
Minot State University
Board of Regents Meeting

David Fuller
President's Report
April 30, 2010

Five-Year Report to the Regents

In 2005-2006, the university conducted a comprehensive strategic planning review, including study of internal and external data and environment, available research information, and extensive focus-group meetings and evaluations, and open forums.

Here is what we learned:

Education is
hanging around
until you've caught
on.

Robert Frost

Strengths

- ❑ Supportive community
- ❑ Safe, caring, flexible
- ❑ Interested in individuals, not numbers
- ❑ One-on-one work with professors
- ❑ Small class sizes
- ❑ Competitive tuition rates
- ❑ Campus positive ambience—its cleanliness, beauty, and utility
- ❑ Selected programs, faculty, and facilities
- ❑ Dedicated faculty and commitment to students
- ❑ Faculty and staff knowledgeable, approachable, and willing to participate in the community

Weaknesses

- ❑ Mission not well understood or easily articulated by constituents
- ❑ Lack of a distinctive mission and vision
- ❑ Closed campus with limited customer service
- ❑ Serious lack of marketing
- ❑ Lack of engaged campus life
- ❑ Restricted campus operation
- ❑ Insufficient opportunities for students to interact in campus life
- ❑ Students disconnected from campus
- ❑ Limited internships and job opportunities
- ❑ Disconnect with community and the surrounding area

Critical Needs

- ❑ Unclear and mixed view of University identity and statewide image
- ❑ Lack of clear sense of mission or purpose
- ❑ Lack of effective strategic planning or direction
- ❑ Serious need for improved recruitment and retention
- ❑ Serious lack of marketing and communications
- ❑ Critical need for improved campus housing
- ❑ Critical need for improved student services and student support
- ❑ Critical need for improved support for faculty and staff; particularly to address salary inequities
- ❑ Lack of engagement and quality campus life

Critical needs (continued):

- ❑ Need for improved process and system to evaluate and assess programmatic and service needs
 - ❑ Need for new and distinctive programs and improved current programs to enhance the university's identity, status, and reputation
 - ❑ Need for improved funding and legislative support
 - ❑ Lack of Institutional pride and reputation
 - ❑ General unwillingness to change
 - ❑ Need for improved campus infrastructure
 - ❑ Campus accessibility
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Selected Specific Responses to Identified Critical Needs.

Here is what we've done:

Responses: University Identity and Sense of Purpose

- ❑ New mission, vision, and goal to become premier university in the Great Plains; publicized and posted in all buildings
 - ❑ Extensive study of performance indicators of ten premier universities in the Great Plains with specific objectives to exceed average scores by 2013
 - ❑ Selected achievements to raise MSU national and state-wide reputation and image, such as National magazine article features planning process: American Executive Magazine; and Fox Business News Channel produces and distributes nationally special segment on Minot State University; many features and stories
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Responses: New and distinctive academic programs and services

- ❑ New Energy, Economics and Finance Major
 - ❑ New Athletic Training major
 - ❑ \$500,000 to support classroom enhancements
 - ❑ Start up of the Collaborative for Applied Study of Cognition and Learning Sciences (CASCLS)
 - ❑ New International Education Program and activities
 - ❑ Dakota College at Bottineau sister relationship; and articulation arrangements
 - ❑ Energy consortium partnership with Dickinson State, Bismarck State, and Williston State
 - ❑ Established formal agreements with four international universities: Telemark University College in Norway, Ostfold University in Norway, Kristianstad University in Sweden, Aalborg University in Denmark, Sias International University in China, and Kadir Has University in Istanbul, Turkey, and Pai Chai University in South Korea
 - ❑ Formal partnership agreements with Ft. Berthold Community College, Turtle Mountain Community College, and United Tribes Technical College
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Responses: Quality of campus life; campus engagement; institutional pride and reputation

- ❑ Sustained focus on cultural programming and activities (music, art, theater, lectures, open forums, visiting scholars)
 - ❑ Enhanced athletic programs, recognized as Champions of Character Institution, addition of wrestling and women's soccer, national tournament participation and individual athlete and coach awards; approved for membership candidacy in NCAA Division II
 - ❑ Architectural study of the new Sports Complex, including the football field, stadium, refurbished Dome
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Responses: Campus Housing, Student Services, and Student Support

- ❑ Restructured Student Services and redirected leadership with exclusive focus on student support
 - ❑ Restructured Career Services and increased focus on student success activities, internships, and preparations after graduation
 - ❑ Relocated campus housing office to a renovated and accessible office in Dakota Hall
 - ❑ Relocated post office near entrance of Student Center and established a “Welcome” center to greet and guide visitors
 - ❑ \$5 million renovation of Crane Hall into 4-person suites
 - ❑ \$1 million renovation of Dakota Hall; Upgrades to Cook and Lura Manor
 - ❑ Renovated and newly outsourced book store to Barnes and Noble
 - ❑ New Starbucks coffee and concession in Student Center service
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Responses: Marketing and Communications

- ❑ First ever full-time marketing director hired
 - ❑ Funded and initiated a comprehensive integrated marketing campaign locally and nationally
 - ❑ Public information director and new communications internally and externally
 - ❑ Marketing analysis and new brand: “Be Seen, Be Heard.”
 - ❑ Social networking
 - ❑ New marketing and publication guide for consistency and professionalism
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Responses: Student Recruitment

- ❑ Reorganized and restructured recruitment office with new admission dean and four new recruiters
 - ❑ Relocated enrollment services into newly renovated and accessible location near the student center entrance
 - ❑ Initiated new Grow North Dakota Plan
 - ❑ New publications and contacts with prospective students.
 - ❑ New scholarship and award programs
 - ❑ Hired recruiters to cover Canada and another for western U.S.
 - ❑ Enrollment increases of 6.3% overall and increases in strategic areas
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Responses: Student Retention

- ❑ New mentoring program to support and engage students more directly in the life of the community
 - ❑ Mandatory first-year and transfer orientation
 - ❑ New mandatory housing policy for first-year students to enhance on-campus atmosphere and engagement
 - ❑ Acquired \$2 million Title III federal grant to develop first-rate program in support of students and their engagement
 - ❑ Participated in Foundations of Excellence program to identify new initiatives to support first-year students
 - ❑ Retention rates (first-year to second-year) increased from a low of 58% a few years ago to 71%
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Responses: Finances and Legislative Support

- ❑ One of the strongest rated institutions in the state-wide financial ratio analysis
- ❑ Initiated budget streamlining process that realized a savings of \$1.5 million dollars
- ❑ Developed five-year budget projection model to monitor finances
- ❑ New enrollment projection model to predict enrollments months in advance
- ❑ Established a reserve in the event of a financial exigency
- ❑ Significant and positive growth in auxiliary fund sources: food services, student center, residence halls, and outsourced bookstore
- ❑ Strong and ongoing support from our local legislators, ND legislature; and Washington delegation; providing federal support for RCJC, NDCPD, our Business College, and the university in general
- ❑ Appointment of full-time vice president for advancement position (previously the vice president for student services also served as the advancement officer) to focus on fundraising, scholarships, and university advancement
- ❑ Capital campaign planning underway

Responses: Support for faculty and staff; need for improvement in salaries

- ❑ Compensation Task Force five-year goals; now have exceeded 90% comp-ratio average for staff and faculty; full professor salaries have met average of the Premier aspiration universities
 - ❑ Sabbatical program—first in MSU history
 - ❑ Frequent programs to show support and appreciation for the work of our faculty and staff
 - ❑ New program to provide tuition waivers for faculty and staff family members
 - ❑ Orientation program developed for new faculty (one for staff is now being planned by Staff Senate)
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Responses: Campus Upgrades, Facilities, and Accessibility

- ❑ \$13 million ongoing renovation of Swain Hall
 - ❑ New student activity center (Beaver Dam) completed
 - ❑ Student Center atrium renovation
 - ❑ New International Student Center
 - ❑ New Multicultural Center
 - ❑ New and accessible Student Government Association Offices
 - ❑ Renovated dining hall: Beaver Creek Café
 - ❑ Renovated student food court: Buckshot's
 - ❑ Honor's Center renovation and upgrade
 - ❑ Nursing "Simulation" Lab
 - ❑ New in-door track in the Dome
 - ❑ Renovated Dome to accommodate new sports complex
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Responses: Campus Appearance and Visibility

- ❑ All trees examined, diseased ones removed, and others trimmed and relocated for better visibility and safety
 - ❑ New decorative lights installed on University
 - ❑ Welcome banners installed across campus and along Broadway for greater visibility
 - ❑ Professional building signs with internal programs noted installed for each campus building
 - ❑ Original university sign on Broadway moved near Summer Theater to advertise campus events
 - ❑ Black wrought iron fence and entrance installed around cemetery
 - ❑ Phase one of landscaping plan completed
 - ❑ New Monument sign and landscaping installed on Broadway
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Future

- ❑ Exceed average performance ratings of the Great Plains aspiration peers
- ❑ Complete action steps identified for Vision 2013 strategies
- ❑ Pursue campus enhancements: completing wellness center, opening 11th Avenue, consideration of a new art complex, geothermal energy system, new maintenance facility on north end of campus; new campus heights facility; new stadium and sports complex
- ❑ Implementation of recently approved new admission criteria and academic enhancement support for students needing additional assistance
- ❑ Complete transition into NCAA Division II; secure membership in the Northern Sun Intercollegiate Conference (Northern Sun)
- ❑ Pursue new academic programs on the undergraduate and graduate levels, including clinical doctoral degree in speech and communications disorders
- ❑ Implement Dakota Northwestern Consortium and Community Research and Service Center
- ❑ Meet SBHE strategic goals and Vision 2013 goals
- ❑ Achieve the Vision 2013 goal to achieve national distinction as one of the premier, regional universities in the “great” Great Plains

Education is not
filling a bucket but
lighting a fire.

William B. Yeats

Questions?

MINOT STATE UNIVERSITY