I. Strategy One: Creating a Distinctive Mission Focused on Engagement and Place

Create and promote a distinctive mission, vision and premier institutional character based on curricula and services known for high quality, engagement, relationship to place, and the integration of knowledge, theory and practice.

Priorities:
1. Schedule and host campus-wide forums to engage faculty, staff, and students and help them understand and realize this new vision.
2. Conduct institutional audits and assessments to determine the baseline of engagement and activities related to place.
3. Set goals and performance standards for achieving this vision of engagement and place.
4. Identify performance objectives to raise the university’s academic program reputation and achieve the distinction as an institution that holds exceptionally high expectations for student learning, through a rigorous course of study, the merger of theory and practice, and objectives related to place.

Great Plains Priority and Action Plan
- Bring nationally recognized scholar to campus to lead workshops and to provide direction to campus about engagement and place.
  - Conduct pre-visit audits and assessments about current level of activity
  - Identify performance standards and characteristics
  - Study institutional models of engagement and place
  - Schedule workshops with consultant and variety of constituencies.
  - Consider means of transforming the institution
  - Develop plan of action, identify costs and funding sources; set timeline

Strategy One Initiatives and Action Plans

Initiative 1: Examine, assess, and redesign current programs and services to enhance regional, National, and international reputations in order to fulfill the vision.
- Define/Determine MSU’s academic focus
- Identify and support growth of existing academic programs that are solid.
- Identify and support growth of existing services that are solid.

Initiative 2: Identify new programs and services to fulfill the vision.
- Develop Centers/Institutes for distinct programs and services (Civic Engagement; Mind/Brain Research; Undergraduate Research; Mentoring)
- Develop a Governor’s Center of Excellence
- Repackage current academic offerings to create interdisciplinary options, feeder programs

Initiative 3: Share the distinctive mission and vision with the greater community and region; engage the wider community in the dialogue about the new vision.
- Continue development of internal marketing plan
- Develop integrated marketing plan
- Develop community welcome project

Initiative 4: Support the university’s academic program reputation as an institution which holds to high expectations for students through rigorous course of study, synthesis of theory and practice, and the respect and cultivation of values related to place.
- Develop a student mentoring program for entire university experience
- Strengthen campus-wide annual assessment process
- Create faculty and staff support center
II. Strategy Two: Fostering Engaged Learning and Place for the Benefit of Students

Raise academic standards and expectations exceptionally high for quality teaching and engaged learning; create and sustain a dynamic place and engaged campus atmosphere and design conducive to high-quality learning and student support.

Priorities:
1. Study current standards and performance results to determine benchmarks and specific objectives for high-quality teaching and learning; identify key indicators and examine current expectations and professional information to establish metrics for high academic performance and first-rate student support services.
2. Plan and develop a first-rate comprehensive program to support first-year students, their retention, and their success.
3. Enrich and strengthen teaching and learning with new and distinctive strategies for engaging students in the integration of theory, practice, and sense of place.

Great Plains Priorities and Action Plans
- Plan and develop a first-rate comprehensive program to support first-year students, their retention, and their success. Join the Foundations of Excellence for First-Year Programs consortium; complete first year self study (2008-2009).
- Develop a Center for Teaching, Learning, and Technology.
- Establish an Office for Experiential Learning.

Strategy Two Initiatives and Action Plans

Initiative 1: Support, promote, and require student engagement through field and community based learning to complement classroom instruction.
- Develop a first rate comprehensive program to support 1st year students (e.g., develop a Freshman Experience that Fully Coordinates Enrollment and Financial Aid Advisement
- Provide field based & student engagement in Learning Process/develop field based opportunities
- Offer Intermediate terms
- Establish an Office of Experiential Learning
- Establish adolescent development program or college prep program
- Create Northern Great Plains Service-learning clearinghouse/create service learning coordinator program/develop community & regional service-learning opportunities for students/support faculty with the incorporation of service-learning opportunities into the curriculum
- Develop Center of Excellence for Student Research

Initiative 2: Integrate advanced technology with academic instruction for state of the art educational experiences.
- Develop a Strong Office of Instructional Technology
- Team With Technology Firm (Apple/Microsoft)
- Integrate Technology for Education by Demonstrating and Instructing on use and Application

Initiative 3: Integrate and connect academic affairs with student affairs.
- Examine the implementation of a SmartThinking program at MSU
- Increase Career/Health Services access and awareness

Initiative 4: Foster a sense of community involvement within MSU by providing ample experiences including academic and social activities, opportunities for student clubs, and athletic participation.
- Create a political engagement project and civic action program/American Democracy Project
- Develop a comprehensive program to address first year issues impacting retention and students success (non-academic)
- Establish mandatory orientation
- Expand mentor program
- Educate Students to Make College Their Primary Focus
- Increase Level of Participation in Campus Life
- Develop Teaching Assistant/Tutoring Program
- Host campus events/programs inclusive of all faculty, students and staff to develop and sustain a culture of the university as a community.

**Initiative 5:** Throughout the curriculum, incorporate effective critical thinking and communication experiences and training to ensure student competency.
- Effective critical thinking and communications
- Develop teaching assistant/tutoring Program

**Initiative 6:** Raise academic standards for exceptionally high quality teaching by supporting, recruiting, and retaining high quality faculty
- Establish a peer teacher program to mentor faculty
- Develop a year long new faculty orientation
- Establish a Center for Teaching and Learning
- Fund Faculty Salaries at 100% of Market Rate
- Identify revenue sources to support faculty research and development
- Refine tenure and promotion criteria to include high quality engaged teaching and learning
- Implement faculty sabbaticals

III. Strategy Three: Valuing Faculty and Staff within an Engaged Community

Recruit, retain, and support well-qualified faculty and staff as valued members of an inclusive community, dedicated and devoted to the institutional mission, to engaged learning, and to student support and success.

Priorities:
1. Set high performance standards and expectations for the work of faculty and staff and their contributions to student success.
2. Continue to work toward achieving competitive compensation goals and packages for all employees.
3. Offer professional development support for faculty and staff (professional opportunities in a quality environment), to ensure their commitment to the mission and vision.
4. Recruit and retain well-qualified faculty, who pursue scholarship in their disciplines, demonstrate excellence in their teaching, and support the institutional goals for engaged learning and community service.

**Great Plains Priorities and Action Steps**
- Initiate a comprehensive professional development program for faculty and staff (2008-2009).
- Develop comprehensive plan to reward, recognize, support and appreciate the work and achievements of the faculty and staff regarding the connections to engagement and place.

**Strategy Three Initiatives and Action Plans**

**Initiative 1:** Set high performance standards and expectations for the work of faculty and staff and their contributions to student success.
- Examine faculty and staff loads
- Revise form for student evaluation of faculty
- Examine different models of evaluation for faculty and staff, including peer evaluation

**Initiative 2:** Achieve competitive compensation goals and packages for all employees.
- Increase resources for professional development of faculty and staff (should be tied to comprehensive fund raising strategy)
- Increase salaries and compensation of faculty and staff. (Compensation Task Force exists.)

**Initiative 3:** Offer professional development support for faculty and staff (professional opportunities in a quality environment), to ensure their commitment to the mission and vision.
- Establish plan for professional development of faculty and staff
- Create Center for Faculty and Staff Development
• Construct and implement a sabbatical leave policy (define sabbatical leave for faculty and staff). A proposal was submitted to the president in May 2005 for faculty sabbatical leaves.

Initiative 4: **Recruit and retain well-qualified faculty, staff, and administration.**

- Design campus-wide faculty and staff recruitment plan that is linked to the MSU marketing plan, and that emphasizes MSU’s strengths.*
- Design campus-wide faculty and staff mentoring plan to facilitate first to third year faculty retention.**
  
* *Caveats:* The recruitment plan should not just be about equal opportunity employment and other hiring policies and procedures, but should focus on putting forth the strengths of MSU. The recruitment efforts should be directed toward making MSU the place to work in the Great Plains. Thus, a link must be made between position advertising and MSU marketing practices. Further, there should be some inclusion in the plan for faculty/staff training in recruitment/hiring practices beyond what can/cannot be said/done in the process. **This may be an item that is linked to an on-campus faculty/staff professional development program and center.

Initiative 5: **Create a campus atmosphere of shared decision-making, openess, inclusiveness for all employees.**

- Survey of faculty and staff opinion concerning current state of shared governance, resulting in discussions with administrators and delineation of specific actions to improve shared governance.
- Coordinate events, activities, and communications across campus through central calendar for use by all departments.

Initiative 6: **Create a campus atmosphere in which faculty and staff are appreciated and valued for their work and contributions.**

- Develop plan for faculty and staff recognition, in which faculty and staff are appreciated for their work and contributions.

IV. Strategy Four: **Building a Diverse and Multicultural University Climate**

Develop and support a diverse, multicultural, and inclusive campus community.

Priorities:

1. Use the recent diversity climate survey results to identify weaknesses, strengths, and new initiatives to improve the multicultural climate and the diversity of the campus.
2. Continue to strengthen the university’s relationships with Native American colleges and peoples.
3. Internationalize the campus with increased international student recruitment and support, international faculty and student exchanges; an increased number of cooperative agreements with foreign institutions, and study abroad and study tour opportunities.
4. Nurture a campus atmosphere devoted to multiculturalism and inclusiveness; foster an atmosphere on campus that respects and honors diversity and respect for different points of view and different cultures with programs, activities, displays, and locations to honor and foster multiculturalism; continue to monitor and improve the university’s plan for supporting and serving persons with disabilities.

Great Plains Priority and Action Plan

- Establish and support program to facilitate exchanges between partner institutions and Minot State University, strengthen diversity in the curriculum, and build an experiential component in the curriculum.

Strategy Four Initiatives and Action Plans

Initiative 1: **Use the diversity climate survey results to identify weaknesses, strengths, and new initiatives to improve the multicultural climate and the diversity of the campus**

- Regularly assess and evaluate diversity climate
- Follow up on Sue Rankin’s presentation on the MSU Climate Assessment Survey Results
- University Diversity Committee (UDC) creates a university website to inform the campus of the diversity involvement
- UDC implements a mechanism to obtain diverse information or data periodically

**Initiative 2:** Continue to strengthen the university's relationships with Native American colleges and peoples.
- Enhance relationships and positive connections with Native Americans
- Develop and implement partnerships and projects/programs with tribal colleges and reservations.
- Support and publicize the Native American Week and Pow Wow
- Show/display more Native American imagery across the MSU campus.
- Continue and support Native American conferences on campus.
- Actively Recruit and Support Native American Students and Employees on Campus
- Set a realistic goal to recruit Native American employees for the next three years recruitment of more Native American students; Review the “Diversity Awards” program; better enhance and support Native American student recruitment and retention.
- Develop Native American Studies major

**Initiative 3:** Internationalize the campus with increased international student recruitment and support, international faculty and student exchanges; an increased number of cooperative agreements with foreign institutions, and study abroad and study tour opportunities.
- Enhance local and global community connection.
  - Start or set an international faculty council (IFC)
  - Establish an international bureau of speakers on and off campus
  - Engage international students and faculty in our local communities.
  - Make best use of the international resources from the MAFC and/or Minot Areas Council for International Visitors (MACIV) for our education.
  - Encourage faculty or departments to apply for Fulbright Scholarships.
- Provide a friendly and open atmosphere to support international education and programs.
  - Establish and ESL Center and program
  - Create and update MSU promotional processes and materials for International Program—e.g., newsletter, website, handouts/manual and policies for study abroad and training tools for faculty and students
  - Increase recruitment of 2nd general immigrants (i.e., Hmong, Somali, Mexican populations in MN).
  - Develop required arrival orientation for all international students/scholars/faculty.
  - Increase study abroad opportunities
  - Increase international internship opportunities.
  - Create institutional incentives for faculty to lead study tours and become more involved in international programs.

Create on campus a global awareness, appreciation and understanding with programs, activities, displays, and places for honoring and respecting international cultures.
- Working with the Department of State for J-1 designated sponsoring program.
- Display and feature a culture or country for a week every month—Cuban week or Iraqi week in which artifacts and information about this culture will be displayed.

**Initiative 4:** Nurture a campus atmosphere devoted to multiculturalism and inclusiveness; foster a atmosphere on campus that respects and honors diversity and respect for different points of view and different cultures with programs, activities, displays, and locations to honor and foster multiculturalism; continue to monitor and improve the university’s plan for supporting and serving persons with disabilities.
- Organization and celebration of events and activities that focus on diversity and multiculturalism.
  - UDC and other groups organize events to celebrate diversity and multiculturalism.
  - Organize a diversity week each year
  - Celebrate Women’s history month
  - Celebrate Black History Month
o Celebrate Hispanic Heritage month and cultures
o Bring in lectures for different diversity issues, such as gay, lesbian, bisexual, and transgender issues.
o Disability Awareness speakers and interdisciplinary social and case study of children with disabilities.

• Understand and appreciating Diversity/Access, and Disabilities
  o Establish a campus disability advisory council
  o Provide support for student note takers, readers, and tutors
  o Establish an MSU Orientation tract and mentoring program for students with disabilities and their families.
o Accommodate student with disabilities training/workshops (face to face and online)
o Examine physical access and facility on campus (grounds and classrooms/building) for the Minot community.

• Foster an atmosphere on campus that respects and honors diversity and respect for different points of view and different cultures (via diversity training and education).
o Develop cultural diversity/sensitivity training for faculty, staff, and administration.

Initiative 5: Promote diverse and multicultural curriculum and develop strategic plans to recruit and retain students and employees from diverse cultures and ethnic backgrounds, within the next three to five years and also provide a support system for these populations.

• Across the curriculum, increase the awareness and appreciation of diversity and multiculturalism on campus
  o Create a general or introductory course to cover American diversity (3 credits)
o Create a general or introductory course to cover global diversity (countries or cultures of the world---insider’s perspective).
o Enhance diversity components in general education that is consistent with the definition of diversity

• Develop faculty and staff recruitment and retention plans (e.g., to attract and hire people from diversity cultures and ethnic backgrounds or have more equal opportunities on campus.
o Set up a realistic plan of recruitment of diverse faculty and staff.
o Implement a good evaluation and develop process for the growth of diversity faculty.
o Form a task force or assign a AA officer to standardize and enforce hiring procedures and AA policies.
o Proactively recruit and support disadvantaged group members.

• Develop deliberate student recruitment strategies to attract students from diverse cultures and ethnic backgrounds and also provide a support system for these populations.
o Recruit diversity international students.
o Recruit Native American and other minority students on campus.
o Create a Canadian Recruiting program.

• Promote teaching and learning of diverse language on campus.
o Develop and enhance our foreign language program (curriculum, development, faculty and other support)
o Develop Native American languages on campus.
o Increase scholarships or research on diversity across all levels.

V. Strategy Five: Focusing on Student Success and Future Achievements

Provide students with a strong and engaging academic experience for intellectual and personal growth, formation of sound character, and development of abilities and skills required for success in future careers and endeavors.

Priorities:
1. Develop an effective, proactive advising system that will provide students appropriate guidance in achieving success in their studies and in their future career choices.
2. Expand and improve the university’s career counseling and training; gain a reputation for placement and effective preparation; expand and improve the university’s internship program.

3. Develop methods to emphasize ways to teach, inspire, and model for students how to acquire the knowledge as well as the critical thinking, problem solving, communication, life skills, and people skills necessary for a successful and meaningful career, continuation in graduate school, and the pursuit of other professional directions.

4. Publish clear standards and expectations for students’ ethical and moral standards.

Great Plains Priorities and Action Plans

1. Create “Student Success Center” (see description below)

2. Hire “service learning” and internship coordinator (as a part of the new center for experiential learning)

Strategy Five Initiatives and Action Plans

Initiative 1: Create a "Student Success Center" (Cost: $165,000 + some salary benefits)

- Locate center on the second floor of the Student Union across from the Beaver Dam; the Student Success Center would be a one stop shop for students with special attention paid to the first year student. Staff housed in the Student Success Center include:
  - Career Services: Director and Administrative Assistant
  - Mentor Program: Student Services Advisor, Student Activities: Student Activities , coordinator, Advising (Coordination): Director/Coordinator of Advising (new position). Responsible for developing web-based training for advisors, review the transfer credit process, develop Peer Advising system.
  - First Year Advising: Academic Advisor/Tutoring Coordinator (new position)
  - Service Learning/Internships: Service Learning/Internships Coordinator (new position); administrative Assistant (new position – additional clerical support for center)
  - Remodel area across from Beaver Dam to include additional office space.
  - Hire a Director of Advising.
  - Hire an Academic Advisor / Tutoring Coordinator (focus on first year students)
  - Hire an Administrative Assistant.

- Hire a Service Learning and Internship Coordinator
- Develop 2 credit, First Year (Freshmen) Seminars. Seminars would include practical skills as well as provide a transition to intellectual life at the university level (note: faculty stipend is paid by the Student Success Center).

Initiative 2: Academic Integrity - Building integrity of character and agency for the greater good, and instilling in students and faculty an ethic of academic honesty. (Cost: $4,000 for speakers and advertising.)

- Frame an ongoing, pro-active dialogue that scaffolds students and all campus faculty and staff toward an overall sense of integrity of character and agency for the greater good.
- Review and update MSU’s ethical responsibility statement/policy. Include proactive language for building integrity and ethical sense of agency, not only policy for infractions.
- Develop an information website about plagiarism and proper citation of sources.
- Develop a tutorial to teach students about how to use sources responsibly.
- Bring in speakers to engage students in regard to leadership with integrity, ethical and moral behavior.
- Develop a student-driven campaign to "get the word out."

Initiative 3: Develop a Collaborative for Applied Study of Cognition and Learning Sciences (CASCLS). (Cost over 2 years: $188,761.)

The CASCLS would be established to prepare educators and other professionals who are specialists in the application of mind/brain science in educational settings. The CASCLS will draw CASCLS FTEs will work with the 18 faculty currently trained to develop a multidisciplinary mind/brain institute that is dedicated to studying and disseminating the latest research on cognitive science, beginning with
teaching and learning (reading, math, behavior) and expanding to include community applications such as addiction prevention, exercise and wellness, aging, etc.

- The CASCLS will be modeled after the interdisciplinary Mind, Brain and Education Program at the Harvard Graduate School of Education. This model uses one year-long course as an anchor and draws upon existing coursework across campus and partnerships for psychological, bio-medical and developmental science depth.
- CASCLS initiatives will be generative, based on the input and developing needs of the constituents, faculty and partners. Initiatives will begin with seminars, application to curriculum, and applied research in masters programs.

**Initiative 4:** Increase engagement by rewarding students who excel (Cost: $25,000 for study abroad awards)

- Create committee to set criteria for judging when students have excelled (academically, service to community, service to the university etc.)
- Explore the possibility of finding endowments to support the program
- Create study abroad options and scholarships as rewards for excellence

**Initiative 5:** Develop Sophomore, Junior and Senior Seminars (Cost: Committee time)

- Create committee including the Honors Director, administrative and faculty representatives to examine possibilities for inter-disciplinary collaborations.
- Issues to be examined by the committee include block scheduling for interdisciplinary courses and creating a load policy for faculty teaching interdisciplinary courses. The committee would also be responsible for presenting the plan to the appropriate university bodies for approval.
- Possibly pilot this initiative with the Honors program.
- Engage an appropriate speaker to launch the initiative.

**Initiative 6:** Increase student engagement in the learning process by developing relevant and intensive blocks of interdisciplinary curriculum. Learning will be more integrated and authentic and likely to result in greater retention of information. Benefits to faculty include broader, multi-disciplinary perspectives in terms of teaching, scholarship and service. (Cost: $1,500)

- Create committee including the Honors Director, administrative and faculty representatives to examine possibilities for inter-disciplinary collaborations. Issues to be examined by the committee include block scheduling for interdisciplinary courses and creating a load policy for faculty teaching interdisciplinary courses. The committee would also be responsible for presenting the plan to the appropriate university bodies for approval.
- Possibly pilot this initiative with the Honors program.
- Engage an appropriate speaker to launch the initiative.

**VI. Strategy Six: Creating a Commitment to Civic Engagement, Service, and the Common Good**

Enhance and strengthen the university’s mission and purview to include civic engagement, experiential learning, and activities focused on collaboration, partnerships, community relations and involvement; complementing the institution’s educational function through a concerted and deliberate effort to connect higher education and to common good.

**Priorities:**
1. Provide opportunities for civic engagement training and experience in general education and majors through service learning initiatives, activities associated with the American Democracy Project, internships, and other means; provide faculty and staff professional development.
2. Promote and support civic learning and service learning.
3. Conduct an analysis of the extent to which the university currently participates in civic engagement activities, and use these data as a benchmark for future assessment.
4. Strengthen and expand community relationships and partnerships with educational organizations, businesses, government agencies, and others.
5. Continue to pursue new opportunities for collaboration with MSU-Bottineau.

Great Plains Priorities and Action Plans
- Develop a Great Plains Research and Development Institute.
- Develop a Center for Experiential Learning.

Strategy Five Initiatives and Action Plans

Initiative 1: Establish a Center of Civic Engagement with a full time director, having faculty status, and advisory board.
- Work with the community to identify service opportunities that university personnel (students, staff, faculty, and administration) could use in a service-learning or volunteer program.
- Act as a liaison between community and the campus in providing Services
- Train and support faculty in the development of service-learning as a component of courses.
- Track the involvement of personnel involved with civic service.
- Membership in local, regional, national and international organizations that support/promote civic engagement.

Initiative 2: Establish a committee to define key terms related to civic engagement as they relate to MSU and Vision 2013.
- Establish a clear concise definition understood by MSU personnel

Initiative 3: Require all undergraduates to participate in 40 hours of civic engagement during their program. Include a statement on the transcript of all graduates indicating completion of civic service. Including:
- Volunteer service as a part of university recognized clubs, etc.
- Participation in a service-learning course.
- Volunteer work with clinics offering service to the community (e.g., reading clinic, math clinic, tax services, speech clinic, etc)
- Clubs promote civic involvement.

Initiative 4: Encourage and support faculty, staff, and programs across campus to share their expertise with the community.
- Host at least four conferences/seminars (at least one in conjunction with MSU-Bottineau) annually that allow faculty to share their expertise and also attract nationally recognized experts. e.g., the recent Great Plains Connections Conference on service-learning.
- Offer the community CEU courses for those professions that require them.
- Recognition of civic engagement as a legitimate component for promotion and tenure.
- Increase communication across campus, among disciplines, and with the larger community.

Initiative 5: Provide additional resources for initiatives that provide services for community needs in the service sector such as the arts, education, health, and social services.
- Additional financial and human resources available for initiatives that provide services to the community in the arts, education, health and social service professions.
- Establishment of additional centers of academic excellence such as the Center for the Applied Study of Cognitive and Learning Sciences

Initiative 6: University displays visible support for MSU’s community involvement and markets MSU contributions and achievements.
- Promote an MSU Citizen and or Business of the Year Award for Citizenship.
- Award Civic Engagement Scholarships (not needs-related).
• Encourage and recognize students who contribute in a significant way to the community
• Placement of campus calendar of events, posters etc. in local businesses.
• Publish a weekly MSU section in the Minot Daily.
• Local media spots that focuses on campus contributions to the community.
• Invitations to the community to participate in services MSU provides on campus

Initiative 7: Ongoing invitation to the community to approach our campus with partnerships related to our programs
• Develop reciprocity between MSU and the community to identify mutually beneficial ventures, more than the service sector alone but internships, practicum, experiential learning agreements, etc.

Initiative 8: Annual MSU Community Open House
• Once a year, invite the community to our campus to provide awareness of the expertise of faculty, staff, and students and the development of services MSU provides to the community on and off campus.

VII. Strategy Seven: Ensuring Future Institutional Viability, Vitality, and Growth

Ensure the university’s future viability, the vitality of its campus proper, and its success and competitiveness

Priorities:
1. Engage in institutional research and assessment to set key benchmarks and indicators; monitor progress in reaching strategic goals and meeting high expectations and standards of performance.
2. Develop and support a strong and responsive integrated marketing program and plan to significantly increase the visibility and reputation of Minot State University on local, regional, and national levels.
3. Create a highly effective and responsive recruitment and retention service in order to increase enrollments strategically and to ensure campus vitality and focus on mission and vision.
4. Ensure the university’s financial viability through resource management and development; pursue increased and new revenue sources; and fund-raising.
5. Complete the new campus master plan and set objectives for completion and funding. Engage in institutional research and assessment to set key benchmarks and indicators; monitor progress in reaching strategic goals and meeting high expectations and standards of performance.

Great Plains Initiatives and Action Plans
• Complete and formalize new enrollment management structure (2007-2008).
• Recruitment and retention program for faculty and staff

Strategy Seven Initiatives and Action Plans

Initiative 1: Pursue strategic partnerships for recruitment and retention of students and faculty.
• Hire a Director of Recruiting and Admissions and fill the positions for recruiters.
• Develop a comprehensive recruitment plan (in state, out of state, out of country) targeting specific geographical areas and markets.
• Develop Alumni chapters in selected communities Explore possibilities for employing off-site recruiters (Bismarck, Fargo, Nampa, Minneapolis, Great Falls) for undergraduate students and graduate students.
• Develop strategic partnerships with local and regional school districts, two year schools, and Tribal schools (School Administrators, Counselors, Coaches, Instructors, and Alumni) to explore opportunities for recruitment.
• Conduct HS visits across the state and the region utilizing representatives in all areas of the University for purposes of recruitment.
• Create a system of departmental recruiters and establish release time for them to attend recruitment training (on MSU campus) and connect with similar department representatives in high school.
• Make public presentations (keynote addresses, banquet speeches, seminars) to student organizations (Student Council Organizations, Character Counts, Best of
Class, FBLA, etc.) as well as Civic organizations (Sertoma, Lions, etc.) locally and statewide.

Initiative 2: **Develop campus wide Retention Plan including a First Year Experience program.**
- Expand Mentoring Program - More Mentors, Improved Advising Financial, Disability Support Services
- Special Events for Mentors and Mentees - Lunch, movie, games, etc.
- Mandatory monthly meetings

Initiative 3: **Develop a campus wide program for recruiting and retaining outstanding faculty**
- Develop recruitment information packages for the university, colleges, and departments that can present a positive and exciting image of the campus and its programs
- Implement a systematic approach to introducing applicants to the campus, the academic and support systems available, and the campus administration
- Get faculty salaries high enough to be competitive with our peer institutions
- Establish a system of faculty supports and resources that encourage professional development including sabbaticals, and funding for research
- Get college level resources in place so that Deans and Chairs have ways to acknowledge outstanding efforts of faculty.

Initiative 4: **Create strategic partnerships for collaborative ventures.**
- Establish and make operational strategic partnerships with ND and Eastern Montana Tribal schools and Colleges.
- Establish and make operational strategic partnerships with local, state, national, and international industries, businesses, and community organizations including foundations and non-profit groups.
- Establish strategic partnerships with other Universities and Colleges, including those outside of North Dakota to increase opportunities in undergraduate and certificate programs; doctoral/graduate programs with other institutions; online specialty training programs.
- Establish strategic partnerships with state and federal agencies including: department of public instruction; department of human services; department of health; department of commerce; department of tourism or what ever; criminal justice and law-enforcement.
- MSU’s capacity to provide consulting, contractual services, and grants management for government agencies. Increase MSU’s reputation as a ‘go-to-place’ for government agencies needing technical assistance in research and training/education. Increase MSU’s capacity to provide specialized workshops, conferences, and training events.

Initiative 5: **Cultivate a social, policy, regulatory environment in North Dakota that values higher education. Actively participate in raising the consciousness of legislators and community leaders about the needs, quality, and mission of the university.**
- Increase student involvement in local and state political processes. Increase MSU student involvement in the North Dakota Student Association.
- Increase familiarity of local and regional legislators, political figures, key community leaders, and persons of influence about MSU’s accomplishments. Establish college and department level advisory groups to give key policy makers opportunities to be involved with program development. Increase community participation in MSU cultural, social, and sporting events. Expand offerings to local non-student community for continuing education courses, workshops, and specialty classes.
- Increase community participation in MSU cultural, social, and sporting events. Expand offerings to local non-student community for continuing education courses, workshops, and specialty classes.

Initiative 6: **Maintain strong and responsive advancement and fund-raising efforts through relationships with alumni and friends, and by soliciting donations through annual and comprehensive campaigns.**
- Establish and cultivate strategic partnerships with local businesses, industries, and economic concerns to increase participation in MSU development and advancement activities.
- Increase the number of memorial contributions.
- Increase fundraising activities in Colleges and Departments
Assure that the Advancement office has sufficient staff and FTE to carry out the essential development, fundraising, and alumni relations activities necessary to grow the endowments.

Develop Alumni chapters in selected communities to assist in ongoing development and enrollment efforts. Sponsor Alumni events locally, regionally, and nationally to strengthen Alumni relationships. Celebrate and honor contributions of campus friends and alumni.

Develop and conduct a comprehensive Capital Campaign to begin in the Fall 2008. Sustain and improve annual giving campaigns, scholarship endowment initiatives, and special fundraising events.

Improve faculty staff giving campaign

**Initiative 7:** Work to see that the friendliness and safety of Minot State University will become the envy of peer institutions nationwide.

- Assure the safety and security of the MSU campus. Increase campus lighting, particularly in walkways near tree rows and groves.
- Campus buildings are available to students in support of their social and educational needs. Library hours, dome hours, Swain Hall, swimming pool, computer labs, and Student Union are available to students during extended hours and on the weekend.
- Assure the safety and security of the MSU campus. Increase campus lighting, particularly in walkways near tree rows and groves. Install emergency contact poles (blue light poles) around campus. Improve disability access to buildings, grounds, and athletic facilities. Consider installing cameras for monitoring entrances and public spaces. Assure that every department and organizational unit on campus has an emergency plan. Provide training for faculty, staff, and students on responding to emergencies and disasters. Assure building security after hours.
- Campus buildings are available to students in support of their social and educational needs. Library hours, dome hours, Swain Hall, swimming pool, computer labs, and Student Union are available to students during extended hours and on the weekend.
- Create a vital campus social/interest/service life that includes and expands the interests of students, faculty, and staff. Create a study group to explore the availability of discipline/major clubs, religion/cultural groups, and the interest of the campus of reinstating the Greek System including sororities and fraternities.
- Inform community about the safety of the MSU campus.
- Assure that Campus buildings are open and available to the public during state athletic and academic events held at MSU.
- Conduct demonstrations, open houses, displays, and activities that demonstrate the vitality of the social and academic life at MSU in conjunction with these state events.

**Initiative 8:** Sustain an engaging, attractive, and state-of-the-art campus infrastructure that is beautifully designed, well maintained, and supportive of enhanced teaching and learning; renovate buildings to offer campus vitality in learning and living environments.

- Implement those elements of the master plan that will make the MSU campus engaging, attractive, and visually appealing including: signage, lighting, and landscaping.
- Create visual accents that celebrate our culture, place, and identity.
- Create building interiors that are distinctive and related to the departments, disciplines and heritage of those programs housed therein.
- Implement the campus long-range master plan.
- Develop and maintain an instructional infrastructure that supports outstanding teaching and research including the instructional equipment, technology, software, tools, and skills of campus faculty and staff.

**Initiative 9:** Demonstrate a commitment to assessment, review, and quality improvement in all university operations.

- Hire an Institutional Researcher to assist departments, colleges, and administrative units to gather data necessary for program evaluation and improvement.
- Expand Assessment Day activities to more thoroughly address the evolution of academic programs, student achievements, and the meeting of professional and accreditation standards.
Complete a review and performance audit of all essential administrative processes (e.g., registration, business, advising, financial, personnel, purchasing, etc.) to see that they are effective, friendly, accurate, and timely.