

# Academic Affairs FY 2009 Annual Work Plan

Strategic Direction	Academic Affairs Strategic Direction/ Goal/Objective	Responsible Person	Date Completed	Anticipated Outcome(s)
<b>1. Provide Access and Opportunity</b>				
<ul style="list-style-type: none"> <li>▪ Create a Native American Resource Center for students and faculty to engage in academic activities. There are a number of faculty in a variety of departments who have established strong working relationships and who support Native American communities through their teaching, consultation, and evaluation skills. There are no other ethnic groups receiving nearly this amount of resource and research attention on our campus. <i>(Also fits #4)</i></li> </ul>	1A1, 1A2, 4B2	Jeppson	June 2009	Provide MSUM with a visible home dedicated to support of Native American students and the MSUM faculty who serve those students and their communities. It will provide MSUM with a means to attract and retain Native American students, faculty and staff, and serve as a solid foundation for implementing and evaluating programs and services for the Native American community.
<ul style="list-style-type: none"> <li>▪ Establish a Graduate Studies Scholarship and Fellowship program through the Dean of Graduate Studies and the Graduate Education Advisory Board.</li> </ul>	1A2, 4A2	Adler	June 2009	Increase funding opportunities for current and future graduate students; improve recruitment of graduate students, and offer out-of-class learning opportunities.
<ul style="list-style-type: none"> <li>▪ Increase the number of graduate certificate programs online.</li> </ul>	1A5	Adler	June 2009	Provide high-quality programs in multiple delivery options in Special Education, Biosciences, Business and Communication.
<ul style="list-style-type: none"> <li>▪ Collaborate with Career Services to sponsor a graduate fair/panel.</li> </ul>	1A2, 1A5	Adler	December 2008	Provide a range of services to current and future graduate students; increase visibility of graduate programs; increase recruitment efforts.
<ul style="list-style-type: none"> <li>▪ Work with graduate program coordinators to create interdisciplinary programs.</li> </ul>	1A	Adler	June 2009	Provide a range of high-quality programs to meet student needs; improve recruitment and retention.
<ul style="list-style-type: none"> <li>▪ Increase graduate enrollments by providing programs that are requested by local school districts and businesses.</li> </ul>	1A2, 3A1	Adler	FY 2009	Increase graduate recruitment and retention in education programs, School Psychology, Speech Language Pathology, PSHA, MLA and MFA programs; response to needs of the community and region.
<ul style="list-style-type: none"> <li>▪ Implement a mentoring program in Curriculum &amp; Instruction in response to a request from West Fargo Public Schools.</li> </ul>	1A2, 2A2, 3A1	Adler	June 2009	Enhance local collaborations by responding to the needs of local constituents; provide opportunities for graduate students to be involved in community service and engagement.
<ul style="list-style-type: none"> <li>▪ Develop online courses.</li> </ul>	1A2, 1A5	Borchers	Spring 2009	The TESL, Philosophy, Communication Studies, and English programs will study further development or refinement of online courses and develop courses that will serve carefully defined target audiences. Increase the number of sections of online courses offered.
<ul style="list-style-type: none"> <li>▪ Develop articulation agreements with two year System schools.</li> </ul>	1A2, 1A3	Borchers	Ongoing	New articulation agreements in Art and Design, Film Studies, Music and/or Theatre Arts; increased numbers of students transferring to MSUM from two-year schools.
<ul style="list-style-type: none"> <li>▪ Investigate and develop undergraduate and graduate certificates to serve well-defined groups of students.</li> </ul>	1A2	Borchers	Ongoing	Determination of new certificates that are needed and the development and approval of those certificates. Potential certificates may come from Music, Philosophy, and other programs.
<ul style="list-style-type: none"> <li>▪ Develop a B.S. teaching option for the East Asian Studies major.</li> </ul>	1A	Borchers	Fall 2008	Approval of the program and enrollment of students in the program. Will help develop a new market for the East Asian Studies program and produce more marketable teaching graduates.
<ul style="list-style-type: none"> <li>▪ Develop strategies to make advising more effective for</li> </ul>	1A4	Borchers	Ongoing	Greater student success and better use of faculty time.

# Academic Affairs FY 2009 Annual Work Plan

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# Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>Enhance efforts to raise scholarship funds for the Music Department.</li> </ul>	1A1, 1A2, 1A3	Borchers	Spring 09	Increased scholarships for music students so they can devote more time to their academic studies. Increased numbers of students who pursue the study of music at MSUM.
<ul style="list-style-type: none"> <li>Work with the offices of Admissions Orientation and Transitions to further improve the Library's and Instructional Technology's roles during Dragon Days and Orientation. Create a "Welcome to Academic Libraries" tutorial.</li> </ul>	1A	Goodman	January 2009	Provide a high-quality service that meets student needs and engagement from the first year of college through graduation.
<ul style="list-style-type: none"> <li>Work to integrate an information literacy component and technology component(s) into the First Year Experience course.</li> </ul>	1A	Goodman	Fall 2008	Increase student persistence and engagement from the first year through graduation.
<ul style="list-style-type: none"> <li>Support the development of an equipment checkout program for students with hearing disabilities and work with the Instructional Media, Disability Services, Facilities and Administration, and the Regional Assistive Training Center on a campus-wide plan to accommodate hearing impaired students in classrooms and University facilities.</li> </ul>	1A, 2C	Goodman	January 2009	Support, via classroom and other technology, students and faculty with disabilities.
<ul style="list-style-type: none"> <li>In preparation for the Library and Technology redesign project's focus on a Learning and Information Commons continue to transition the 1<sup>st</sup> floor Library space to accommodate more collaborative study and work areas for students.</li> </ul>	1A, 2D	Goodman	May 2009	Provide assessable, functional, and attractive space to foster teaching and learning.
<ul style="list-style-type: none"> <li>Advance the Library's Read Aloud program by assigning an intern or graduate assistant to the program and exploring other reading aloud opportunities/events.</li> </ul>	1A, 3A	Goodman	September 2008	Continue service and engagement activities in the region.
<ul style="list-style-type: none"> <li>Finalize and disseminate Distance Learning Strategic Plan using information from Program Review and the Distance Learning Committee.</li> </ul>	1A, 3A	Goodman	October 2008	Improve support for distance education courses/programs.
<ul style="list-style-type: none"> <li>Increase the number of international students in the College of Business and Industry.</li> </ul>	1A1, 1A3	Crockett	Ongoing	Actively recruit and support international students.
<ul style="list-style-type: none"> <li>Continue work to offer Operations Management and Construction Management programs at North Hennepin Community College and Century College and evaluate possibility of offering Mass Communications programs in the Twin Cities.</li> </ul>	1A2	Crockett	Ongoing	Increase student recruitment and retention, and target new audiences.
<ul style="list-style-type: none"> <li>Examine enrollment trends proactively.</li> </ul>	1A4	Walseth	Fall 2008	Consistently track enrollment data to improve retention and predict trends.
<ul style="list-style-type: none"> <li>Make existing programs accessible to new populations</li> </ul>	1A5	Walseth	June 2009	Increase number of students enrolled in off-site, online and alternative format courses
<ul style="list-style-type: none"> <li>Seek out opportunities to interest first generation students in CEHS majors.</li> </ul>	1A2	Walseth	June 2009	Increase number of faculty participating in recruitment events and improve recruitment of first-generation students
<ul style="list-style-type: none"> <li>Develop a mission statement, goals, and evaluation plan for the Academic Resource Office.</li> </ul>	1A4	Sando	July 2008	Increase and promote the Academic Resource Office to influence student success; provide a range of services through collaboration. . Increase retention by two percent/year.

# Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>Formalize a partnership between the Corrick Center for General Education and the Athletics department to increase student success.</li> </ul>	1A2, 1A4	Sando	Fall 2008	Improved preparation of students for academic success, improved recruitment and retention. Increase diversity retention by two percent.
<ul style="list-style-type: none"> <li>Provide a .50 FTE advising position in the Twin Cities.</li> </ul>	1A2	Sando	Fall 2008	Revise course advising for programs offered in the Twin Cities to meet the needs of the diverse population. Increase enrollment by five percent in the Twin Cities.
<ul style="list-style-type: none"> <li>Work to improve ACCUPLACER policies and procedures to effectively meet the needs of students.</li> </ul>	1A4	Sando	Summer 2009	Improve course placement policies and procedures to improve student success. Improve mathematics success by five percent.
<b>2. Foster a Learning Environment for Student Success</b>				
<ul style="list-style-type: none"> <li>There is a narrow window of opportunity to develop a unique Geographic Information Systems (GIS) program at MSUM and hire an additional faculty in the area of Physical Geography in order to offer a quality program. MSUM already has the software, lab space and one faculty expert in this area. <i>(Also fits #3)</i></li> </ul>	2A2, 3A1	Jeppson	August 2010	Respond to the growing need in disciplines such as archaeology, geosciences, biosciences, criminology, urban planning, economics, business and marketing to provide high-quality programs that facilitate student learning; increase marketability of students with training in GIS.
<ul style="list-style-type: none"> <li>Invest more money in Student Undergraduate Research by providing funds for student research (supplies and research travel) and travel expenses to present research results. In addition, reassigned time is needed for faculty mentoring students on research projects. Summer research opportunities need to be established which provide financial support for both faculty and students. <i>(Also fits #3)</i></li> </ul>	2A1, 2A2, 3A1, 3A2	Jeppson	August 2009	Support the quality and quantity of research activities for both students and faculty.
<ul style="list-style-type: none"> <li>Apply for grants to support the Theatre Arts program.</li> </ul>	2A2	Borchers	Spring 2009	Increase funding for the theatre program.
<ul style="list-style-type: none"> <li>Advocate for renovations to the Center for the Arts and Weld Hall in the university's new facilities master planning process and through the facilities improvement process.</li> </ul>	2D1, 2D2	Borchers	Spring 09	Attention will be focused on facilities serving the College of Arts and Humanities. Improvements will be scheduled to enhance instruction in the Center for the Arts, Weld Hall, and Bridges Hall.
<ul style="list-style-type: none"> <li>Secure office space for Communication Studies and Philosophy faculty so that faculty are accessible to students and their colleagues.</li> </ul>	2D1	Borchers	Ongoing	Faculty in Philosophy and Communication Studies will benefit from being located in the same space as their colleagues. Ideally, student space will be also be found to promote a culture of student interaction and synergy.
<ul style="list-style-type: none"> <li>Analyze and recommend any necessary changes in focus for the Instructional Media department around refocus on classroom technology support.</li> </ul>	2D	Goodman	Ongoing through 2011	Increase and enhance classroom technology support provided by the Instructional Media department.
<ul style="list-style-type: none"> <li>Prepare the Library and Technology Center redesign by meeting with stakeholders, reducing and shifting targeted collections, and working through the architect selection process.</li> </ul>	2A2	Goodman	Fall 2008	Improve Library and Technology Center facilities and resources so they are accessible, functional, and attractive to meet needs of students, faculty/staff and the greater community.
<ul style="list-style-type: none"> <li>Complete the Library web site redesign with a streamlined focus on student research needs.</li> </ul>	2A	Goodman	Spring 2009	Provide improved resources to support student learning and research.

# Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>▪ Create a staffing plan to support the Library Learning Commons, including a plan for creation/reallocation of MAPE technology position to support the Library Learning Commons upon two AFSCME retirements in the Library.</li> </ul>	2A2	Goodman	Fall 2008	Optimize an efficient and organized structure by recruiting/developing professional staff support.
<ul style="list-style-type: none"> <li>▪ Reallocate funding to Library electronic databases through reduction in periodicals budget.</li> </ul>	2A2	Goodman	Spring 2009	Utilize technology to enhance the learning environment.
<ul style="list-style-type: none"> <li>▪ Work with Dean of Graduate Studies to create a "Graduate Research Showcase" event.</li> </ul>	2A	Goodman	Spring 2009	Create a venue to showcase graduate student research.
<ul style="list-style-type: none"> <li>▪ Continue preparation of the review process using external reviewers to obtain accreditation or re-accreditation for the School of Business, Paralegal, Mass Communications, and Computer Science &amp; Information Systems programs.</li> </ul>	2A3	Crockett	Ongoing	Move toward obtaining accreditation or re-accreditation through external program reviews.
<ul style="list-style-type: none"> <li>▪ Increase service learning opportunities across the college.</li> </ul>	2A2	Crockett	Ongoing	Support and facilitate the integration of service learning opportunities for students.
<ul style="list-style-type: none"> <li>▪ Pilot a First Year Experience course for students in the School of Business, which includes School of Business Advisory Board members providing presentations/panels on career options and possibly incorporating a mentorship program.</li> </ul>	2A2, 4A2	Crockett	Ongoing with first offering 2008	Create a learning environment that facilitates student learning.
<ul style="list-style-type: none"> <li>▪ Create a central system to fund student travel to attend state/regional/national conferences or field trips.</li> </ul>	2C2	Midgarden	Spring 2009	Create a central system to fund student educational travel.
<ul style="list-style-type: none"> <li>▪ Evaluate curriculum based on assessment of student learning</li> </ul>	2A2	Walseth	June 2009	Curriculum changes will be made that can be traced back to student assessment data.
<ul style="list-style-type: none"> <li>▪ Revise curriculum based on input from constituents</li> </ul>	2A3	Walseth	June 2009	Field professional's feedback will be sought out. Records of curricular input made by field professionals will be maintained.
<ul style="list-style-type: none"> <li>▪ Engage students in research and creative activity</li> </ul>	2A2	Walseth	Fall 2008	A fund will be established to compensate students that participate in faculty research. Records of student participants will be maintained.
<ul style="list-style-type: none"> <li>▪ Infuse diversity and multiculturalism curricula in applicable courses.</li> </ul>	2A3	Walseth	Fall 2008	Curriculum will reflect infusion of inclusive materials.
<ul style="list-style-type: none"> <li>▪ Continue reorganizational efforts to bring Supplemental Instruction and Tutoring to the Academic Resource Office and hire a graduate assistant.</li> </ul>	2C2	Sando	Fall 2008	Improve advising and student success.
<ul style="list-style-type: none"> <li>▪ Facilitate collaboration between the Corrick Center for General Education and MSCTC to improve student success in developmental mathematics courses.</li> </ul>	2A1	Sando	Fall 2008	Improve academic course offerings to facilitate student learning and success in mathematics. Improve mathematics success by 10 percent.
<ul style="list-style-type: none"> <li>▪ Pilot a 2-credit First Year Experience course in the School of Business and use the course to compliment instruction of HLTH 122.</li> </ul>	2A1	Sando	Fall 2008	Improve student success and integration of students in the School of Business. Increase retention by two percent.
<ul style="list-style-type: none"> <li>▪ Combine Academic Service Learning, Graduation with Distinction, Honor's Apprentice, and Academic Apprentice programs under central leadership.</li> </ul>		Sando	Fall 2008	Improve the teaching and learning environment in and outside the classroom.

# Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>▪ Explore using E-folio for Dragon Core assessment.</li> </ul>	2B2	Sando	2010	Improve assessment of student learning and enhanced curricular improvement in the Dragon Core.
<ul style="list-style-type: none"> <li>▪ Continue collaboration efforts with Student Affairs on Enrollment Management issues.</li> </ul>	2C3	Sando	June 2009	Improve recruitment and retention of students. Increase retention by two percent
<ul style="list-style-type: none"> <li>▪ Hire a second position in Institutional Research.</li> </ul>	2B3	Sando	August 2008	Increase data reporting, dissemination and promotion of the University to both internal and external constituents.
<b>3. Inspire Life-Long Learning</b>				
<ul style="list-style-type: none"> <li>▪ Continue development of the incubator space in the basement of the Science Lab Building, strengthen and develop further the partnership with North Hennepin Community College, and hire a Project Director. The Greater Fargo/Moorhead Economic Development Corporation (GFMEDC) will provide half of the funds needed for the incubator project with the remaining half, approximately \$500,000 to be identified. <i>(Also fits #5)</i></li> </ul>	1A2, 2A2, 3A1, 3A2, 4C2, 5B2, 5B3	Jeppson	August 2009	Provide support for community development in the area of STEM. In addition, give students the opportunity to conduct hands-on relevant research at the ground floor of science business development.
<ul style="list-style-type: none"> <li>▪ Secure funding to begin Professional Science Master's program in Biotechnology and Environmental Sciences as well as a graduate certificate in business, ethics, and communication.</li> </ul>	3A1	Adler	June 2009	Respond to regional needs by offering high-quality graduate education programs that lead to high paying jobs in the Fargo-Moorhead and surrounding area.
<ul style="list-style-type: none"> <li>▪ Implement a service learning component into Graduate Studies.</li> </ul>	3A1	Adler	June 2009	Facilitate integration of student experiential learning into graduate programs.
<ul style="list-style-type: none"> <li>▪ Continue to develop courses to serve the Dragon Core.</li> </ul>	3B2, 3B3	Borchers	Ongoing	Increase number of quality proposals approved by the university to the point that there are sufficient seats available in Dragon Core courses.
<ul style="list-style-type: none"> <li>▪ Conduct an audience survey of patrons in Music, Theatre, Straw Hat Players and the Performing Arts Series.</li> </ul>	3A1	Borchers	Summer and Fall 2008	Greater ability to target our advertising for these events in order to attract more patrons to them.
<ul style="list-style-type: none"> <li>▪ Apply for grants to support the Performing Arts Series and New Rivers Press.</li> </ul>	3A1	Borchers	Spring 2009	Increased funding for these community outreach programs so that they are self-sufficient.
<ul style="list-style-type: none"> <li>▪ Conduct a search for a probationary position in Philosophy to teach Business and Professional Ethics courses.</li> </ul>	3B3	Borchers	Begin search in Summer 2009	Increase capacity in Dragon Core courses to allow timely completion of degree for students in the School of Business and other programs.
<ul style="list-style-type: none"> <li>▪ Promote the Graduation with Distinction in Engagement program.</li> </ul>	3A2	Borchers	Ongoing	More students will be engaged in campus and community events and organizations.
<ul style="list-style-type: none"> <li>▪ Revise guidelines, clarify, and streamline support efforts for Off-campus and Customized Programs.</li> </ul>	3A, 5B	Goodman	January 2009	Improve support for multiple delivery options for Off-campus and Customized Programs
<ul style="list-style-type: none"> <li>▪ Initiate and complete a program review for Continuing Studies/Customized Training, Instructional Technology, and Instructional Media.</li> </ul>	3A, 5C1	Goodman	Spring 2009	Provide high-quality, relevant, and timely continuing and customized education and training for our region.
<ul style="list-style-type: none"> <li>▪ Increase awareness and clarify services provided by Continuing Studies/Customized Training to the University community and the off-campus community.</li> </ul>	3A	Goodman	Spring 2009	Promote and communicate services available through Continuing Studies/Customized Training to the campus and greater community.

## Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>Recommend policy for consistency in proctoring of online students (who proctors, guidelines) and work with other AAC members on solutions to test proctoring.</li> </ul>	3A	Goodman	December 2008	Improve support for online courses.
<ul style="list-style-type: none"> <li>Request Higher Learning Commission and MnOnline approval for offering any program online.</li> </ul>	3A	Goodman	Spring 2009	Provide programs that are accessible, affordable, effectively coordinated, and meet student needs.
<ul style="list-style-type: none"> <li>Support the History Outreach Grant through Library participation, databases, and training opportunities.</li> </ul>	3A, 4D	Goodman	Ongoing through 2011	Respond to the needs of constituents.
<ul style="list-style-type: none"> <li>Reinstitute the Library's liaison program with librarians assigned to departments for public relations, information, training, and advocacy functions.</li> </ul>	3A	Goodman	By Spring 2009	Respond to faculty needs by reinstating the Library liaison program.
<ul style="list-style-type: none"> <li>Offer programs that are responsive to needs of students</li> </ul>	3A	Walseth	June 2009	Develop and/or implement programs that give students the competitive edge in the field: Health/PE combined; ECSE and EC combined
<ul style="list-style-type: none"> <li>Create relevant opportunities to develop faculty and staff professionally</li> </ul>	3	Walseth	June 2009	Provide in-service training opportunities to address issues
<ul style="list-style-type: none"> <li>Provide internal grant funding to support development of interdisciplinary Dragon Core courses.</li> </ul>	3B2, 3B3	Midgarden	Ongoing	Develop courses that will enhance offerings in the Dragon Core.
<b>4. Expand and Support Community</b>				
<ul style="list-style-type: none"> <li>Continue refurbishing the Planetarium with a new projector and a new dome. The instillation of new seats this summer will bring the facility into an acceptable margin of safety. <i>(Also fits #5)</i></li> </ul>	1A1, 1A2, 2A2, 3A1, 4C2, 4D1, 4D2, 5B3	Jeppson	August 2010	Increase pool of students and attract more science majors.
<ul style="list-style-type: none"> <li>Increase the amount and availability of reassigned time for the CSNS Outreach Program. While the program has been progressing very well over the last number of years, it is starting to lose steam due to faculty and staff burnout. <i>(Also fits # 3)</i></li> </ul>	1A1, 1A2, 3A1, 4C2, 4D1, 4D2	Jeppson	August 2010	Develop useful hands-on projects for K-12 students and teachers and work directly to expand collaboration with the K-12 community.
<ul style="list-style-type: none"> <li>Increase funding for faculty and graduate student research.</li> </ul>	4A2, 4C	Adler	June 2009	Secure funding to assist faculty and graduate student's pursuit of life-long learning.
<ul style="list-style-type: none"> <li>Increase fundraising efforts for graduate programs.</li> </ul>	4A2	Adler	June 2009	Secure additional funding and resources to maintain an optimal enrollment base.
<ul style="list-style-type: none"> <li>Meet with college advisory board twice during FY 2009.</li> </ul>	4A2	Borchers	Fall 2008 and Spring 2009	Gain input from community members in order to improve programs in the CAH. Cultivate relationships with community members to aid future fundraising efforts.
<ul style="list-style-type: none"> <li>Develop methods of increasing fundraising through strategies such as increased meetings with potential donors in Art, Theatre, and Music, collaboration with Alumni Foundation to cultivate donors, and the continued publication of the college newsletter each year.</li> </ul>	4C1	Borchers	Ongoing	Increase donations to support College of Arts and Humanities programs.
<ul style="list-style-type: none"> <li>Maintain a consistent presence in regional publications and advertising outlets.</li> </ul>	4C2	Borchers	Ongoing	Increase attendance at college events and increase enrollments in college programs.
<ul style="list-style-type: none"> <li>Develop synergy and communication between groups on campus.</li> </ul>	4C2	Borchers	Ongoing	Increase attendance at lectures and readings.

# Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>Develop consistent and streamlined policies and procedures for study abroad tours and programs, including consistent faculty pay.</li> </ul>	4B1	Borchers	Fall 2008	Increase number of students who study abroad or take part in tours by supporting an environment that encourages greater global understanding.
<ul style="list-style-type: none"> <li>Work with the Alumni Foundation Office to raise funds to supplement the state's budget for the Library redesign project and increase Parent Phonathon contributions for the Library.</li> </ul>	4C	Goodman	Ongoing through 2011.	Engage alumni to actively contribute to the Library redesign project.
<ul style="list-style-type: none"> <li>Support efforts in the College of Business &amp; Industry to raise additional funds for student scholarships, faculty development and the dean's discretionary account.</li> </ul>	4C	Crockett	Ongoing	Secure additional funding and resources.
<ul style="list-style-type: none"> <li>Seek out additional funding sources.</li> </ul>	4C	Walseth	June 2009	Create avenues to increase giving and secure grant money.
<ul style="list-style-type: none"> <li>Enhance alumni relations in key areas.</li> </ul>	4C1	Walseth	June 2009	Increase participation of alumni in CEHS events; increase number of fundraising visits/contacts.
<ul style="list-style-type: none"> <li>Establish or improve collaboration with external community.</li> </ul>	4C2	Walseth	Fall 2008	Utilize advisory group meetings and communicate with external communities
<ul style="list-style-type: none"> <li>Establish enhanced accountability procedures for Straw Hat Summer Theatre program.</li> </ul>	4D2	Sando	Summer 2009	Improve accountability and reduce deficit by 20 percent.
<ul style="list-style-type: none"> <li>Enhance the Academic Service Learning program.</li> </ul>	4D1	Sando	Ongoing	Improve activity participation by the community in student experiential learning.
<ul style="list-style-type: none"> <li>Support efforts in the Corrick Center for General Education to raise additional funds for student scholarships.</li> </ul>	4C1	Sando	Summer 2009	Engage alumni to actively participate in and contribute to the Corrick Center. Increase giving by five percent.
<b>5. Innovate to Meet Enhance Efficiency</b>				
<ul style="list-style-type: none"> <li>Remodel the basement of the Regional Science Center building into lab space that is ADA accessible so the Center can be utilized more extensively. <i>(Also fits #4)</i></li> </ul>	1A1, 1A2, 2A2, 3A1, 4C2, 4D1, 4D2, 5B3	Jeppson	August 2010	Developing additional lab space will bring MSUM closer to establishing a regional research center, eligible for grant money from various government agencies.
<ul style="list-style-type: none"> <li>Establish an Ad Hoc Graduate Studies Committee in Student Senate and make it a standing committee (to create a graduate newsletter, increase graduate research, and increase international students in graduate programs.)</li> </ul>	5C, 4A1	Adler	June 2009	Create a permanent standing committee as part of Student Senate staffed by a chair who is a graduate assistant; establish outreach programs and research agendas through grants.
<ul style="list-style-type: none"> <li>Review course descriptions to consolidate duplicate course offerings among graduate programs.</li> </ul>	5B3	Adler	January 2009	Establish an optimal, efficient, and organized set of programs.
<ul style="list-style-type: none"> <li>Improve the graduate website and establish a College of Graduate Studies and Research by combining the Graduate Studies Office and the IRB to be administered by a Dean of Graduate Studies and Research.</li> </ul>	5B1, 5B2, 5B5	Adler	June 2009	Seek innovative approaches to provide an efficient and organized structure. Create an independent College of Graduate Studies and Research so MSUM can compete for funding and enrollment.
<ul style="list-style-type: none"> <li>Monitor enrollment trends in Dragon Core courses in order to stabilize department staffing.</li> </ul>	5B	Borchers	Ongoing	Better ability to schedule the appropriate number of sections for high demand courses in the Dragon Core. Higher level of confidence in long-term staffing projections.
<ul style="list-style-type: none"> <li>Improve communication, dissemination of information and web presence of the Grants Office.</li> </ul>	5C3	Goodman	Fall 2008	Improve communication and enhance support to faculty in security additional funding.
<ul style="list-style-type: none"> <li>Submit a Work Plan Initiative to fund technology support for classified staff development/training in Instructional Resources.</li> </ul>	5B5	Goodman	Fall 2008	Improve training of support staff in Instructional Resources.

## Academic Affairs FY 2009 Annual Work Plan

<ul style="list-style-type: none"> <li>▪ Work with Instructional Media and Tri College partners to explore new ways of streaming video in anticipation of the possible dissolving of the TCU Film Library in the next three years and to better meet online learners' needs.</li> </ul>	5B5	Goodman	Spring 2009	Collaborate with TCU partners to utilize technology to enhance the work and learning environment.
<ul style="list-style-type: none"> <li>▪ Create a long-range plan for equipment purchases by reviewing University planning and budgeting, student technology fee, and carry forward procedures to optimize purchase of equipment.</li> </ul>	5A	Crockett	Ongoing	Allocate funds towards achieving equipment priorities.
<ul style="list-style-type: none"> <li>▪ Involve faculty, staff and students in finding ways to be more effective and efficient.</li> </ul>	5B5	Walseth	June 2009	Create and improve efficient processes within the College of Education and Human Services.
<ul style="list-style-type: none"> <li>▪ Work to alleviate issues between Dragon Core and Minnesota Transfer Curriculum.</li> </ul>	5B1	Sando	Ongoing	Work to reduce barriers between systems.
<ul style="list-style-type: none"> <li>▪ Reorganize work flow in the Records Office to optimize use of existing staff.</li> </ul>	5B2	Sando	Summer 2009	Provide organized, efficient and enhanced flow of work.
<ul style="list-style-type: none"> <li>▪ Provide a workshop for office/department personnel on reorganization of Academic Resource Office and services offered.</li> </ul>	5B2	Sando	August 2008	Improve referral of students to achieve academic success.
<ul style="list-style-type: none"> <li>▪ Continue with and promote collaborations with MSCTC.</li> </ul>	5B4	Sando	Ongoing	Increase recruitment and retention of students from MSCTC by two percent in AY 2008-2009.
<ul style="list-style-type: none"> <li>▪ Reduce the number of adjunct faculty teaching key freshmen courses.</li> </ul>	5B3	Midgarden	Ongoing	Increase the number of full-time faculty teaching courses critical to student success and retention.