

2011-2012 Triple I Progress Achieved by Campus Units

DEPARTMENT	GOAL #1	IMPERATIVE	PROGRESS ACHIEVED	GOAL #2	IMPERATIVE	PROGRESS ACHIEVED
	Provide online payroll and accounts payable (student refunds and employee travel reimbursements) direct deposit enrollment.	Innovation	A vendor has been narrowed down to provide online enrollment in direct deposit for A/P (student refunds) and payroll. We are currently working on the programming details before forwarding a contract to legal counsel for review. If approved through the administration, target completion is still fall 2012, before the spring semester begins.	Provide additional Banner Payroll informational forms to campus users through online access.	Excellence	Online campus training as been enhanced and updated on myGate HELP tab Administrative/Procedures Payroll category for Leave and Time reporting. This was done in April 2012. Online training has been developed for other banner forms that will assist departments with monitoring position numbers, PA form status, and vacation time balances. Forms for enrolling for this access is expected to be completed and distributed to the campus by the target completion of summer 2012 (mid-July).
Admissions	Automating the Academic Achievement Scholarship	Innovation		Setting up and online orientation for the Racer Academy Students	Outreach	A Facebook page for Racer Academy has been established for students to ask questions and receive answers usually in the same day. The orientation piece is still a work in progress. Orientation for local students will be done in person with a staff person.
	Increase Junior and Senior students' ACT Test Scores in Math and.Science because of their active participation in a new test prep program.		_	Establish connections with target area Churches and Boys and Girls Clubs to assist with recruitment of students for the Program.	Partnerships	The AIMS program connected with three new community organizations for the 2011-2012 recruitment cycle. The organizations were the Boys and Girls Club of Paducah, KY; Washington Street Baptist Church of Paducah, KY; and the Adult Learning Center of Murray, KY. The agencies were instrumental in making connections with families that had eligible high school students in their various communities. Our program staff were able to set up recruitment presentations and post program material in their facilities.

African American	Drovido cuere ent	Innovetice	Davidan waalily study have assessment somewhat	Do a recourse an	Douthorabin -	Most once a competer with director of Office of December and
African-American Student	Provide support services that foster	Innovation	Develop weekly study hour assessment survey to be	Be a resource on	Partnerships	Meet once a semester with director of Office of Recruitment
			completed on the blackboard system. (Fall	campus with regard to		and Associate director to establish joint timelines and
Services/Ethnic	multicultural students'			multicultural and		benchmarks. (Fall/Spring 2011-12)**Met four (4) times each
Programs	leadership academic		, ,	diversity issues:Collaborate more		semester with Associate Director for the office of
	and social		the survey with the Diversity Scholars Program. Develop a			Recruitment and once each semester with the Executive
	development: Expand		comprehensive Midterm assessment to be completed on	effectively with the		Direct of Enrollment Management. (COMPLETED)Create a
	use of Black Board to		the blackboard system by students participating in the	Office of Recruitment		collaborative plan for multicultural retention and
	enhance student's		Diversity Scholars Program and the Emerging Scholars			recruitment with the Office of Recruitment (Spring 2012)-
	involvement in OMA		Institute to assess and develop strategies for student			(INPROGRESS) **Working with Admissions staff to get
	programs and		support. (Fall 2011) (COMPLETED)**Developed and			correspondence out to incoming freshman about OMA
	activities.		implemented a Midterm assessment survey utilizing			programs and support services. Sending series of emails
			blackboard with students participating in the Diversity			and letters to improve awareness of OMA to parents and
			Scholars Program and the Emerging Scholars Institute,			incoming students. Coordinate activities and objectives of
			conducted the survey Fall semester. Have an Independent			MPAC to compliment retention and recruitment efforts of
			Verification and Validation prepared to evaluate the work			University: Connect OMA Jump Start weekend with Summer
			products generated by the Office of Multicultural Affairs			Orientation. (Summer 2012) **Developed meet and greet
			relative to the design and execution of retention programs			for parents following the end of each summer orientation to
			and activities. (Spring 2012) (COMPLETED)**Independent			share information on MPAC and ESI (INPROGRESS) Create a
			Verification and Validation was completed January 17-19			retention and recruitment publication to be utilized for all
						potential and current students. (Spring 2012)
						(INPROGRESS)**Combining three publications previously
						used by OMA and the Office of Recruitment into one
						multifunctional publication. Expected draft to be completed
						by July 30, 2012
Alumni Affairs	Create a Student	Innovation	Objective: Develop and utilize a selected group of students	Partner with Office of	Partnerships	Objective: Identify and cultivate alumni in 5 key areas who
	Alumni Association		for purposes related to alumni functionality both on and off	Development for "Racer		have high school/college aged children to provide the
	organization		campus Achieved: Research of other universities and	Roundups" Legacy		potential student with university information, Legacy Tuition
			established roles. Recruited and interviewed students with	events		scholarships and technology equipment. Achieved: Hosted
			selection of 20 students to form Student Alumni Board (SAB)			4 events (Madisonville, Paducah, Louisville, Nashville)
			by January 2012. SAB members attended national			inviting legacy children and parents. Awarded/applied 32
			conference for additional ideas/networking. Participated in			Legacy Tuition scholarships to incoming freshmen accounts.
			events/activities throughout campus during spring			Next steps: Continue to collect student info and partner
			semester. Next steps: Recruit additional students for			with Recruitment. Begin planning of 5 locations for fall
			Student Alumni Association (SAA) beginning June 1, 2012			events.
			with goal of 250 students involved next year. Continue to			
			participate in events on campus and interact with alumni.			
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Arthur J. Bauernfeind College of Business	Fund subscriptions for Bloomberg Financial terminals.	Innovation	discount allows us to purchase three yearly subscriptions (at \$60,000 per year for the 3) and receive an additional 9 terminalsa total of 12 terminals for \$60,000 per year. These terminals will not only enhance student learning, but will also enhance faculty research and will greatly assist faculty recruiting in the Department. In addition, familiarity with Bloomberg will be a benefit to our students as they graduate and begin their careers. This will certainly open doors for our students that may not now be available. In addition, this subscription will distinguish Murray State, which will be one of three Universities in the Commonwealth with this capability. The College and Dept are committed to using foundation money, as well as raising outside dollars to help with the cost of this subscription. The goal would be to have Bloomberg available for the start of classes in the Spring of 2012. Status: This is still a priority for the Dept. and Collegeother funding sources are being examined along with other philanthropic sources. The	COB's role in SACS accreditation	Excellence	Ensure an active role for all three accreditations, particularly AACSB with the self-study reports rolling this year to be sent Fall, 2012 with visit in Spring, 2013 and SACS (and the COB role in that) with self-study reports rolling this year and next, with visit Spring, 2014. Many in the COB are involved in both of these accreditation efforts and will continue to be involved ensuring success. Status: Accreditations are in good shape. Tim Todd and Gerry Muuka visited with Dean Linda Hadley (Columbus State University in Georgia) last Fall. This half-day meeting was very productive in providing Dean Hadley an overview for her pending visit as she is the chair of our accreditation team. Additionally, in JMC, the hiring of an African American faculty will be solidly endorsed by ACEJMC as this was an area noted in the Spring, 2010 visit in Chicago when re-accreditation was achieved. And, faculty/staff involved in the SACS process have been engaged in numerous reports and meetings. From this understanding and feedback, progress is being made.
Associate Provost for Graduate Education and Research	Reconstruction of the Indirect Cost formula for MSU to aid in external grant production	Innovation	In the fall of 2011 and bridging in to the spring of 2012 the university indirect cost structure was reconstructed to provide grant obtainers with a 12.5 percent stake of the formula. This new formula, containing the 12.5% incentive for grant writers, will begin July 1, 2012 and hopefully serve as a benefit for those writing grants that produce indirect costs. The formula will be monitored every 2-3 years for other changes that need to be made to stay current with the needs of the university		Excellence	In the fall of 2011 and spring of 2012 the Provost Office worked with both the Research Policy Committee (RPC) and the Committee on Institutional Research (CISR) to better align the functions of each. The small working group realigned the budget management of each to more effectively allow funds to be tracked and utilized. All of the award functions were transferred to the RPC as well to streamline the number of groups selecting awards. The RPC results were implemented in March 2012 and the CISR results are set to be implemented July 1, 2012 with the new fiscal year.

Associate Provost for Undergraduate Education	Develop a Four Rivers Teacher Academy to increase the number of River Counties high school teachers with graduate coursework in their content areas	Innovation	requested that graduate coursework be made available in English, Communication, and Mathematics. Department	Develop a college readiness opportunity for high school students in the river counties.	Outreach	We taught a three credit College and Career Readiness course for students in the four Rivers High Schools. We also visited one of the high schools. Students and guidance counselors gave the course and instructor very high ratings. Unfortunately, we were unable to fund the mentors and trips to MSU.It is too early to determine whether the students who took the College and Career Readiness course will attend MSU in the fall.
Breathitt Veterinary Center	Implement utilization of new technologies to improve customer relations, communication, and quality assurance.	Innovation	1) Key instruments have been successfully interfaced to the Laboratory Information Management System (LIMS). Improves accuracy and time to reporting.2) The BVC developed a Facebook page to disseminate information to referring veterinarians, livestock and pet owners.3) The BVC successfully implemented technology to provide online access to reports and bill payment.		Excellence	The BVC Controls Project is in the final phase of implementation to increase energy efficiency by replacing existing thermostats, control boxes, and install new system controls. The Controls Project will improve environmental temperature control in laboratory areas and provide the capability for off-site monitoring during off hours.
Career Services	Improved Marketing of the Career Services office	Innovation	(Facebook analytics)*Twitter - number of tweets equals 372	Increase the utilization of the Experience web- site now known as Racer Tracks	Excellence	*Racer Tracks and GoinGlobal were both promoted during all presentations. The combined total of presentations provided by the Career Services staff was 134 reaching 4,467 students (March, 2012 data)*Racer Tracks and GoinGlobal were promoted via the MSU News in both Career Fair tabs, one per semester*New student eRecruting files activated equals 1915 (March, 2012 data)*Racer Vision was not utilized during the 2011-2012 academic year
Center for Academic Advising	To implement a persistence program for students that are undeclared and on probation after their first semester.	Innovation	accomplished. Alternative efforts were made to communicate and assist these students to persist.	To provide opportunities for students to continue exploring majors/careers beyond their first semester.	Excellence	Due to lack of resources this initiative was not accomplished, but efforts will continue to achieve this goal.

Center for Continuing Education and Academic Outreach	Create non-credit online opportunities and partnerships	Innovation	CEAO has formed a partnership with the Center for Legal Studies for the creation of an online GRE Prep course available to MSU student and the public. In addition, there has been an increase in enrollments in the online non-credit courses offered through an existing partnership with Ed2go.	· · · · · · · · · · · · · · · · · · ·	Outreach	Despite the absence of a BIS recruiter/advisor at both the Paducah and Henderson campuses for much of the 2011-2012 academic year, the BIS program was able to increase enrollments at the Murray, Madisonville and Hopkinsville sites for some of academic terms measured. These goals helped CEAO enroll 1,130 new BIS students since the start of the 2008 academic year.
Center for Continuing Education and Academic Outreach - Henderson	MSU/Henderson will plan marketing strategies with the HCC/KCTCS campus.	Innovation			Partnerships	1. President Dunn, President Williams and Dean VanHorn met at least three times this year . 2. President Williams has moved our offices to the ground floor of the administration building, in a very student centered area. 3. HCC staff and MSU staff cooperated vigorously to move MSU into two larger and better spaces for ITV labs (giving us four labs). HCC staff cooperated fully in accommodating not only ITV needs, but visiting professors, and the MBA cadre. 4. MSU transfer center staff held a spring fair using HCC space. It was a successful recruiting event, with in excess of 20 new students. HCC provided MSU transfers transcripts at no fee 5. As a portion of co-mingling funds, MSU contributed an excess of \$7000.00 to a new sign at the main entrance of the campus bearing MSU branding alongside HCC. A second entrance sign is planned for next year, of which we plan to participate.

Education and	Raise awareness about MSU HRC within the community and region by taking advantage of unique event hosting and sponsorship opportunities	Innovation	1	Hopkinsville Community College.	Partnerships	A draft of a revised transfer agreement has been sent to Madisonville Community College for their feedback. MCC verbally agreed to the draft before forwarding to the KCTCS System. The state KCTCS Systems Office is reviewing it for legality issues. Further, a draft was discussed with West Kentucky Community and Technical College and Hopkinsville Community College. The TC also made recommendations to the Registrar's Office to gain support for recommended policy changes for fall 2012.
Center for Continuing Education and Academic Outreach - Madisonville	Soft Skills Workshops for Students	Innovation	career exploration, and career search each semester.	Developments of Memorandum of Understanding with Madisonville Community College	Partnerships	The updated memorandum of understanding has been submitted to KCTCS and verbally agreed upon. Presently, it is in review with legal counsel at the KCTCS Systems Office.
Center for Continuing Education and Academic Outreach - Paducah	CE/AO will work with Facilities Management to design and start construction on the new MSU Regional Campus Center in Paducah	Innovation	has worked with the Facilities Management Office and Mr. Kim Oatman throughout the process of architect selection,	Assist the MSU Transfer Center in developing a new transfer agreement with our four local	Partnerships	A draft of a revised transfer agreement has been sent to Madisonville Community College for their feedback. MCC verbally agreed to the draft before forwarding to the KCTCS System. The state KCTCS Systems Office is reviewing it for legality issues. Further, a draft was discussed with West Kentucky Community and Technical College and Hopkinsville Community College. The TC also made recommendations to the Registrar's Office to gain support for recommended policy changes for fall 2012.

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Center for Continuing		Innovation	The TC has worked with Tracy Roberts and the Registrar's	Transfer Center will	Partnerships	A draft has been shared with three of the regional
Education and	make		Office by submitting a list on recommended changes to	work with the four		community colleges for their consideration. At this time,
Academic Outreach -	recommendations to		simplify students ability to transfer to MSU. The plan is to	regional campuses to		they're reviewing those drafts.
Transfer Center	Deans & Provost for		"jointly" submit this list with the Registrar's Office to	develop comprehensive		
	major transfer policies		academic council in the early fall of 2012.	partnership agreements		
	and procedures to			detailing the nature of		
	submit to Academic			relationships and		
	Council. These			cooperation of the		
	recommendations will			community colleges and		
	be innovated and			MSU as it relates to		
	forward thinking in			transferring, how the		
	terms of traditional			community college		
	policy and procedure			works with regional		
	followed. The			campuses in their		
	recommendations will			communities, and the		
	put MSU out in front in			sharing of facilities.		
	terms of ease of					
	transferability and					
	ahead of other					
	institutions.					
Center for Teaching,	Develop processes and	Innovation	We have had 4 stations in the IS department, 1 in the	Build a working	Partnerships	Our new Instructional Coordinator has been involved in 3
Learning and	implement the use of		Provost area, 25 in the Gatehouse Training room, 10 in the	relationship with faculty		major events attended by 147 faculty members representing
Technology	virtual desktops for		Registrars area, 16 in the Weaver Center for Student	from all colleges and		18 academic departments. She has also conducted 18
	administrative users		Athletes and 20 machines running in a classroom	schools to utilize the		unique specialized workshops attended by 256 faculty
	and support the		environment for a total 76 machines outside student labs.	services of the new		members representing 26 departments and given 5 separate
	adoption across the		We have seen no major problems in any of these areas.	Instructional		presentations attended by a total of 335 faculty. Individual
	campus community			Development		faculty consultations have been held with 30 unique faculty
	, ,			Coordinator to ensure		members representing 30 unique departments. All of these
				improved course design		efforts have resulted in contact with a aggregate total of 668
				and delivery for all		faculty from 74 academic departments. These totals reflect
				students.		the need for the position of the Instructional Development
						Coordinator position and the desire for improved teaching
						skills by the cadre of faculty at MSU.

Chief Facilities Officer & Director of Facilities Design and Construction	To install cutting edge technology/energy efficient physical plant equipment	Innovation	this lighting replacement will begin this Summer and should	To implement best practices in Building & Equipment Maintenance in order to bring customer services responses maintenance work orders into the excellent category		In November of 2011, FM began providing wireless tablets to shop foremen and select crews and now have 22 in use. An additional 10 tablets will be added within the next year. Over the course of the last year, customer satisfaction data has been gathered as a result of random surveys that are sent out to work order initiators. Of 594 surveys sent, 84 responses have been received. With respect to timeliness of work orders (1 being least timely and 5 being most timely), the results were as follows: 1=4%, 2=3%, 3=4%, 4=16% and 5=73%. With 89% of the responses being timely (4) or most timely (5), we are within the excellent category for work order response time. This information will be used as a baseline to determine if future measures to improve efficiency are effective.
Chief Information Officer	Complete phase two of the implementation of Virtual Desktop Solutions for targeted desktop computers across campus	Innovation	This summer, we are permanently converting most of the labs over to VDI, for a total of 71 machines. The only central lab that will stay a traditional desktop lab is the library (60 machines),. Issues unrelated to the cost or functionality of the VDI configuration drove that decision. Verbal ad hoc feedback as well as surveys have been completed, tabulated and graphed. We have exceeded our target of 10 pilot administrative users. Additional administrations installations are scheduled for this summer.	Build on the partnership with Northern Kentucky University to refine our Disaster Recovery solution	Partnerships	The DR team is utilizing multiple data backup strategies to drive our recovery point lower. Currently we are looking at a 4 hour recovery point for all but a small window of time where the recovery point would be longer due to monthly patching. The DR team is still working on improving our recovery time, and currently we believe it to less than 1 day. The functional user test planned for summer 2012 will provide the first evaluation of our user documentation.
Clark Residential College	The Clark College RCC and RA/RD leadership will plan and execute a 9-11 commemoration event on the front lawn of Clark College on September 11, 2011.	Innovation	This tenth anniversary year commemorative event was initiated by the student leaders of The Clark College RCC. The event was led by Thomas Pool, President. The remembrance began with a cookout sponsored by the Clark RCC students. A commemorative video and pictures were shown, followed by three speakers. The speakers were Murray Mayor Bill Wells, Dr. Don Robertson, VP Student Affairs, and Bert Siebold. The Murray Ledger and Times printed a picture of the gathering with Mayor Wells addressing the group. This was the only public 9-11 commemorative event held at Murray State. It was tastefully and respectfully done. Attendance was 45.	Clark College will increase faculty involvement in academic course tutoring, overall faculty participation in Clark College programming/events and increase student participation IM League sports.	Excellence	1. Involvement in academic tutoring by Clark faculty was a total of 72 weekly/biweekly sessions in the 2009-2010 academic year and 132 sessions for 2010-2011, and 120 sessions for 2011-2012 academic year. An average of three to four students attended each session. 2. Overall MSU Faculty/Staff involvement in Clark College student led programming was 27 programs attended in 2009-2010 and 53 programs attended in 2010-2011, and 82 in 2011-2012 for a increase of 65% this past year. 3. Clark involvement in IM League sports in 2010-2011 was 109 participants on nine Clark women's and men's teams. In 2011-2012 Clark College had 171 participants on 14 Clark Teams for a 64% increase in participation.

College of Education	Increase College grant production by 10% to provide outside funds to promote college innovation and additional College services to the community.	Innovation	Overall, grant dollars were not increased by 10%. The total grant dollars for 2010-11 was \$1143,225, while for this year the total was a much reduced \$665,219. The reduction is due to the loss of several state grants. These include the GEAR UP grant where the CPE failed to include western Kentucky in the contract, the loss of the state middle school grant, and the loss of the First Steps. The last two were both state grants that were not renewed because of overall state budget reductions. These losses will not be replaced through state funding sources, but will require extensive searches to seek federal and private sources.		Excellence	The College of Education met the CPE goal of 18% of students scoring at the 85th percentile on the PLT exam. The 18% for the PLT scores will need to be maintained so measures to improve scores will remain in place.
College of Health Sciences and Human Services	Create a formal HSHS interdisciplinary community of scholars	Innovation	Objective / Timeline: Generate at least three interdisciplinary research projects that will begin data collection during the Spring 2012 semester. Two projects are in progress, but are about two months behind the time line. The HSHS Google Docs platform has been used to keep everyone apprised of progress and to invite others to participate.1. A collaborative project including Drs. Kleinhans, Chakradhar, and Muller on team climate and multigenerationalism in academia is progressing. The literature review is complete, the data collection instruments have been selected and the IRB paperwork is ready to move forward. Data collection will commence once IRB approval is granted.2. The proposal for an interdisciplinary project involving Drs. Campbell, Dodd, and Muller (Exercise Science), and Dr. Rice (Nutrition) examining the influence of a 6-week intervention on diet, exercise, and body image among overweight girls aged 11 - 15 years is ready for IRB approval.	health and safety related services to the local community	Partnerships	Objective / Timeline: The College will enter into formal agreements with the University at large and Murray-Calloway County Hospital during Spring 2012. Agreements will be finalized by June 2012. These goals are being met. 1. The OSH program is working on the Safe Community Initiative. Meetings with Student Services and others have resulted in identification of individuals responsible for moving this project forward. This project is on schedule.2. HSHS has formalized three agreements with MCCH, one to participate in a diabetes camp for local youth during July 2012, a second to provide epilepsy information training for 12 regional counties, and a third to partner with the Lions Club via the UK Extension office to offer two service events each academic year.
College of Humanities and Fine Arts	Plan implementation of departmental Professional Engagement courses	Innovation	had their professional engagement course proposals approved by Academic Council for implementation next	Be active partners in the development of a Murray/Calloway County Arts Center	Partnerships	Dean Ted Brown and Assistant Dean Sonya Baker attended several planning meetings for the Arts Center, but unfortunately this project has been put on hold due to budgetary and other concerns. Although the project seems unlikely to come to fruition anytime soon, we were able to make and/or strengthen connections with a variety of community members dedicated to the arts, which should serve us well for other future endeavors.

College of Science, Engineering and Technology	IET-Electromechanical ET Partnership	Innovation	Support has been provided to the department of IET in its Electromechanical Engineering Technology program in forming a partnership with regional community colleges (primarily Madisonville CC) to facilitate the development of on-line curriculum and increase the number of transfer students to the BS program at MSU. The curriculum will include a combination of live delivery on-site along with distance-based courses. Additional partnerships with CC's in Tennessee and Indiana, as well as with 4-yr institutions are envisioned as the program develops. In this first year, emphasis is on hiring a full-time lecturer for program development and delivery. A faculty line has been secured from the President's office in support of this initiative. A search has been conducted, with no qualified candidates. The search has been suspended and will be reopened in the fall, as a candidate has been identified who is able to begin in January, 2013. Curriculum development is taking place at this time, and the program will be put in place in the spring 2013 semester.		Excellence	Significant facilities upgrades have been completed in three spaces in Blackburn Science Building. These include renovations to the Chemical Services Lab and two large spaces (BL 459, 462) that are being used as an archival area for archeological artifacts (BL450) and an engineering design project space (BL 462). In addition, renovation work continues on a GSC research lab. The renovation needs for Freed Curd auditorium exceeded CSET budget limitations, and no carryforward monies were released for this purpose. CSET has established a renovation account and made arrangement to keep it open until such time as funds are identified to replace seating, flooring, and audio system in Curd Auditorium.
Community Relations	Develop a "Town & Gown University" curricula for campus and community leaders	Innovation	community leaders for the purpose of developing the topics	Conduct an updated survey of the economic and cultural impact of MSU on our community and region	Partnerships	The completion of this goal is predicated by funding from the Office of the President. Additional funding will be provided by the Town & Gown Partnership and the Bauernfeind College of Business. This project will update a similar Economic Impact Study of Murray State University on Calloway County, West Kentucky and the Commonwealth in 2003.
Coordinator, Intracollegiate Sports and Recreation	Increase participation with the use of social networking web site: IMLeagues.com	Innovation	This was the first full academic year that IMLeagues.com was used as a one stop shop for intramural registration, announcements, and everything pertaining to intramural sports. The hope was that using the social media site would increase communication, reach a greater audience and that we would notice an increase in participation. Even though we did not see an increase in the number of unique participants, we did see a significant increase in the number of games played. Last year 8% of the games scheduled were not played due to forfeits or defaults. That number was down to 4% this year. In the future it will be interesting to compare year to year how many participants times how many times they participate, instead of total number of participants.		Excellence	Recreation staff regularly find themselves in stressful situations to try and make the right call and at the same time please everyone. The hope was that different training methods and an increase in opportunities to hone their craft would build self confidence and continue to get better even after criticism. We were unable to take advantage of the additional experiences that tournaments and conferences offer for our student staff, but we were still able to achieve a high retention rate. Excluding graduation we had a 100% retention rate with our student supervisors and 86% of our student officials continued throughout the entire season.
Counseling and Testing	Provide support for academically at risk students	Innovation	Partially. For Fall, 2012, reorganization of the program under the Provost has been largely completed. 2011-2012 programs were offered in the former model to over 200 students.	Provide access to mental services on a timely basis.	Excellence	Not met in 2011-2012. Extended waiting lists developed. We have attempted to improve this through an increase FTE therapist availability from 3 to 5.5 for 2012-2013

Department of Accounting	Refine the Department of Accounting's student recruiting plan to utilize as much of the Hobson software capabilities as possible.	Innovation	· · · · · · · · · · · · · · · · · · ·		Partnerships	The Department of Accounting and the Office of Development held multiple campaign events during the 2011-2012 year. First, a luncheon for select MSU accounting alumni was held in Louisville in conjunction with the MSU/U of L football game in September 2011. During November an event was held in Nashville at the home of Steve Priest, an MSU accounting alum. In May, Stephen Crouch and Don Chamberlain traveled to Boston to visit with alumni there. Additional visits will occur during the summer and early fall, although no formal events are planned at this time.
Department of Adolescent, Career and Special Education	ACS faculty will plan for the implementation of Senate Bill 1 initiatives into graduate and undergraduate programs	Innovation	were correctly revised with Senate Bill 1 initiatives.2. ACS faculty attended numerous SB1 initiatives (luncheons, department meetings, and college update meetings-Fall 2011 and Spring 2012). Fifteen of sixteen ACS faculty	In response to an EPSB regulation, ACS faculty will develop a partnership with Arts and Sciences faculty to create opportunities for increasing field experience hours.	Partnerships	1. In cooperation with the Arts, Humanities, and Sciences faculty, ACS faculty met numerous times during the Fall 2011 and Spring 2012 semesters to redesign individual programs to incorporate the mandated 200 field experience hours. Through this partnership each ACS undergraduate program has documented the increase of 200 field hours through creating new courses and/or revising existing courses.2. A tracking system for field experience hours is currently in the final development stages and will be implemented Fall 2012. Instead of utilizing LiveText, COESIS will be revised to incorporate the field hours reporting system.

Department of	Hutson School of	Innovation	REPORT1. Agr 099 First year experience has a component of	Characteristic 9 of the	Fxcellence	REPORTAgriculture Engineering Technology - The specific
Department of Agricultural Science	Hutson School of Agriculture Writing Skills Improvement	Innovation	writing the first paper to establish a baseline score of writing skills entering college. 2. Agr 199 Contemporary Issues in Agriculture is the HSOA Writing Intensive course and is a recognized University Studies elective. This is the second level of writing skill development.3. Agr Track Specific Class is dependent upon what area/major/track is chosen. Each track has a designated writing intensive class.4. Agr 599 Senior Capstone is the last undergrad class for paper writing and should be the premier writing accomplishment.A HSOA assessment writing skills review committee was formed. The committee will randomly select names of graduating seniors and review papers from all four writing venues and record, analysis and present data to HSOA faculty for assessments to improve the overall writing quality in all classes. One selected HSOA undergrad student will be on the committee. At this time, Microsoft office will be used to store data on h drive agri on "robinhood" in the assessment folder.	"Understand the importance of and engage in ethical behavior and responsible citizenship." The objective is to champion excellence in citizenship within HSOA through student's organizations' to nurture and service our community needs. The selected HSOA organizations are: Agriculture Engineering	Excellence	REPORTAgriculture Engineering Technology - The specific objectives were to: 1. document existing organizational activities for the community, The Agriculture Engineering Technology Club's principle community service is Lawnmower Clean-up Fix-up week at Howton Ag. 2. explore ways to improve existing organizational services, Improve upon professionalism and leadership to customers - Make sure all students have gone through proper servicing and training, all mowers tested and started before pickup and plans made for delivery and drop off times. Commit to more Fall on the Farm services during the week.3. document the percentage of time organizations spend providing service compared to time dedicated to all organization activities,30% Lawn mowers + 10% Fall on the Farm + 7% Toys for Tots + 3% Tractor Renovation = 50%4. document person-hours dedicated to the community, 60+ hours5. explore new ways to promote citizenship activities in HSOA organizations. The club is looking at new ways to serve the community and committed hours to Fall on the Farm and joined the Agriculture Business Club in Toys for Tots. The club is also rebuilding a tractor to raffle for money to start an agriculture systems technology scholarship fund. Agriculture Business 1. document existing organizational activities for the community, The Agriculture Business Club adopted the late Dr. Ken Bowman's favorite charity of Toys for Tots. This has been their main community serve since his passing. 2. explore ways to
Department of Animal and Equine Science	Vistas Project Innovation, Students, Teaching, and Sustainability	Innovation	process equine waste to be used to heat a portion of equine facilities.3. Working on plans for new student barn and clean	Outreach efforts to reflect new	Partnerships	1. Enhancing collaborations with local school districts and Extension to provide demonstrations of the equine disciplines offered at Murray State.2. Partnered with Piney River Cattle Company of Nunnelly, TN to bring noted South African grazier, Ian Mitchell-Innesto to Murray for one day seminar attended by 102 faculty, students and regional livestock producers. A group of faculty and select students then attended a three day extended seminar in Tennessee Community3. Working with Piney River Cattle Co. to enhance student involvement.
Department of Art and Design	Apply New Communication, Marketing, and Recruiting Plan/Strategy	Innovation	Updated web pages with CMS system. However, we did not produce short area YouTube videos to be linked to the website. Developed our communication and marketing efforts with suggestions from last year's marketing consultant. We went to four more portfolio days than last year.	Increase Outreach to Local Arts organizations	Outreach	Developed stronger relationship with art galleries in the region through participation in Gallery Hop events on 4-30-12. Planned to move the Curris Center Gallery to Waterfield Library, but were stymied by budgetary/political developments.

Department of Biological Sciences	Create an exit questionnaire for all Biology majors leaving the Biology Department for other majors, and determine if there is anything that needs to change to encourage majors to stay.	Innovation	Biology faculty retreat the week before classes begin. We will determine possible changes to better retain majors.	· · ·	Excellence	New graduate students in the Department of Biological Sciences were required to give a preliminary seminar on their planned thesis research. Presentations were given both Fall 2011 and Spring 2012. The results of surveys by presenters and faculty/graduate students will be examined and discussed at our faculty retreat.
Department of Chemistry	Develop a new model to enhance the interest of middle-school kids in the periodic table and chemistry.	Innovation	Chemistry Scholarship Tournament. This tournament brought 58 of the top chemistry students from fifteen	and individuals and establish the Chemical Services Laboratory (CSL) as the premiere	Partnerships	Although funds to support the marketing and renovation of the Chemical Services Laboratory (CSL) were not available, the CSL had a robust year of activities. A total of six projects were completed for clients external to MSU, including Energy Plus Services (Golconda, IL), Baswood Corporation (Santa Barbara, CA), University of Cincinnati Medical School (Cincinnati, OH) and Savannah State University (Savannah, GA). Work completed in the CSL was published in the journal "Organohalogen Compounds" and presented at three international and 10 regional/state/national conferences and symposia. Much of the research and analytical services work involved undergraduate and graduate students, which solidifies the role of the CSL as a service- and education-based facility. Future plans of the laboratory include securing continuing contracts and attracting additional clients via the new web site and making additional contacts in the region.
Department of Computer Science and Information Systems	Offer an innovative and current curriculum for undergraduate and graduate programs (CoB Goal 1)	Innovation	1 1	Grow undergraduate program enrollment (CoB Goal 3)	Partnerships	Partner with areas high schools to offer dual credit courses. Implemented CSC199 in 6 school districts and 73 students were enrolled. 70 completed the course. Plans to offer CSC125 are progressing well. We start this in Fall 2012.

Childhood and	The Department of Early Childhood and Elementary Education will plan for the implementation of Senate Bill 1 initiatives in undergraduate and graduate programs.	Innovation	the fall and spring semesters to plan for embedding SB 1 initiatives into professional education and methods courses in the undergraduate elementary and early childhood programs and graduate elementary, early childhood programs. When this information was appropriate to the content of the course, SBI initiatives were added to 100% of course syllabi and course activities. Syllabi for these courses were revised and posted on the College of Education web	certification programs to meet the new state regulation to provide students with 200 field hours in diverse settings and with diverse populations prior to students admission to student teaching	Excellence	Elementary and Interdisciplinary Early Childhood Education Committees met during the spring semester to revise field hour requirements so that the undergraduate initial certification programs in elementary education and interdisciplinary early childhood education and initial certification graduate program in interdisciplinary early childhood education meet the requirements of the new regulation. All programs have developed tables that depict courses and required field experiences of 200 hours prior to student teaching. Syllabi have been updated to reflect these requirements. The College CAC and department program committees are working on developing a system for tracking required field experiences. At this time the COESIS system is being explored as method for reporting field experiences.

Department of	Fund subscriptions for	Innovation	These terminals will be used in the State Farm Financial	Expand the scope and	Outreach	The Center for Economic Education has played an important
Economics and	Bloomberg Financial		Services Resource Center, as well as for teaching and	mission of the Center	340.0401	role in assisting public schools in our service region as they
Finance	terminals.			for Economic Education		seek to incorporate economics into their curriculum. The
				and fund a Director's		Director of the Center has been a faculty member receiving
			discount allows us to purchase three yearly subscriptions (at			class release time to run the Center. As the current director
			\$60,000 per year for the 3) and receive an additional 9			nears retirement (end of 2013-14 academic year), I would
			terminalsa total of 12 terminals for \$60,000 per year.			like to i) transition to a new director who's primary
			These terminals will not only enhance student learning, but			responsibility will be as Center director with a little teaching
			will also enhance faculty research and will greatly assist			in our department and ii) expand the level of activity and
			faculty recruiting in the Department. In addition, familiarity			the focus of the center. A director with primary
			with Bloomberg will be a benefit to our students as they			responsibility for the Center will allow the Center to expand
			graduate and begin their careers. This will certainly open			it's current work by offering a greater number and variety of
			doors for our students that may not now be available. In			workshops. I would also like to expand the mission of the
			addition, this subscription will distinguish Murray State,			Center to include financial literacy education in the schools
			which will be one of three Universities in the			and community. This will lead to renaming the Center the
			Commonwealth with this capability. The Dept. is committed			"Center for Economic and Financial Education." Part of the
			to using foundation money, as well as raising outside dollars			expanded mission will be community and school based
			to help with the cost of this subscription. I would like to			courses in financial literacy. In addition, this Center would
			have Bloomberg available for the start of classes in the			house the dual credit courses for the Dept. For this year
			Spring of 2012. Status: At this point we have not been able			progress will be measured by i) having two dual credit
			to fund these terminals. I do not anticipate that we will be			courses ready to be offered in the fall 2012 semester and ii)
			funding Bloomberg subscriptions in the near future, though			having the new Director position in the budget and filled for
			it would be a tremendous resource for our students and			fall of 2012. The requested resources are for salary only and
			faculty. A single terminal is \$25,000 per year. Through			do not include benefits. Status: We were able to use money
			education pricing, we would be able to pay \$60,000 per year			from a .5 line in the department (left as a result of a retired,
			for three terminals, and receive 9 additional terminals free.			.5 faculty, no longer teaching) and other moneys put
			While identifying money for one terminal, for one year,			together by the Dean of the College of Business to fund a
Department of	A Problems of Practice	Innovation	Focus group work was conducted with central office	The counseling faculty	Excellence	Faculty and the chair attended the CACREP writing training
Educational Studies,	curriculum will be		administrators during the fall semester. The conversations	will continue laying the		in October. A faculty member was provided release time to
Leadership and	developed for the		were transcribed and are still being analyzed. Trends and	ground work for a		assist in constructing the self-study. Resources have been
Counseling	proposed EdD		·	CACREP self-study as		secured from the Provost's office to support the application
	curriculum.		_	part of program		submission and eventual site visit in the Spring 2013. The
			paused awaiting final disposition on the EdD	accreditation.		accreditation process is right on track for December 2012
			administratively.			submission.

Department of	Goal 1. To develop and	Innovation	A complete proposal and budget for this project was	Goal 2. Develop a	Excellence	This goal allowed the department to more accurately
Engineering and	implement a three-	iiiiovatioii	1	formative assessment		evaluate assessment data based on the Senior Exit Exam
Physics	week, commuter,			measure to correlate		and the Fundamentals of Engineering exam by asking
ritysics	multidisciplinary			with Senior Exit Exam		students short, multiple choice questions in the context of
	Engineering Academy.			and Fundamentals of		the courses they are studying. These will be compared to
	Lingineering Academy.			Engineering Exam		similar responses on standardized exams to ascertain
			following objectives and timeline. Objective/Timeline:1.	Linginieering Laam		whether material is not learned, or whether it is learned and
			Develop application process and identify student			not remembered. Develop questions for classes to be used
						as assessment. (Oct 2011)- Completed in some
			qualifications for program. Nov 2011 -Work begun2. Finalize			
			program schedule and activities. Jan 2012 - Work not			classesDetermine how questions will be asked in each class
			completed due to lack of funding.3. Contact regional high			(part of exam, quiz, exam review, etc.) (Oct 2011)
			schools to promote and identify qualified students. Measure			Completed in some classesCollect responses from fall
			the number of students informed of the program. It is			classes. (Dec 2011) - Completed in some classesCreate
			planned that the top 200 students in Calloway and			questions for Spring classes. Jan 2012 - Completed in some
			surrounding counties are informed. Feb 2012 -Work not			classesEvaluate responses to Fall semester questions. Feb
			completed due to lack of funding.4. Receive applications,			2012 - CompletedAdminister questions in Spring classes. Feb-
			measure the number and quality of applicants. The goal is			May 2012 - Completed in some classesAdminister FE/Senior
			that two applications will be received for each vacancy. (40			exit exam reviews Feb-Mar 2012 - Completed. Administer
			applications)Work not completed due to lack of			Senior Exit Exam (Mar 2012) - Completed.Evaluate Senior
			funding. Assessments to be continued after the end of the			Exit Exam, Fundamentals of Engineering Exam, and
			academic year: - Work not completed due to lack of			Embedded Assessment question results (May 2012) -
			funding.5. Complete objective analysis and survey of the			
			extent to which program student outcomes were met			
			(includes: hands-on experiences, use of engineering tools,			
			functioning in teams, use of modern engineering tools,			
			ability to design a system, ability to conduct experiments,			
			and increased depth of knowledge in electrical and			
Department of	Develop and	Innovation	ENG/PHI 392 was approved by the Academic Council; both	Implement a	Partnerships	Sept. 2011 and Jan. 2012: Offered workshops to area
English and	implement a one-hour		courses will be offered beginning Spring 2013.	Shakespeare in the		teachers.Oct. 2011- Feb. 2012: Implemented 3rd-, 4th-, and
Philosophy	professional			Schools program		6th-grade Shakespeare modules in Murray (MISD)schools,
	engagement course.					including a 3rd- and 6th-grade Shakespeare Mini-festival, a
						4th-grade Shakespeare Commonplace Book Mini-Festival,
						and the Murray Shakespeare Challenge for MISD and
						Calloway students; taught about 270 studentsFeb. 2012:
						Offered performances at the Shakespeare Festival; 138 SiS
						students attended
			I			

Department of Geosciences	Joint initiative with the Mid America Remote Sensing Center, begin construction of an interactive historical map of the MSU campus in preparation for the MSU Centennial in 2022.	Innovation	January 2012 MSU Public Safety provided input to a related concept by encouraging initial mapping to focus on a parking map application for students and visitors. The Dept of Geosciences provided Graduate Student time and MARC provided Staff time to this effort. As of June 2012, a	Geosciences will revise all of its Area Tracks. The goals are: to reflect changes in the	Excellence	This goal has been achieved. During the Fall/Spring semesters revisions to our Area Tracks were developed by our faculty and approved by Academic Council. The changes will be effective with the next Undergraduate Bulletin. In addition, significant revisions to our Graduate curriculum and admission requirements were developed and approved during the same time frame.
Department of Government, Law and International Affairs	Outreach to incoming students and increase contact with students enrolled	Innovation	We have set up a Facebook page. However we also had a goal of getting 80% of our students as 'friends' but we have not achieved this yet. First, the goal of 80% is too high, so in the next academic year we may drop this. Second, in the next academic year we will have to make sure that we push the Facebook page harder to our current students and graduates.		Excellence	Last year the department was responsible for two public talks (the first at Constitution Day, where we brought in the Chair of the Judiciary Committee of the Kentucky House of Representatives, and the second was the Waterfield Lecture, where we brought in the President of the American Bar Association). We need money to bring in outside speakers. Because of this we have started to look to speakers who many be interesting to other departments. In the Fall of 2012 we are joining with History to bring in an outside speaker, who will give a general evening talk, but also visit History, Political Science, and Sociology classes. We have not yet set up a department colloquium, partly because of the time pressures in our department (we had a number of job candidates in this year). This does not seem to be a pressure which will be lower next semester. However, we did discuss organizing a Social Science colloquium with some of the other Social Science departments in our college. Also, we organized two undergraduate panels at Scholar's Week this year, up from one panel over the last couple of years.

Department of Government, Law and International Affairs	To develop a Facebook page to publicize sociology program, keep track of our graduates and recruit majors/minors.	Innovation	With the development of that page, we have publicized the sociology club and its activities, as well as other events of interest to sociology majors. We have also heard from some of the graduates of the program who inform us about what	involvement in	Excellence	Sociology Club increased its membership by 5% this past year and it was responsible for raising \$500.00 at Tent City to donate to the Gentry House, a homeless shelter in Murray. In addition, students were encouraged to attend scholarly activities on campus throughout the year. Faculty were able to document that sociology students attended: Constitution Day activities; Waterfield lecture; Lecture on Islamic law; "Professors Talk Sex;" Women's Center film on body image ("America the Beautiful") and also the program on intimate violence. The Population Problems class toured the "Journeys" program at Wrather Museum and linked it with discussion about immigration.
Department of History	The department will attempt to find ways to allow faculty more time to do research & writing. Innovative (new) scholarship at an enhanced level will result.	Innovation	during academic year 2011-12 at the Department of History Research Forum. This is up from 2010-11 when eight faculty gave research presentations. Every faculty member who needed department discretionary funding to support research travel was funded. This amounted to ten faculty. Professors Pizzo and Callahan , needing to complete peer-	partner to promote knowledge of and appreciation for the U.S. Constitution on Constitution Day, 19 September 2011.	Partnerships	The Department of Government, Law and International Affairs partnered with the Department of History to jointly sponsor and promote events on Constitution Day, celebrated on campus on Monday, 19 September 2011. Students received information that helped make them more aware of their rights and obligations as citizens. History Professors Bill Mulligan, Brian Clardy, and Brent Taylor did workshops entitled "Contemporary Perspectives on the U.S. Constitution" and "The Necessity of the Bill of Rights." These workshops were well-attended. GLIA Professor Martin Battle organized Constitution Day and successfully scheduled events including a morning panel discussion, a round-table workshop, and in the evening, a keynote speaker.

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

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

Department of	We will provide	Innovation	Thirty-three high schools in Western Kentucky are involved	We will improve our	Excellence	A portion of the implementation of this goal depended upon
Mathematics and	assistance as possible	IIIIOVation		advising of our	Excellence	following a directive from the Advising Subcommittee of the
Statistics	to our regional high		(a) showing them what coursework in Mathematics is	individual students and		Presidents Commission on Retention and Graduation. Since
Statistics	schools in their		necessary for their degree of interest, (b) listing the	our academic and		that Commission did not receive further approval to move
	implementation of		prerequisite knowledge and placement scores necessary for			forward on its issues, such a directive was not given. Thus,
	Transitional		those courses (as well as the course descriptions), and (c)	students as a whole.		we decided to wait on department discussions of advising
	Mathematics		providing advising information about the sequence in which			until we had an official directive (rather than spend energy
	coursework.		to take the courses. This project will aid these students as			and find out that our target was not the same as that of the
			well by providing their teachers with (i) the precise learning			Subcommittee). We did, however, discuss how we could
			outcomes and course content for a 4th-year Transitions			better advise within our present advising system. We also
			course that could take them to college readiness in			worked toward better informing high school students of the
			Mathematics upon their high school graduation, and (ii)			Mathematics in their future college career.Progress toward
			assistance with free placement testing to pre-certify the			meeting this goal:We (i) developed generic 4-year advising
			student as college ready in Mathematics for any post-			sheets for the various programs in our department; (ii)
			secondary institution in Kentucky. Finally, for 5 schools in			discussed the informal sequencing of certain classes in the
			need, student textbooks were purchased for use in fulfilling			major for which there is not prerequisite sequencing and
			item (i) above and therefore helping their students become			have made all advisors aware of this preferred sequencing;
			college-ready in Mathematics. Each of the 33 high schools in			(iii) developed advising sheets for all entering Freshmen
			the region received the following packet: * The statewide			(and their advisors) which indicate (based upon the courses
			Student Learning Outcomes of the two Developmental			they need for their major and their current placement
			Mathematics courses (one being a prerequisite to a liberal			status) which courses that students should first register in;
			arts mathematics course, for those students who do not			these advising sheets also indicate the flow of Mathematics
			have at least a Math ACT of 19; the other being a			coursework which follow this first course, and they also
			prerequisite for College Algebra for those students who do			draw attention to the new KYOTE placement testing; (iv)
			not have at least a Math ACT of 22).* One copy of the			posted these materials on our department web page under
			textbook that we (Murray State) are using for those two			"Advising Information", as well as on the BlackBoard MSU
			courses.* A content listing from that textbook for each of			Advising shell; (v) made available to Mathematics teachers
Department of	Develop and gain	Innovation	MLA 392 was approved by Academic Council, Spring 2012.	Involve local high school	Outreach	Held successful ICALA activities in November (Fall 2011) and
Modern Languages	approval for MLA 392,		MLA 392 will be offered beginning Spring 2013 or Fall 2013.	language teachers and		February (Spring 2012).
INTOGETH Languages	a Modern Languages		Will to 52 will be offered beginning 5pring 2015 of ruit 2015.	students in our ICALA		Cordary (Spring 2012).
	Professional			cultural events once a		
	Engagement course.			semester		
Department of Music	Marching Band	Innovation	This goal did not get off the ground in its original form due	New degree track in	Excellence	A new degree program, a B.S. in Music Business, has been
Department of Wasie	Recruiting "show" and	iiiiovatioii	to lack of funding. It is impossible to move the Racer	Music Business	Executerice	created, proposed, approved by MSU's Academic Council,
	travel		Marching Band without a large travel budget. In its place, the			
	traver					and is now serving its time on the CPE website. New classes
			department did allocate a significant amount of money			created (and approved) for this new degree include a 2-
			(\$28,000) for the recruiting efforts of individual faculty			semester piano class (MUS 124-125), a 4-semester
			members, smaller ensembles, and two major tripsthe			Musicianship sequence (MUS 109-110, 209-210), and an
			Concert Choir to Memphis and the Jazz Orchestra to St.			Entrepreneurship class (MUS 440).The new degree could be
			Louis. We can document a direct correlation between the			offered as soon as Spring 2013. For now, classes are
			schools visited and the number of applicants from those			covered by existing faculty. As the program grows, new
			schools.To achieve more direct contacts with prospective			faculty will be needed.
			students, we are going to need the funding for travel.			

Department of	To develop an	Innovation	1. An OSH department faculty member attended the	To initiate and provide	Partnerships	1. The Safe Communities Task Force was formed October
Occupational Safety	ergonomics laboratory			leadership/support in		2011, and the first meeting was held November 8, 2011.
and Health	that can be utilized for			the process of Murray		Task force chairs were Dr. David Fender, Professor,
	research,		about our proposed ergonomics laboratory from a variety of			Occupational Safety & Health, and Dr. Don Robertson, Vice-
	demonstrations and			the designation as a		President of Student Affairs. The task force consisted of 47
	hands-on learning		_	"Safe Community".		individuals, representing various departments/activities
	enhancement.		The Chair of the OSH department received \$5,000 donations			across campus, as well as local community members.2.
			from both ConAgra Foods and Peabody Energy that are			Gathering data began on November 8, 2011. 3. The letter of
			earmarked for the purchase of additional ergonomic			Intent was submitted on January 3, 2012.4. Occupational
			equipment resources and demonstration models, i.e., two			Safety and Health graduate assistants assisted in the
			steel case adjustable work stations, two ergonomics chairs,			application process.5. The application was completed and
			two computers and a variety of hands-on ergo equipment.			sent to the National Safety Council on May 23, 2012. 6.
			The equipment has been ordered and should be installed			Upon receipt of an application, Safety Communities America
			during summer 2012. The OSH department will begin to			has six weeks to review, and upon approval a site visit will
			utilize the ergonomics laboratory in fall 2012 for research,			occur, mostly likely in late summer or early fall.7. Upon
			demonstrations and hands-on learning, particularly in			successful completion of the site visit a designation
			courses such as OSH 353 Prevention of Musculoskeletal			ceremony will be held during the fall semester with a Safe
			Disorders in the Workplace, OSH 656 Ergonomics and			Communities representative present to award our campus.
			Biomechanics, and OSH 663 Applied Workplace Ergonomics.			
Department of	Develop a	Innovation	The new "Racer Oral Communication Center" (funded by Dr.		Outreach	The accelerated MS in Organizational Communication in
Organizational	"Communication			accelerated		Madisonville has been successful. We recruited during the F-
Communication	Center" to further		·	Organizational		11 semester and enrolled 14 new graduate students.
	enhance the		, ,	Communication MS		Although 14 is less than our goal of 20 new graduate
	communication		·	program in		students, this cohort highly appreciates our efforts to bring
	competencies of MSU			Madisonville.		"live" graduate instruction to Madisonville. They will
	students.		students prepare and practice for a variety of presentations.			graduate in May, 2013.
			In Sp-12, the Center provided 234 consultations to students			
			from each of the five colleges and two schools. The Center			
			has been highly successful and will require additional			
			consultants to meet the growing demand.			

Department of	Develop a social media	Innovation	Faculty participated in active use of social media, especially	Expand departmental	Excellence	To enhance research among both students and faculty and
Psychology	strategy, primarily	oracion	Facebook, to increase awareness of the activities within the		Executive	increase professional collaborations between these groups
7	focused on use of		Psychology Department. Information regarding activities of			of individuals, two conferences were identified this year in
	Facebook, to help the		Psychology Club and Psi Chi were featured as well as	academic conferences.		which departmental participation was encouraged. Groups
	Department of		updates on accomplishments of our students and faculty,			of faculty and students attended and presented scholarship
	Psychology promote its		opportunities for student participation in departmental			conducted at MSU both at the Kentucky Psychological
	programs, enhance its		activities, and notices about deadlines for students. Faculty			Associations Annual Academic Conference and the national
	alumni relations, and		often posted about either recent presentations and			meeting of the Association for Psychological Science.
	improve recruitment		publications to help students learn more about ongoing			Faculty and student participation in these meetings fostered
	initiatives.		activities and opportunities available to them in the			a sense of community within the department, with students
			department. Use of Facebook allowed the department to			and faculty participating in attending research talks and
			communicate with both current, potential, and former			presenting research together. These events also
			students.			encouraged more directed research projects by our
						undergraduates and further encouraged a sense of
						professional identity as social scientists among our majors.
						Attendance, especially at the KPA conference, also provided
						an opportunity for recruiting for our two graduate
						programs.
Department of Social	To establish an	Innovation	This goal was to establish an undergraduate Certificate in	To institute a Religious	Excellence	This goal was to initiate a yearly Religious Diversity Lecture
Work, Criminal	undergraduate		Substance Abuse that would complement both the Social	Diversity Lecture Series		Program that would involve the campus community and
Justice and	Certificate in		Work and Criminal Justice Programs as well as some units in	Program		surrounding areas. In the spring of 2012, the Department
Gerontology	Substance Abuse		the Department of Wellness and Therapeutic Sciences. The			of Social Work, Criminal Justice and Gerontology and the
			Director of the Social Work Program, Dr. Pittman-Munke			College of Health Sciences and Human Services sponsored a
			and her staff have worked on getting this program off the			lecture by Islamic Imam from Tennessee. The lecture was
			ground, but the final pieces are not yet fully in place. Some			very well attended and based on a number of indicators, it
			adjustments have to be made in the original plan in light of			seems to have been well received by the audience—the vast
			the reorganization of the College of Health Sciences and			majority of which were students. We anticipate continuing
			Human Services. It will take a bit more time to integrate the			this lecture series in the upcoming academic year.
			Social Work Program (including the proposed Certificate Of			
			Substance Abuse) into the new Department of Community			
			Leadership and Human Services.			

Department of Theatre	Initiate "Theatre Study Through Experience" (TSTE). Send students and faculty to a regional high school for a hands-on series of workshops and rehearsals that will culminate in a performance including both college and high school students. Pilot program at Owensboro High School.	Innovation	academic year because it was scheduled for the end of the semester in May of 2012. Hopefully, placing this event at the beginning of the academic year will allow for earlier budget access for the goal to reach completion. While it is understood that Triple I planning generally does not allow for goals to be repeated, this goal will need to be repeated	recently added THD392 Professional Engagement to our curriculum. The addition of this course will allow students to work in their field and demonstrate their skills prior to graduation. The	Excellence	During the 11-12 academic year, the department had one faculty member and 5 students who worked at the Playhouse in the Park with groups of children ages 6-14. The program was very successful and we anticipate the continuation of that collaborative theatre event.
Department of Veterinary Technology and Pre- Veterinary Medicine	Update technology within the department to reflect the current standards in the field of Veterinary Medicine	Innovation	of this goal. We will continue to seek funding for the	To establish a community outreach project for students within the Veterinary Technology Program to assist the CCAS (Calloway County Animal Shelter) & Humane Society.	Outreach	Part 1: Doggie Day SpaFall 2011, 32 students in AGR-332, Veterinary Nursing, participated in 2 of 3 Doggie Day Spas that were scheduled for the semester. As part of the Assessment, students were required to complete a report in essay format on why they felt the community, the student themselves, and the patients benefit from the services that are offered at an event such as Doggie Day Spa. The essay was to explain how this event helps to build skills, while providing a positive experience for the community in regards to service and creating partnerships. With the documentation provided by the students, they felt that services being provided ultimately offered the utmost care to the patient first. Being able to provide basic grooming care brought attention to the animal in several areas, from skin problems, ear issues, and possible nail injuries. The second area the students addressed was in creating partnerships with the clients, the animal owners. Students were very appreciative of being able to expand their knowledge from the classroom, and bring it to events like Doggie Day Spa, and share with owners, in the area of Client Education. This is not a skill that can be taught in a laboratory or classroom, so students were very eager to be able to share their knowledge with clients, while also supporting the patient in areas such as flea and tick prevention, heartworm prevention, and basic husbandry questions. The third area where students felt they had tremendous benefit from participation in events such as

Department of	Expand the	Innovation	As a part of the College of Health Sciences and Human	Develop an initiative	Outreach	As a part of the College of Health Sciences and Human
Wellness and	department's Human		,	that identifies existing		Services restructure, the department of Community
Therapeutic Sciences	Performance Lab to		· ·	wellness-related		Leadership and Human Services (CLHS) was created. This
	include a state of the		AHS, is being relocated to the Applied Sciences Building. A	community services		new department includes Recreation and Leisure Services,
	art Exercise Physiology		new state-of-the-art exercise physiology lab is currently	offered through		Social Work and Youth and Nonprofit Leadership. All three
	Lab that will greatly		under construction on the fourth floor of Applied Sciences -	department programs,		of these programs provide significant service learning and
	enhance instruction,		North. This new lab will allow faculty and students the	looking to pool		community service opportunities for students and faculty.
	undergraduate		opportunity to utilize equipment such as the Parvo TruOne	resources and provide a		The local community, as well as the region benefit greatly
	research, and		2400 Metabolic Measurement System, electrocardiogram	framework for		from faculty expertise and student involvement.Beginning
	partnerships across		(ECG) machine and Velotron Dynafit Pro exercise bike and	expansion.		August, 2012 a department committee will review an audit
	the college, university		software for educational and research purposes. It is			of all service provided to the community and region by
	and community.		anticipated that the new lab will be completed and			students and faculty. In addition, ideas such as semester
			operational during the fall of 2012.			service reports, a department service club and a Volunteer
						Murray clearinghouse website are being considered.
Dining Services	Winslow Dining Hall	Innovation	This goal was fully realized. Students in the Graphics Design	Dining Services and the	Partnerships	This goal has not been achieved. The Hutson School of
Jaming Scrivices	Food Court Rehab.	oracion		Hutson School of	r ur errerorn.ps	Agriculture has not yet gotten to a point in this project
	rood court hends.			Agriculture will partner		where they are ready to process used cooking oil.
			design company provided the production and installation of			
				a biodiesel plant.		
			semester opening. The new signage has been well received,	· ·		
			and provided a fresh new look for the Winslow Dining			
			servery. As a result of the success of this program, Dining			
			plans on working with the Graphics Design Department on			
			other projects.			
	To create the LIZO	Innovation	The purpose was to increase Elizabeth College student	To enhance the	Partnerships	The purpose was to increase scholarship and retention rates
College	E.A.G.L.E. Award to 3		participation by 20%. The recipients embraced the love,	communication skills of		by %25 within Elizabeth College. Professionals from different
	people in the following			Elizabeth Residents and		areas of expertise were invited to share their insight about
	categories:1.			Commuters through		career advancement. We were successful with this initiative.
	RA/FYL/RCC Leader2.		, , , , , , , , , , , , , , , , , , , ,	seminars and		However, we did not MEASURE the success in a quantitative
	International Student3.			workshops involving		form. However, from leadership and team building to
	Resident or Commuter			outside professionals		resume writing and interviewing, programs were offered
			doubled this year! Our freshman class was outstanding and			and students attended them.
			the RCC had over 70% of new students. The recognitions			
			were not given in April.			

Enrollment Management	Enrollment Management, in conjunction with Academic Affairs, will offer an associate degree to high school students beginning with the fall 2012 semester.	Innovation	The Offices of Enrollment Management and Academic Affairs conducted interviews with Calloway County School Administrators to receive input regarding this proposal. Based on these interviews, it was determined that such a two year degree option would not work with the current high school curriculum and would potentially take away from students and their high school work. For now, this option is off the table.	Enrollment Management will develop a selection and awarding process for private and endowed scholarships by March 15, 2012	Excellence	The Office of Enrollment Management restructured the Scholarship Office to ensure a more systematic method of awarding scholarships. Personnel were brought over to the EM offices twice a week for better use of time towards development of the STRARS system and to develop a strategy to ensure awarding by March 15. Additionally, the scholarship and EM offices worked extensively with the Office of Development to ensure the timely distribution and awarding of scholarships. The Development office was integral in providing assistance towards a quicker turn around time from internal and external scholarship committees. MSU met its target of awarding the majority of scholarships by March 15.
Financial Aid/Scholarships	Our office will begin automation for the first level of packaging with daily imports into Banner starting with 2012-2013 year. Also included in this goal is to have the majority of federal and university aid for all freshmen awarded by March 15.	Innovation	to award their financial aid/scholarships. Our office was	Implementation of the Financial Aid calendar shared with IT and Bursar's Office which will include dates, processes, steps, and changes to be implemented.	Outreach	Our office did monitor and document all processes along with the time line when processes began and dates completed. A time line has been built and added to calendars for Bursar and IT departments to ensure they were aware of our processes and steps from beginning to end.
Fiscal Planning and Analysis	Develop an appropriations forecasting model that will predict Murray State's potential share of a pool of future state revenues based on the 2012-14 performance funding model currently under development by the CPE and public colleges and universities and scheduled to be completed by November, 2011.	Innovation	given the size of a performance funding pool and the degree of progress in achieving performance targets set by the CPE and determined by them to be eligible for possible performance funding. Those performance metrics are: Bachelor's Degrees Conferred; Bachelor's Graduation Rate; Bachelor's Graduation Rate Gap-Underprepared and	the Murray State University Assessment Committee to facilitate Finance and Administrative Services efforts at continuous improvement in departments' effectiveness.	Excellence	Served as University Assessment Committee (UAC) member during 2011-12 attending all but one scheduled meeting. Coordinated with the Vice President for Administrative Services to assure that all of his Directors attended non-academic assessment workshop training and successfully developed and submitted departmental assessment plans that were subsequently approved by the UAC. As part of Committee responsibilities, participated in review of both academic and non-academic assessment plans. The next step will be to review departmental assessment outcomes for 2011-12.

Graduate Admissions	Send follow-up letters 30 daysafter receiving application foradmission if application is stillincomplete	Innovation	to applicants with incomplete files. We hope that follow-up letters/emails will become more easily implemented when	Encourage established policythat newly admitted degreeseeking students submitGraduate Program Formsduring 1st semester of study	Excellence	We found that most of our graduate programs are monitoring the submission of the form more closely than inprevious years. As our way of assisting academic departments and graduate students, we have developed aGraduate Forms page to improve access to required and/or often requested forms. A new channel called "Announcements from Graduate Admissions & Records" on the Academics tab ofmyGate has been developed to give students a link to find our forms easily.
Hart Residential College	Implement "Hart Loves"	Innovation	Hart students conducted fund-raisers and provided other types of support for the Gentry House, H.O.R.S.E.S., Inc, the American Red Cross, and Glendale Place.	Increase membership and involvement in the Hart Honor Society	Excellence	During the fall 2011 semester there were 4 new members of the HHS. During the fall 2012 semester there were 11 new members. Although the induction ceremony remained an informal event this year, we will continue to explore ways to increase the prestige of belonging to the Society.
Health Services	Complete community health assessment of the MSU campus in accordance with Healthy People 2020 by 6/1/12.	Innovation	1. National College Health Assessment administered to MSU students 3/26/12 through 4/18/12 with 638 participants. Results will be utilized in preparing health education programs in the future.2. Post-health education program evaluations were administered to participants throughout the fall 2011 and spring 2012 semester with positive results. 3. PEER program online evaluations were administered via Facebook. Positive results received indicating students were pleased with programs attended. 4 PEER educators graduated spring 2012. New PEERs will be selected in Fall 2012.4. Utilization of Healthy Life Wellness Incentive Plan is currently being evaluated by monitoring of participant health information submitted throughout 2012.	development of smoke- free MSU campus by 6/1/12.	Partnerships	1. Health Educator attended Clean Air Murray meetings and participated in related events in 2011-2012. We will continue to support proactive steps in creating a smoke-free campus.2. Great American Smokeout not conducted in 2011 due to lack of interest from YNL 350 class members. It is questionable whether this program will continue in the future. 3. Coalition for Alcohol Risk Education is evolving to be a wellness advisory coalition to include a strong emphasis on alcohol, tobacco, and other drugs in 2012. CARE will further advocate for smoke-free campus.
Hester Residential College	To reestablish the Hester HonorSociety including support forthe Academic Team andAcademic Team Tournamentsand Peer Tutoring.	Innovation	The Honor Society was reestablished with a core group of students. The group helped with the AcademicTeam, held a game night to increase visibility within the college, and designed a shirt for members. Next yearwe will be looking to expand membership. The Academic Team so success this season with members coming from the Honor Society and other membersof the college. The team participated in every match this season and finished with the overall best record inthe regular season and a third place finish in the tournament. The Team and Honor society also were involved in hosting in the first night of matches within the colleges when Richmond and Springer/Franklin came over	Increase Faculty/Staffparticipatio n within HesterCollege	Partnerships	We did see a 50% increase in the number of Faculty/Staff participating in activities within the college. Thosethat turned in Faculty/Staff Service Forms increased from 7 to 10. However this does not give the completepicture since 20 actually were involved this year. Typically those Faculty/Staff that do one activity do not turnin a Service Form. The number of programs attended increased from 15 to 26 on the Service Forms, but onceagain number is much higher when those that did not turn in forms are considered. A more detailed log was kept to monitor this progress.

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

Hutson School of	Expand the Racer	Innovation	1) The Hutson School of Agriculture FLEW by the	To research, develop	Partnerships	This is not only a partnership project but it is also the #1
Agriculture	Academy of		goals/objectives for 2011-12 by enrolling 322 students in the	plan and implement		Innovation for Impact project for the University as promoted
	Agriculture		Racer Academy of Agriculture during the fall and spring	plan for providing		by President Randy Dunn. 1) We have researched and
			semester. This is a 177% increase as compared to our goal	"green" energy solution		planned our worknow we need to work our plan. We have
			of 75% increase. We achieved this increase with no	to heating of the Equine		identified the LEI product BB 100 bioburner for a pilot
			additional resources committed by the university. With the	Instructional Facility		testing site at the Garrett Center and a LEI BB 500 bioburner
			enrollment increase in the Racers Academy of Agriculture			system for the Equine Instructional Facility. 2) Through the
			and the additional 50 traditional students we enrolled, 72%			West Kentucky Bioworks initiative, we have developed plans
			of the enrollment growth of the university between fall,			for a BioEnergy Demonstration Center at MSU. Phase I will
			2010 and fall, 2011 can be attributed to this program.2) The			be at the Garrett Center and Phase II will be at the Equine
			Hutson School of Agriculture Racer Academy of Agriculture			Instructional Facility. A \$798,000 grant for potential funding
			now includes 4 classes that can be offered for dual credit			was developed in coordination with WK Agbioworks
			with high schools – AGR 100 Animal Science, AGR 199			partners and submitted to the Kentucky Energy Department.
			Contemporary Issues in Agriculture, AGR 133 Field			A \$12,000 CISR grant was obtained to support this
			Applications for Agriculture and AED 104 Agricultural			initiative.3) Two visits were made to LEI in Madisonville and
			Education, Leadership and Life Knowledge.3) Twenty seven			LEI personnel have made two visits to MSU.4) The WK
			high schools partnered with us to offer credit in the Racer			Agbioworks plan was developed and submitted to Dr. Dunn
			Academy of Agriculture classes.4) We were not able to			for approval. As of May 17th, the plan has been approved
			secure funding in the 2012-13 budget for a full-time Racer			and work is proceeding. A special Public Relations event is
			Academy of Agriculture Coordinator. However, we have			planned for July 12th.5) Process of Procurement for
			made internal staffing changes to support such and have a			Pelletizer and Bioburner is underway. Pilot Research to
			commitment of resources from the President and Provost to			begin fall, 20126) Planning and Work in Progress
			support the program for 2012-13.			

Institute for International Studies	Develop an "international house" in cooperation with the Office of Student Affairs	Innovation	Floor in a Residential College" and what would be the best approach to take to implement it. Two student surveys were	University's diversity plan	Excellence	The following programs/events/activities in support of the University's diversity plan were developed or funded by IIS.1. Hosted a Guatemalan movie director for the screening of his movie El Regreso de Lencho. In addition to the screening, the director met with students from a script writing class and from the Spanish Department (Fall 2011).2. Partially funded Cinema International (2011-12 academic year).3. Coordinated International Week (Fall 2011), including 4. Coordinated Multicultural Night (Spring 2012).5. Coordinated the Scholar in Residence Program, which pairs a visiting scholar with each residential college for the development of programming with an international dimension (Spring 2012).6. Participated in Multilingualism panel discussion (Spring 2012).7. We worked to diversify study abroad participation. 245 total students studied abroad during Summer 2011, Fall 2011, Full year 2011-2012, Spring 2012, Spring Break 2012. The breakdown of students from underrepresented groups is the following:Students with disabilities: 10; 4%Males: 81; 33%STEM fields: 24; 9.7%Race:Asian/Pacific Islander- 7; 2.8%Black/African American- 9; 3.7%Hispanic/Latino- 1; .4%Native American-1; .4%Other- 2; .8%
Institutional Advancement	Develop a new donor recognition hall (Hall of Benefactors & Distinguished Alumni) in the RBIC building funded by a private donation. Additionally, complete the 2nd floor of the RBIC Building in order to create a new Office of Development to assist with our work in raising private funds for MSU. Dedicate this facility at Homecoming 2012.	Innovation	in August 2012. The gift of \$1.1 million from Dr. Jesse D. Jones, Baton Rouge, LA enabled this project to become a reality. At the June 1, 2012 Board of Regent's meeting, the RBIC Building was re-named Heritage Hall and the donor recognition space, Hall of Benefactors and Distinguished Alumni, was approved. This new facility will provide a new recognition hall that will honor our donors, alumni, friends, distinguished faculty and staff. Also, a new Office of	Begin the process of completing our campaign, Hold Thy Banner High, as we move toward a \$70 million "stretch" goal by October 2012. Campaign closing events will be held at Homecoming 2012.	Excellence	As of May 11, 2012, we have raised \$66.95 million. Exceeding our original goal by more than 11%. We are working toward \$70 million by October 12, 2012. It will be very close!

Intercollegiate Athletics	Through partnership with OVC, or unilaterally, upgrade quality and increase quantity of departments webstreaming of sporting events.	Innovation	summer, 2012. All soccer, volleyball, football, men's	Upgrade athletic facilities to ensure competitive balance with fellow OVC members and regional rivals	Excellence	Construction underway for new men's and women's basketball practice facility to be completed by January, 2013. Funding identified and planning underway to relocate softball complex to campus location next to stadium. Silent phase of baseball fund-raising campaign continues as planned.
Judicial Affairs/GMSCPP	develop an online disciplinary process as it relates to contacts, follow - up, letter generation and conduct resolution	Innovation	Still pursuing this option, working on collaboration with Residence Life to secure funding for computer program that will provide these services. Met with vendor and now working to secure funding	To continue to provide area middle-high school minority students an opportunity to have an on campus experience exposing them to the college environment.	Outreach	Achieved, providing on campus college experience for 45 students as they attend college classes of Math, Technology, Public Speaking, Reading/Writing, and Leadership.
Procurement	Improve Procurement's role in Banner training by developing flash movies on general and specific topics that can be shared with the campus through the web.	Innovation	'line item text' in requisitions. The flash movie is posted on the Knowledgebase help screens for campus users.	Provide different inventory tag system for electronic equipment under \$500 that department can use to account for those items.	Partnerships	1. Tracking Instructions were completed and distributed to the departments as electronic equipment under \$500 was purchased and tagged for security reasons. 2. An inventory spreadsheet was completed and distributed to the department as electronic equipment under \$500 was purchased and tagged. 3. Tags for equipment under \$500 have not been purchased at this time. We are using the current blue tags. 4. Tags, spreadsheet and individual instruction are provided to departments as part of this educational process. 5. The departments have a better understanding leading to increased efficiency and accuracy.
Provost and Vice President for Academic Affairs	Seek approval for the establishment of an Office of Institutional Effectiveness	Innovation	CPE, and program-specific accrediting agencies. Dr. Kelley Wezner was hired to direct the office.	Mentor and Assist New Dean Susan Muller in examining efficiencies and identifying potential new programs in the College of Health Sciences and Human Services	Excellence	This goal was met. Weekly meetings with Dr. Muller took place throughout the year. The new major in Youth and Nonprofit Leadership currently has approximately 70 majors. A major in community health will be proposed in the fall of 2012. Two departments in the college were restructured and it is anticipated that this will lead to greater efficiency for college operations.

Public Safety And Emergency Management	Create a safer campus community by increasing individual disaster awareness and preparation.	Innovation	safety. Existing Emergency Procedures guide lines were		Excellence	Ongoing: Evaluate training and educational accomplishments of all law enforcement personnel. Assessment of personnel training indicated and identified an immediate need for prioritize training in Behavioral Assessment Skills Development for sworn officers. In a partnership with Department of Criminal Justice Training and Four Rivers Behavioral Health Center, all officers have been trained and certified in methods of response to situations where emotionally disturbed individuals are involved. Additional training goals and ongoing assessment for sworn officers will focus on the following areas: computer crime and rapid deployment. The departmental goal is to have all sworn officers certified in many areas to ensure the department's professional standards and service to the University community is proficient.
Recruitment	Online reservation system for all Office of Recruitment programs (Campus Visits, Summer Orientation, Racer Days and dessert receptions)	Innovation	for campus visits, summer orientation and extended orientation camps. In addition, to date, we are up 361	Focus on personal customer service for prospective students and their families	Excellence	We have implemented personal follow up calls with our daily campus visits, along with our online survey after a prospective student visits campus. We also hosted various events in key areas to visit with students and discuss MSU.

Barrier B. C. C.	D		D	D	D	Description of the first section of
Regents Residential	Regents RCC and	Innovation	Regents RCC and RA/RD staff initiated the RHINO CRASH	Regents RCC and RA/RD	Partnerships	Regents community responded to the mission of the Safe
College	RA/RD leadership			leadership take a strong		Zone imperative on the MSU campus and worked closely
	begin a		Amy Crump of MSU Food Services, and was a combined 80s -	_		with Women's Center programs and MSU Alliance in several
	faculty/staff/student		theme party/ scavenger hunt/ AND Community Service	intolerance		programs: Regents participated in Take Back the Night on
	interaction-increase		event: over 150 people attended and nearly \$100 and two			Oct 6 2012 (winning Banner Award!), cosponsored and
	plan. Also (2 see to		shopping carts of food were donated to Needline. Other			marched to the "Hate Isn't Sexy" workshop (October 11
	revitalize Regents Cafe'		events also contributed to Regents community building for			2011) put on by Josh Adair, designed and ordered No-Hate
	and increase student-		faculty/ staff/ students: Regents Idol on Oct 12, 2011			tee shirts, some Regents members marched with Alliance in
	use (and rename)		brought a big crowd (55 +); and in May 2012 Regents			the MSU Homecoming Parade and attended the MSU Drag
			sponsored a Blood Drive, again bringing in students, faculty,			Show (Fall and Spring), in which there were several Regents
			and staff.Regarding the Regents Cafe, re-naming was put on			College student-performers. Regents also cosponsored with
			hold until Fall 2012, but innovative changes took place both			the Women's Center a tee shirt silk-screening event for
			in Fall 2011 and Spring 2012: more lunch offerings and fruit			Speak Out for Suicide Prevention (Sept 2011). RA programs
			smoothies in the Fall, Free-coffee and cookie night on RCC			also emphasized our commitment to supporting this goal: in
			meeting days, and late-night hours were all tried with			the Spring programs on interracial dating, international
			varying success in the Fall; during Winter Break, the cafe			dinners, and bullying awareness.
			was redesigned as a store, still carrying food items but also			
			various sundries, such as detergent. The cafe is still			
			breaking even, not making a profit, but this continues to be			
			an ongoing goal.			
Regional Stewardship	Host the KY	Innovation	Hosted the sixth annual KY Engagement Conference on	Expand the scope and	Outreach	Developed a successful relationships with the Four Rivers
and Outreach	Engagement	imovacion		reach of the regional	Outreadin	Foundation and expanded course offerings to area High
una Gatreach	Conference for the		<u> </u>	grant funds to include		School Juniors & Seniors through the Racer Academy. 2.
	state in conjunction		Engagement: Your World to Explore. 2. The event was	new initiatives centered		Developed a Teacher Academy to encourage teachers in the
	with International			on K-12 educational		"river counties" to complete the course work needed to be
	Education Week		100% participation in sponsorship.3.A total of 150	activities.		able to teach MSU courses in the high schools in their
	Ludcation Week		participants responded with 80.5% rating the conference as			selected fields of study. 3. Hosted in conjunction with the
			overall excellent or good.4.A local service project with an			College of Education a College & Career Readiness Summit
			international focus call "Kids Against Hunger" was			on June 13 involving over 350 educators and 60 community
			conducted during the event in which all participants worked			leaders.4. Provided grant funds to support the expansion of
			to stuff over 750 bags of food to be shipped to staring kids			Junior Achievement into the western region and successfully
			all over the world.5. Careful planning and resource			established 5 programs within the first year.5. Worked with
			management resulted in the conference saving over \$8,000			the College of Humanities & Fine Arts to provide
			to be forward to next year's event.			Shakespeare teacher training to middle and high school
			to be follward to flext year's event.			
						teachers in the region and followed that up with live performances on campus to support the learning.6.
						l, , , , , , , , , , , , , , , , , , ,
						Provided regional grant money to fund "the Science Guy"
						Jason Lindsey to promote STEM education in all 18 counties
						by visiting every school and engaging students and teachers
						in science experiments.

Registrar	Implement new degree audit system	Innovation	A new degree audit system (DegreeWorks) was purchased December 2011. Our school was put on a 6-month waiting list before we could begin the implementation. We will begin implementation in September 2012 and expect to have Go Live for Phase I by Fall 2013. A new position (Programmer/Analyst for Academic Services) has been created. The position is expected to be filled by August 2012.	Establish myGate training sessions	Outreach	Over the 2011-12 academic year, a total of 10 myGate training sessions were given to various faculty and staff. These training sessions included information on advisement, grades, accessing student information, using degree audit, etc.There was also 1 training session specifically on degree audits for new advisors.
Residential College Heads	The Council of College Heads will convene a commission of experienced First Year Leaders, Residence Directors and Resident Advisors, Housing Prostaff members, Student Affairs personnel, and College Heads to review and make recommendations to reorganize and revitalize FYL training for the 2012-2013 academic year. Related Imperative: Innovation	Innovation	Affairs personnel also met to discuss the mandatory two credit hour course (GUI 252) for FYLS taught in each Residential College. The Commission affirmed the importance of the FYL program and the critical role performed by upper-class mentors. The Commission made several recommendations for training that will be adopted	Residential college heads will work directly with their respective residential college honor societies to sponsor the Murray State Residential College Academic Tournament and foster the formation and preparation of their individual residential college academic teams.	Excellence	Residential College Heads worked to strengthen their respective college honor societies and to lead each honor society to form an academic quick recall team for their college. During November 2011, January 2012, and February 2012, the Council of College Heads sponsored eight three-team academic tournaments as well as the Murray State Quick Recall Tournament on February 25, 2012. These minicontests facilitated the training of both student quick-recall team members and faculty members who served as tournament officials for the latter event, in which all Residential Colleges participated. Individual colleges strengthened their honor societies in other way in 2011-2012 The Clark College Honor Society, for instance, organized and hosted seven (7) service projects/fundraisers and organized the Clark Honor Society Relay for Life Team. Springer/Franklin's Sigma Eta Honor Society inducted 10 new members, raised money for HORSES INC., and made holiday door decorations for residents of Fern Terrace retirement home; the Hart College Honor Society inducted 15 new members. Residential College honor societies anticipate another year of growth and the continuation of the Murray State Quick Recall Tournament and the preparatory mini-contests during 2012-2013.
Richmond Residential College	Collaboration of RAs, FYLs and RCC in implementing a College wide Culture program	Innovation	The collaborative program "Paprika" was implemented. We had seven groups of international students represented in the program. and an attendance of 65; we exceeded our attendance goal in three other programs. We intend to implement "Paprika" again in Fall 2012.	Increase participation in the Honor Society	Outreach	We did not increase the number of Honor Society members. but we successfully organized the Academic Team.

School of Nursing	Initiate provisional admission to the RN-BSN program for ADN students at the 4 outreach community college sites (Madisonville, Hopkinsville, Henderson, and Paducah).	Innovation	1. The two RN-BSN coordinators were present at all scheduled provisional admission days at the four campus sites.2. Ten students were admitted into the RN-BSN program at this point. This is 1/2 of proposed goal, but the number of 5 per site was probably a bit ambitious for the first go-around of this strategy.	Admit 1st DNP class to start Fall 2012.	Excellence	1. DNP postcards were developed and mailed to various sites. The university graduate recruiter, Amanda, was also given a supply of the materials.2. Two faculty members were trained to update the SON WEB site - this is occurring on a more regular basis.3. We have attended several regional recruitment fairs. Materials have also been sent with our RN-BSN coordinator when she attends community college fairs.4. The COA application (nurse anesthesia accreditation was admitted on time. The DNP is deferred based on the lack of a doctoral prepared CRNA on faculty. Trover continues to search actively for a person with a doctorate. Fall 2012 anesthesia students will be in the MSN program.5. DNP students have been admitted for Fall 2012. Eight FNP students and seven post-masters students will start in August 2012.
Springer-Franklin Residential College	Springer/Franklin Residential College will focus upon freshmen students during the 2011-2012 academic year. The Residential College Council will create for a Springer Hall Freshman Representative and a Franklin Hall Freshman Representative to the RCC's Executive Board.	Innovation	Halls. The Freshmen Representatives were responsible for editing a biweekly "Springer/Franklin Spotlight" residential college newsletter that reached both residents and commuter students through electronic mailings during both the Fall 2011 and Spring 2012 semesters. The Freshmen Representatives influenced new programs such as a well-attended Halloween Party and a Freshman Field Day during the Fall Semester and an International Game Night during the Spring Semester. Freshmen Representatives encouraged freshman attendance at Springer/Franklin College's FYL Spaghetti Dinner during the Fall as well as a record number of attendees at both the Land Between the	local organizations with funding and other	Outreach	During the Fall of 2012 Springer/Franklin College Members cooked hot dogs for approximately 12 children from West Kentucky Mentoring and accompanied them to a Racer football home game. The college also raised approximately \$170 dollars through its Sigma Eta Honor Society and Floor Penny Wars for Horses Inc.'s therapeutic riding program. The college also raised \$200 on behalf of the Merryman House domestic violence shelter. In addition, through a pumpkin painting program, college members assisted more than fifty community children at the Curris Center's Fall Festival.

Student Disability Services	To create a student ambassador program to assist with recruitment of new students.	Innovation	leadership development). Throughout the year, student ambassadors represented our office during various university functions including Racer Days, Summer Orientation and Smooth Move (our early- move in program). The ambassadors completed leadership activities in the office that included sponsoring a canned-food drive at Christmas and preparing refreshments for all OSDS students	community, area guidance counselor, school administrators, and rehabilitation counselors of the accommodations and enhanced services available through the	Outreach	A public relations plan was developed for the OSDS Office to inform the campus community, high school counselors, parents, and incoming students of the enhanced services and accommodations available through our office. During the academic year, OSDS Staff made presentations to the following groups: • Parents and students at all Summer Orientations• Racer Days • African American Student Services• College-Wide Faculty Meetings• New Faculty Orientation• Financial Aid Workshop for high school counselors/administrators, and vocational rehabilitation counselors. • Office of Recruitment staff• Transitions classes • College transitions fairs for local schools and the Kentucky School for the Blind.• Writing Across the Curriculum (a presentation for faculty entitled: Strategies for Teaching Diverse Learners). In addition to presentations, , OSDS Staff met with high school juniors and seniors and their parents during campus visits to MSU. Packets were disseminated to all potential new freshmen upon request. Finally, the OSDS website is being updated to reflect current services and accommodations.
Student Life/Curris Center	To fully implement "Virtual EMS" which will allow on campus departments and student organizations to request space in the Curris Center from any computer at any time	Innovation	available for use by all on-campus organizations. On campus organizations have registered for access rights.	The completion of an assessment of the Greek organizations by an outside Assessment Team	Partnerships	In September 2011, an assessment was completed by "Fraternity Sorority Coalition." Information and insight was gained on helping the Greek community with programming, publicity and promotion of events. Data has been collected. The Coordinator of Greek Life and Student Organizations position has been vacant since January 2012. A search is currently underway to fill the position. When a new Coordinator is hired, the information will be closely analyzed to see how it can be more fully utilized.
Student Support Services	Obtain a module in Banner that allows special population participants to be tagged.	Innovation				Due to lack of outside funding, we were not able to sponsor this event. I would like to do this in the future, especially before we write our grant proposal for future funding. I think the collaboration with other professionals will be beneficial in securing funding for our grant.

Teacher Education Services	To train 100 cooperating teacher and university supervisors in co- teaching, mentoring, and assessment literacy as measured by number attending and participant evaluation	Innovation	1. Six people attended co-teaching training provided by Saint Cloud, mandated by EPSB on June 11 and 12, 2012.2. Due to the dates of the training, we were not able to implement this goal during 2011-12. We plan to implement it during 2012-13.	To review and revise admission to Teacher Education standards.	Excellence	1. New standards were approved and are in place for implementation beginning fall 2012.2. Students were oriented to the new and old standards during 2011-12.3. Measures were taken to inform all students about the changes in the admission criteria.4. Efforts were made to admit as many students as possible under the old guidelines to reduce financial burdens on our students and to prevent any miscommunication.
Teacher Quality Institute	Plan and present a regional summit that will involve not only the education community but the business and local communities as well. The major focus of the conference will be college and career readiness.	Innovation	presented throughout the day focusing on college and	development for regional schools and schools and schools and schools and school districts to implement Program Reviews as a part of Kentucky's Unbridled Learning.	Partnerships	The Teacher Quality Institute (TQI) has been a vital part of assisting regional schools in meeting the requirements of Senate Bill 1 and Program Reviews. During the College and Career ReadinessInnovations in Education Summit, TQI focused on planning and presenting sessions that dealt specifically with professional development in the content areas of the Program Reviews. Regional teachers seldom have an opportunity to attend professional development targeted to their particular subject. The Summit afforded those opportunities, particularly to teachers in the area of Humanities and Fine Arts. Participants in the Summit evaluated the program and those are available in the College of Education. The evaluations were positive and TQI is exploring ways to continue this type of focused professional development. TQI Faculty Scholars and Distinguished Practitioners worked in the regional service area to provide professional development to teachers and to aid in the classrooms. TQI personnel had contact with 23 high schools, 16 middle schools, and 17 elementary schools. The TQI staff had direct contact with over 4,000 students. 927 teacher contacts and 115 administrator contacts were made throughout the year. Some exemplary programs during the year include a professional development day with science teachers in Hickman County. The focus was on developing, reading, and interpreting graphs. This is a skill that students had not been successful with on the EXPLORE and ACT required by Senate Bill 1. TQI worked with the

Telecommunications Systems Management Program	Move 2 or more research products to the commercial market place.	Innovation	·	Expand the number of companies that contribute to the TSM program and government agencies that assist with research projects.	Partnerships	The TSM program maintained relationships with five major corporate donors. These donors supported scholarships, provided equipment donations and additional cash donations to support our activities. Additionally, four other corporate organizations continued financial support for the program. Four new corporations and professional associations provided financial support for TSM activities during this year. The number of organizations contributing to our program increase as did the total value of the contributions.
Undergraduate Research and Scholarly Activities	Faculty Professional Development around Undergraduate Research	Innovation	Dr. Elwood Parker, Guilford College, visited Murray State University on March 30 to present a day-long workshop on inquiry-based learning entitled "What is the BEAUTIFUL Question?" This professional development effort was in partnership with the Center for Teaching and Learning Technology (CTLT). We continue to make it a priority to provide these development opportunities to faculty to better engage students in active, hands-on learning. Going forward, we will continue these efforts and plan to more specifically target faculty in the first 5 years of service to become involved in these types of hands-on learning opportunities.	Freshmen Showcase: Undergraduate Research is Possible	Excellence	We proposed hosting a "Freshmen Showcase" similar to our annual Scholars Week celebration. We envisioned this to be done in partnership with 099 Transitions courses to increase awareness of students engaged in faculty-mentored experiences. Due to limited resources within our program and no additional funds being made available for this goal, we were unable to offer this showcase.
University Bookstore	To explore advances in digital technology and electronic publishing and take full advantage of the promise of these revolutionary new technologies.	Innovation	University Store met with the e-book faculty committee, where it was determined that individual faculty members would decide if they wanted the bookstore to offer textbooks in digital format for their courses. The textbook order form was revised to reflex this decision. RFP process began for a new Point of Sale/Inventory Management system that included an e-book interface. RFP was awarded and contract signed 6-14-12. Hired Andrew Dowdy as Assistant Director to supervise and evaluate all book departments. Employment began on 11-7-12. He attended educational sessions at the National Association of College Stores CAMEX convention in March 2012 to learn about the changing textbook industry. Thus far our results are immeasurable, as the system will not be installed until 10-4-12.		Partnerships	The search committee was selected and explored options for the new Point of Sale/Inventory Management System that would accomplish all our goals. A bookstore team traveled to Columbia, Missouri to learn more about the MBS system and then to Chicago, Illinois to work with the Booklog/Follett system. It was determined that either system would be a nice fit. The RFP process began, proposals reviewed, award was made and contract signed 6-14-12. Andrew Dowdy was hired as Assistant Director, a position that included responsibility for all system related issues. The Booklog System is scheduled for implementation on October 4 and 5, 2012. The software includes interfaces with Banner for financial aid, student charges, e-commerce, Follett eBook, Touchnet and modules for course materials management and book rental, and is PCI compliant.

University Communications	Develop an internal structure similar to an ad agency to better serve communication needs.	Innovation	We will promote an employee to Dir. of Print media, appoint a current employee to Manager of Social Media, continue with our efforts in web media and also appoint an interim manager of digital media (video) while searching for the permanent position. We plan to do a staff/faculty survey in the spring semester to measure satisfaction throughout campus for our services - completed the restructure and completed a partial survey (regarding web services). The remainder of the survey will be distributed in Sept.	d digital media plan to advance the Murray state message	Outreach	Through digital and social media we will measure the engagement our constituents have with us (video views and engagement with social media on Facebook and other social mediums). Another measurement is enrollment numbers. We want to assist the university with enrollment and capital campaign goals. Many measurable goals have been met - number of views on web, number of likes on Facebook, number of mentions on twitter. Continued ROI is required this fall to determine where to focus our resources.
University Libraries	Library Mobile Services	Innovation	In the Planning Goals document, the library indicated intent to investigate and implement innovations for mobile services. Through donor support we expanded the iPad Fleet to 20 devices; the devices were checked out 203 times. In spring of 2012 the library launched a mobile version of its website, which received 762 hits in April and May. The mobile version of the website and an app (being developed) will serve as the "portal" for mobile versions of our subscribed content, and the library is investigating methods of sending "push" notifications for tailored and targeted research projects for research-intensive faculty.		Excellence	In the Planning Goals document, the excellence imperative was addressed through new efforts in user services. This was achieved organizationally through the hiring of a Director of Public Services. Operational measures of this goal indicated in the planning document were use of payper-view (which was expanded to all faculty from the pilot with CSET), use of document delivery (which was expanded to include students in 2011-12), and more customized instruction with academic departments. Pay-per-view was utilized 816 times; Document Delivery was utilized 785 times, and 309 instruction sessions were taught, reaching 6,718 students. Next steps include increasing the vendors we work with to provide transactional access to resources and to develop a list of research-intensive courses for targeted assistance with students and faculty.
University Studies	Develop an Assessment Plan	Innovation	Studies committee, we have developed a comprehensive	Implement the University Studies Assessment Plan	Excellence	We implemented Stage I of the plan in spring 2012. We will revise the University Studies website this summer and post to that site both the overall plan and any data we will have generated over the course of the past year.
Upward Bound	To incorporate the use of technology, including but not limited to iPads, Mac's, kindles/nooks, during monthly school visits and campus meetings during the 11-12 academic year with Upward Bound participants.	Innovation	We were not able to get the additional iPads until spring	To conduct school visits twice a month at the area high schools where Upward Bound participants are served.	Outreach	Staff did an amazing job of conducting school visits. Staff and school personnel were in constant contact regarding participant progress. We were unable to increase participation at one of our schools, however it was not from lack of trying. Staff were at the school twice a month for three months, with no students completing applications. We currently have 67 active students while dropping only two during the academic year. Increased retention significantly. Schedules did not allow staff to conduct two school visits a month. It was written into the next grant to require two school visits a month.

Vice President for Finance and Administrative Services	Determine if the current financing plan for renovating six residential facilities is the best method of long-term financing.	Innovation	effective and innovative plans will provide greater benefits for university residential students and prudent stewardship of state funds. Measurement will be successful completion of residential facilities during a reasonable time period (4	Determine internal procedures with regard to maintaining an appropriate level of unrestricted net assets (Reserves).	Excellence	An appropriate and adequate level of unrestricted net assets strengthens the University's financial positioning should the need for contingency funding arise. Measurement will be based on annual comparison of unrestricted net assets to other selected Kentucky public universities at June 30 and other benchmarks.Progress: Measurement will be made upon completion of audits at benchmark universities.
Vice President for Institutional Advancement	Complete the ongoing goal with KET in 2011-2012 to have a direct live video feed to the KET Studios	Innovation	direct live feed between the two studios. This will enable us to have MSU and regional guests participating in live broadcasts that originate from the KET studios.	Expand the reach and use of Roundabout U to have a more regional and statewide focus, both expanding viewers and advancement of MSU's role in the region and state.	Outreach	Through closer coordination and weekly production meetings, "Road Shows" included Nashville, Louisville, Lexington, Paducah, and themed shows including MSU's Festival of Champions, West KY Thank You Night, Discover Spain, and Discover China. For each show, MSU alumni and MSU outreach efforts were included. KET continues to air Roundabout U weekly, Holidays at Murray, and select Lovett Live shows. Added this year was MSU's Festival of Champions to our productions for KET.
Vice President for Student Affairs	To develop new strategies and plans to address student retention through Student Affairs.	Innovation	-Develop a freshman student survival guidedue to delay in hiring Director or Retention this did not happendraft copy was developed. Develop periodic parent newsletterse-mail versions sent outRevise the current "Retention Time Line" complete	· ·		Create a new marketing and promotion strategy onresidential college importance -in progressEnhanced outreach to faculty/staff (encourage participation)each College developed a plan to enhance/increase academic programming and connections enhanced tutoring, classes in residence and faculty led programs and involvement in each RC-Increase number of debate/academic teamsall colleges had an Academic team and debate team number of intermural teams were increased Enhance ombudsman/advisory role of College Headdone-Revise FYL program with College Heads - In progress with hiring of New Retention Directornew training program now in place-Increase the participation of international students in residential colleges created International Housing Committee to look at ways to better meet needs of International students and have them become more active in the life of each RC. noted increase in number of International RAs.

Wellness Center	Incorporate Innovation in the area of Wellness Education with students by providing opportunities to compare the view of Wellness in the U.S. and abroad	Innovation	other countries we can see the similarities and differences		Excellence	Attended provided trainings and met with our assigned MSU Assessment coordinators (Kelly) during the fall semester to determine the best means of assessment for our center. Looked at what we are doing currently and built based on our current mission statement as well as implemented new assessment procedures. Met and sent proposed info, have received input and resubmitted once and am working on the final tweaking now.
White Residential College	Expand services that assist freshmen receive advising to ensure that all freshmen create career plan.	Innovation	(Survey Monkey) were applied to decisions for improvement in programs. Primary barriers to participation for the commuter students were the following: work/employment (25%), inconvenient date/time (75%), and family responsibilities (50%). The freshmen survey respondents were satisfied in the following areas: academic advising (96%), climate (91%), academic and social programming	Strengthen the perception and experience of Murray State University as welcoming and supportive of diverse populations, backgrounds, and perspectives.	Partnerships	Fifty-five percent of students said that they were more likely to consider themselves aware of events related to diversity. From 2011 to 2012, survey data showed increased agreement that the White College administration leadership with respect to diversity, social inclusiveness, and the residence hall climate for underrepresented students had improved. Ninety-eight percent of students were very or somewhat satisfied with the Bully Free Zone seminars in 2011, compared to 94% in 2010, including an increase in the percentage that report being very satisfied from 42% to 46%. More than 96% of the students said that White College implemented effective, measurable processes to recruit, retain, and support diverse students.

WKMS	WKMS will collaborate with Digital Media Services for inclusion of KET programming on its radio schedule as well as expanding a content-collaboration with DMS	Innovation	Connections to its broadcast schedule in January, 2012, and we have received positive listener feedback about it. WKMS is also covering ROMP music festival in Owensboro June 2012 with DMS to see how further collaboration might emerge. We have initiated a practice of live broadcasting of	monthly meetings with listeners and the community as well as potential major donor prospects throughout	Outreach	We continue to explore the most efficient way to meet our listeners in the communities we cover, but we have not had a Meet and Greet official event yet this year. On the other hand, we have had a live presence for 3 days at the Lowertown Arts Festival in the Lowertown Community in Paducah which allowed us lots of face time with listeners from all over the region who dropped by the WKMS tent. Also, we've had a presence at all concerts of the Paducah Symphony Orchestra - if not a member of staff, a volunteer listener. We are convening a meeting of the WKMS Community Advisory Board June 7, 2012 to review a brochure and discuss programming changes. We are also planning a listener reception/fundraiser at Eddy Creek Marina on August 9, 2012, hosted by a major underwriter on the station.
Women's Center	To educate the entire campus & surrounding community about self-injurious behavior (with a focus on cutting) & help everyone know & understand the warning signs & ways to approach someone that often leads a sufferer to seek help more readily	Innovation	sensitized to the complexity & multiple causal factors that lead a person to engage in self-injurious behaviors. (SeptOct. 2011) completed2. Encourage faculty in relevant disciplines to have their students attend the program on November 14, 2011, urge Housing staff to have RAs attend as a professional development activity, and promote the program to everyone across campus (Oct. 10-Nov. 13, 2011) -Done4. Invite teachers of local middle and high schools to attend the program by sending letters, emails to guidance counselors, and an article in the local newspaper. (Oct. 17-	programming, resources, services, volunteer and internship opportunities as we celebrate the past	Excellence	1. Organize, plan, promote, and host an Open House during the fall semester for faculty, staff, students, and local community. (Sept. 2011)done2. Work with the Office of Development and Kate Reeves of Wrather Museum, and Mary Sue Hubbard of MCCH to establish a MSU "women's hall of fame" and choose a woman in Murray State's history to honor as well as decide what name to give to this annual recognition (e.g., "Women Moving History Forward", "Celebrate Women: Our History is Our Strength", "Women of Vision and Courage", etc. (Nov. 2011)still in progress3. Plan, organize, and host a 20-year anniversary celebration of the Women's Center existence and invite on- and offcampus individuals as well as alumna who have past affiliations with the Center to return for the celebration. Announce the person for whom the new "hall of fame" will be named and share the criteria for selecting future recipients for the award. (Feb. 2012) done with exception of names for Hall of Fame4. Announce the establishment of the Women's "hall of fame" (by the name decided upon) at the annual "Celebrate Women" luncheon. (March 28,2012) not done
Wrather West Kentucky Museum	The museum will have educationally based programs to draw faculty and staff to the museum.	Innovation	4,000 people to the museum.	The museum will add to it growing collection of artifacts that makes people who donated them come to visit the museum and have a connection to the museum.	Outreach	The museum added additional artifacts to the museum and borrowed artifacts to do exhibits.

Youth and Non-pro	it Enhance Giving Back	Innovation	We changed the way scholarship money was provided by	Plan to develop	Excellence	We developed recruitment flyers and sent them to all
Leadership	Scholars Program		offering smaller scholarships to more students based on	comprehensive student		faculty members along with all ministries and some other
			need and service. This provided 8 different students	recruitment program		select groups. We were active on Facebook and
			opportunities to receive between \$200 - \$300 to attend AMI	promoting the new YNL		incorporated YNL student ambassadors in a comprehensive
			which is required of all minors or majors or to help them in	major		campaign that to date has exceeded our goal of 40, with 79
			their internships or similar academic situations. We also			students declaring YNL as their major.
			allowed more time for students to spend with visiting			
			scholars in conversations concerning career choice and			
			development			