This is an ongoing request.

University Bookstore	Commuity	To make the University Store more inviting by freshening our appearance and to give the customer a shopping experience while fulfilling their needs and desires.	Most of the remodel has been completed. We are in the process of reinstalling the carpet to eliminate the problem of the carpet separating and leaving spaces between the tiles. We are still searching for new signage for the textbook shelving units. The age of our fixtures have limited our selection and we are still exploring our best options. For the most part, we have reached our goal of freshening our appearance and giving the customer more of a shopping experience.
	Partnerships	To interface Logitext, the University Store's POS system, with Banner.	We have achieved our goal of using the new POS system for textbook buyback and it has given us the capability to buyback textbooks all day, every day. Our POS system has not yet been interfaced with Banner to give us the capability to put textbook charges on the student's account when they have funds available. However, we have been able to simplify our process by utilizing part of the POS system. We are still working closely with the Bursar's Office to provide the best service possible while our IT Department continues to work with Logitext on the interface. Once the interface is completed for charging textbook purchases to accounts with available funds, they intend to continue solving issues to give us the capability to interface student schedule information with textbook information.
	Partnerships	To implement the University Store Advisory Board, students who will focus on specific topics which will help develop action plans to promote student success and satisfaction.	The University Store Student Advisory Board has been very successful. They gave us great advise on what students would like to see the bookstore carry and how we could make our merchandise selection better. A couple of examples are the revamping of the campus planner to incorporate most of the ideas presented by the board and the stocking of scrubs needed by the nursing students. Many of our purchases for the upcoming year are based on the likes and dislikes of the students and suggestions that they made. They worked with us on promotion ideas they liked the best and helped us gain insight to student needs. It is a wonderful way to connect with students and we will continue to partner with the Advisory Board to improve our services and product offerings.

University Communications	Partnerships	Develop a campus-wide social media strategy and a combined communications plan with recruitment for 2010/2011 school year	July 2010 - hired Blue Fuego to assist us in our efforts to become a leader in social media integration and communication strategy. Will develop a plan to follow for the 10/11 school year. Additionally, scheduled regular meetings with Enrollment - will add Dir. of Recruitment to our Public Relations committee and also will join the Enrollment Management 2.0 team for 10/11. PR committee meets weekly but will expand committee (that meets once a month with others on campus responsible for marketing/advertising in areas around campus).
	Excellence	Weekly story pushes (both regionally and nationally) for Murray State - pitch one legitimate news piece per week to respected media outlet - track by new Cision software	Continue the process (with added assertiveness and tracking/communication with Dr. Dunn on stories that appear and stories that we are pushing). During the weekly managers meeting, identify a story that has merit/credibility for a larger audience (creative pushes for specialty publications with a focus on the academic side of the house).
	Excellence	As part of Goal 1, identify where all of the \$125,000 of marketing budget is spent through an over-all communications plan that builds the brand foundation we have set with our re-branding	Re-build the communication plan to identify ways to promote the brand. Research the re-structure of the department to form an in-house ad agency (with functionality like an ad-agency that would incorporate the use of students and a professional advisory committee). The plan will also identify the progression of the website and will include details of the next phase. Plan will be complete by Aug. 31st to be implemented for the 10/11 school year.
University Libraries	Community	Development of Instruction Plan	This project is completed. A plan for updating the library's instruction program has been developed and is in the process of being implemented. This includes revising the existing LOR 101 course from its current status as a 2-credit hour course into a 3-credit hour course that adds content focusing on the ethics of information use, creation, and dissemination. The revision will go before Academic Council in the Fall 2010 semester, and will also be submitted to University Studies as a possible elective. If accepted as an elective, this course will be offered as an online "bridge" course for regional high school students, thereby assisting in the 12x12 initiative.
	Partnerships	Training / feedback sessions with extended campuses	This project has been slower to get off the ground. Various connections have been established with some of the regional campuses, but have not been accomplished in a holistic framework. The teams identified in the initial Triple I Goals will accompany Brian Van Horn on a tour of the regional campuses later in the Summer of 2010 to gain more familiarity with the campuses and their personnel.
	Community	Integrate services with Copy Express	This has continued at a reasonable pace, as librarians and non-librarians learn what it is to offer academic support services within the same building. Currently, the library is assisting with the development of Copy Express's online presence, signage, and other physical needs. Future discussions could include equipment needs, online order placement, and other methods of integration.

Upward Bound	Community	A grant from the U.S. Department of Education Federal TRiO Programs- To prepare first-generation high school students for a successful transition into postsecondary education.	Sixty-five percent of the seniors (Bridge class of 2009) will enroll in postsecondary education in the fall of 2009, verification by October 1, 2009 through the National Clearing House. - The original class is 24 students. Out of those 24 students, 16 enrolled in college by the Fall of 2009. This is 67% of the original class of 2009.As a participant in Upward Bound all participants enrolled in the 2009 Summer Program can earn up to 7 hours of college credit, grades submitted by professors by August 31, 2009.- There were 12 bridge students who attended the 2009 summer program, each of them earning 7 hours of college credit.One of the Summer Program workshops will be conducted by TRiO's Student Support Services staff to make Upward Bound participants aware of the services available on Murray State's campus, July 2009.- The Student Support Services Director spoke with the summer bridge participants informing them of the services and benefits of the SSS program here at Murray State and other institutions.
	Community	To provide a safe environment on the Murray State campus for first generation students to succeed academically and socially.	Seventy percent of 9th, 10th, and 11th grade Upward Bound participants will advance to the next grade level with the program fostering supportive relationships, September 30, 2009.- Every student that participated in the program completed their grade level and moved on to the next grade. The Upward Bound program retained 92% of all 9th, 10th, and 11th grade participants.At Saturday College meetings 100 percent of the participants will attend a workshop or presentation designed for their academic or social need , August 2009 through March 2010.- There were seven Saturday College meetings from August 2009 through March in 2010. Students were involved in many different activities. Activities included ACT preparation, Math and Reading program with Lana Jennings, social skills, study skills, Family Tree research, career information and research, self esteem inventory, team building activities, TRiO Day activities, academic challenges, college info, and group activities.The Upward Bound staff will contact participants at least three times per month to build relationships, thus creating community, with the participants, August 2009 through April 2010.- Upward Bound staff travel to the schools once a month from August through April. Sometimes, staff will travel together and therefore, students get to see more than one staff member. Once a month, Enrichment meetings are held throughout the school communities. Upward Bound Enrichment Coordinators have contact with the students at these meetings and usually prior to the meeting when contacting the students. Also, Saturday Colleges are held once a month. This is where the students come to campus for five hours and are involved in a variety of activities. Participants and staff frequently contact each other through electronic means.All participants attending the six-week Summer Program will emulate the college experience prior to full-time college enrollment, June and July 2009.- The participants that attended the summer program in June and July of 2009, attended for a shortened schedule due to the graduation dates of high schools caused by the ice storm in January of 2009. Students took an extra course during the day, and were challenged with more to do in a shorter time frame. All participants did well and made the best of the summer.
Veterinary Technology/ Pre-Vet	Community	Continued development of Data Base for Pre-Vet/Vet Assessment and Licensor	1) We have developed an instructor sign off sheet for each skill in our accreditation requirements. Once a student master's the skill the instructor signs off.2) We have incorporated interpersonal skills into a number of our courses so that students can gain experience in conversational medical information.3)Each course now contains a writing element in which a rubric is used to score a student's performance

	Community	Provide community service through club activity	This past year our Animal Health Technology/Pre-Vet Club held Doggie Day Spas and an Animal Health Day for community animals. We averaged approximately 300 animals at each event. One of the strong points to the program and an excellent opportunity for our students to provide community service.
	Partnerships	Provide national professional experiences for students through travel to Kentucky Veterinary Medical Association and the American Veterinary Medical Association	1) Fulfilled- met our goal of 15% of student body attending KVMA2) Fulfilled- met our goal of 75% of faculty attending KVMA3) Unfulfilled- budget prevented allowing 5% of our students to attend the national conference4) Unfulfilled- budget prevented allowing 25% of our faculty from attending the national conference
VP Finance & Admin Services	Community	Complete with the Staff Congress a redesign of the Staff Excellence Awards to create renewed interest in the award and to equitably represent the staff categories	Realignment of the staff categories for awards to mirror those recognized in representation for Staff Congress. This realignment will more evenly distribute staff among the award categories. Marketing of the award to create interest in the nomination process. Redesign to be implemented by April 15, 2010.--Met with representatives of Staff Congress on March 31 to discuss feasible options for renewing interest in staff excellence award nominations. Decision was made to 1) eliminate the restrictions on the number of nominations made per employee, 2) reduce the number of years of continuous service for eligibility, 3) to allow past recipients to be eligible if 10 years had past since receipt of the award, and 4) to extend the window for nominations.
	Partnerships	Complete an agreement for an on-campus Electrical Generation Plant through a partnership with TVA and the City of Murray	Agreement to be completed with TVA and City of Murray for providing standby interruptible emergency electrical supply to Murray State's main campus. Agreement to be executed by June 30, 2010.--Contracts were routed to Murray Electric System on April 21, 2010 to be forwarded to TVA for execution. Although not required to participate in the interruptible emergency electrical supply subscription, the Electrical Generation Plant will provide back-up electrical supply to the residential colleges, Winslow Cafeteria, and the Student Wellness Center.
VP Student Affairs	Community	Develop a series of strategies to improve the university's six-year graduation rate.	1. Committee developed to address six-year graduation rate2. Some progress made on review of policies and some changes made on transfer credit. Now with Executive Director for Enrollment Management in place, other policies are being identified and will be reviewed.3. Review was started by Student Affairs Graduate Assistant4. Recommendations not developed by November 15. Timeline has been delayed and will now occur in 2010-11
	Community	Develop and coordinate a comprehensive plan of services to meet the needs of returning veteran students.	1. Met with Dr. Holmes' marketing class.2. Class research project completed.3. Committee formed and recommendations developed4. Plan partially developed5. Plan not implemented pending personnel decisions. Personnel in place for fall 2010.
	Partnerships	In conjunction with the Institute of International Studies develop a host family program for international students	1. Met with international student advisors, ISO and RCA2. Marketing plan and timeline developed3. Informational meetings held for international students and interested individuals in the community4. Plan implemented for Thanksgiving, Christmas, and spring break5. Limited success based on numbers participating. We had more international students desiring placement than we had host families. However, those students placed expressed very positive feedback.

Wellness & Therapeutic Sciences	Excellence	Provide research opportunities for undergraduate students	Communication Disorders: Senior CDI student submitted manuscript (rejected) to Chrysalis Fall 2009; Senior CDI student made presentation for Scholars Week Spring 2010; CDI 345 students(n=30) completed research literature review; two undergraduate students presented paper at Kentucky Speech Language Hearing Association (Dr... Hart, Mentor) Spring 2010.Exercise Science: EXS 320 (n= 4) Evaluation of Non-orthopedic Conditions developed research papers and presentations on special topics; Students in EXS 400 research class (n =21) prepared research prospectus on topic in Exercise Science (ROL, Methods, Results, Conclusions); EXS 420 Rehabilitation Techniques students (n=13) required to read and review research articles, EXS 450 Exercise Physiology class (n =34) performed physiology labs and wrote lab reports
	Outreach	Facilitate community outreach and service opportunities for students and faculty	MSU Chapter of National Student Speech Language Hearing Association (NSSLHA) conducted fall fund raising projects which culminated in donations of \$200 of clinical supplies and materials to two Murray school speech language pathologists.(Fall 2009)NSSLHA also participated in Silent Auction at Kentucky Speech Language Hearing Association Conference and raised ~\$450 for book scholarships.MSU Wellness Students sponsored a Health Fair for Campus Students (Spring 2010)).CDI, EXS, NTN students and faculty provided screening services and health education services at annual Faculty Health and Wellness FairEXS 460 (practicum) students and faculty have contributed over 438 hours to Needline.Students in EXS 460 conducted approximately 50 individual fitness assessments for the university and Murray communities (Weeks Senior Center, Senior Fitness classes, etc.). Nutrition Student Association cosponsored Empty Bowl Event with Art students to Benefit Need Line.Two students completed internships with Exercise Cancer Recovery Center.Recreation faculty and students provided "Share A Seed, Watch It Grow," an environmental educational program for 200 Murray Elementary School kindergartners and older adults from the Murray-Calloway County Community. The Carr Health Building also provides support for the Murray State Healthy Life Initiative by providing facilities and equipment for program activities.See YNL report for additional Outreach efforts from the Department.
	Partnerships	Increase retention of incoming freshman students majoring in WTS program	The goal was to develop faculty and student mentoring programs for incoming freshmen to improve retention and graduation rates of WTS freshmen. This goal was not addressed by using other faculty. It was too difficult to manage the class of 74 in the 50 minute once weekly format and to get to know each student individually. New strategies will have be identified to assign students to mentors or faculty. The Chair who teaches the course was able to identify and make contact with approximately10 at-risk students in the class and provided individual assistance to improve their success as freshman. Assistance was needed for accessing registration, tutoring, financial aid, psychological/emotional counseling, medical services, local housing, clothing, time management and direction. The goal of retaining 70% through 2015 was probably too high, and probably not measurable. A related goal will be identified for the future.
WKMS-FM	Community	Establish new signals broadcasting WKMS on 90.9 WKMD, Madisonville and 89.5 WKMT, Fulton	WKMS repeater 90.9 FM WKMD, Madisonville on the air, winter 2010.WKMS translator 105.1 FM, Madisonville converted to classical spring 2010.WKMS translator 92.5 FM, Paducah converted to classical spring 2010.WKMS repeater 89.5 FM WKMT, Fulton on the air, spring 2010.The next step is promoting and marketing these services along with the main 91.3 FM signal and tie that promotion and marketing to the station's 40th Anniversary year.

Partnerships	Establish new local program "Friday Night Live"	"Friday Night Live" producer Mark Welch programmed concerts of the Paducah Symphony Orchestra and selected concerts from Murray State University during the fall semester, 2009 and part of the spring semester 2010. Concerts aired at 7 p.m. Fridays on 91.3 WKMS FM, then re-aired three subsequent times on WKMS HD2 on-air, online, and on Paducah and Madisonville translators. With live concert recordings on the wane with the end of academic year, WKMS programmed live concerts of the Chicago Symphony Orchestra in this slot with the intention of resuming live local concert production with the new academic year. The next step is a rebranding of the program to align with a new classical block on Sunday nights.
Community	Plan and execute a 40th Anniversary Celebration for WKMS starting in May, 2010	WKMS News produced an hour long special feature of "The Front Page" news magazine for air on the station's 40th anniversary, May 11, 2010. Stories examined the infrastructure of our coverage area in 1970 and today. It is the first of 3 or 4 hour long news features exploring the station's four decade long service. On May 11, 2010 WKMS aired anniversary greetings from KY Governor Steve Beshear several times. WKMS has calendared a 40th Anniversary event for Paducah at the Carson Center on August 20, 2010. WKMS has calendared a WKMD Reception at Madisonville Community College with a 40th Anniversary theme on September 10. The next step is to develop a promotion and marketing plan launching WKMS off its 40th anniversary pedestal, moving it closer to its communities and integrate into a new initiative through the Leadership for Philanthropy project.

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Women's Center

Community

to provide educational programs aimed at raising awareness of issues that can adversely affect students' academic success

1. Planned, organized, and implemented the following 5 events during the first 6 weeks of the fall semester designed to raise consciousness regarding rape and sexual assault: \* Readers' theater performance of "Are You Afraid of the Dark" to a standing room only audience in Mason Auditorium. The monologues & one dialogue addressed rape & sexual assault of males and females, childhood sexual abuse, stalking, relationship violence, the impact of sexual violence on friends and family members, healing, and prevention/risk reduction tips. \* Clothesline Project - 9 new shirts added to the existing display of 164 shirts, shirts on display for 2 weeks \* Mock Rape Trial, a collaborative program with the Political Science student organization-62 ppl attended \* Take Back the Night Program/Candlelight March in which 42 people contributed in some way to the program & an additional 50 people attended (approximately) \* Information tables in 4 different locations over the course of 2 weeks. 2. In conjunction with National Domestic Violence Awareness Month, the WC planned, organized and implemented "Crazy in Love, a walk-through exhibit that details an abusive relationship as it progresses over the course of 1 yr. Three off-campus middle and high school groups visited the exhibit as well as 275+ students, faculty, administrators, and staff. Written comments indicated how much visitors learned. The exhibit was open for an entire school week. In addition, to this event, the Center raised funds to help the local domestic violence crisis center purchase items needed to better serve their clients. 3. Educated the campus community about eating disorders in the following ways: \* Over the course of 4 days, 300+ students, faculty, staff and administrators visited our walk-through exhibit entitled "Room with a View." This elaborate program was set up in an old residential college and demonstrated how a person's life changes as they become more deeply ill with an eating disorder. Comments left by those who visited indicated tremendous learning as well as sensitivity to sufferers. \* Held a poetry reading in a campus coffee shop where 18 people read at 1-2 poems that raised awareness of not only the psychological and physical impact of eating disorder but also communicated an appreciation for the body. 42 ppl attended. \* Showed the documentary, "America the Beautiful" to more a packed house in Mason Auditorium (100+). Many stayed afterwards for a discussion. Several teachers had students write responses to the film--overwhelmingly educational and thought-provoking

Community

to work with Calloway County Middle School & Murray Middle School to establish a mentoring program involving 20-24 outstanding college women who are paired with 20-24 middle school girls as the group works to develop self-confidence, good decision-making skills, effective communication skills, a dedication to community service, and leadership skills.

1. Chose & trained 20 college women to serve as mentors for 20 middle school girls @ 2 local schools. In November 2009, 10 middle school girls from both CCMS & MMS who could benefit from interactions with a positive college woman role model were selected to participate in G.R.O.W. (Growing into Respected Outstanding Women). Met weekly for 2-hour sessions in the respective middle school to meet the goals of G.R.O.W. (Jan. - April 2010). Also, we brought the girls to campus for one full day in late April 2010, planned & implemented 3 different community service projects, and had both the college mentors and middle school girls for the 23rd "Celebrate Women" Luncheon in March 2010.