Strategy

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.

- Completed strategic planning investigations and reviews; conducted audits, focus groups, evaluations, and forums. (2006)
- Published Vision 2013 abridged and unabridged plans and presented to campus; wide distribution of final plan to internal and external constituencies. (2006)
- Open forums, action plan teams, and wide input to engage campus in process. (2007)
- Hired institutional researcher to gather and analyze data for program evaluation and improvement. (2007)
- Centers of Excellence proposal developed, submitted, and approved. (2007)
- New marketing director position appointed, new budget established, marketing plan developed and initiated. (2007)
- New virtual tour on MSU Web site to reach beyond market area. (2007)
- “Be in the Know” sessions/tour offered campus-wide for information regarding campus programs and accomplishments. (2007)
- New public information e-mails and publications distributed to campus and others regarding university activities and accomplishments. (2007 and ongoing)
- Advancement office presentations, “Making an Impact,” to service groups throughout the community to raise awareness of MSU and Vision. (2007 and ongoing)
- President’s presentations to clubs and organizations within Minot and the region to discuss Vision 2013. (2006-2007 and ongoing)
- New college and CEL newsletters promoting mission and vision. (ongoing)
- A revamped commencement program incorporating Vision 2013 strategies in the ceremony (e.g., student and alumni speakers speak on designated strategy; faculty play a much greater role in the ceremony by honoring students as they exit the arena). (2006-2007)
- Art professor, Walter Piehl, designed monument sign representing ND landscape to create awareness and instill respect for the university’s place in the Great Plains. (sign to be constructed 2008)
- Faculty and staff participated in “MSU at the Mall” presenting programs to the broader community. (2007 & 2008)
- Faculty and staff participated in North Dakota Tech Expo held in Minot. (2008)
- New Great Plains Exceptional scholarships awarded to nine incoming freshmen; criteria required high GPA and ACT scores, as well as demonstrated civic engagement and contributions to place. (2008)
Strategy 2: 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.

- Completely remodeled Crane Hall from a conventional dormitory to modern, four-person suite apartments, with classrooms available for academic programs in a non-traditional classroom setting. (2007)
- Renovated old Ballroom, restrooms, hallways, and general area, including a new activity center called the “Beaver Dam” in the Student Center which also includes an outdoor patio area for students to assemble.
- Student Government Officers moved from third floor of the Student Center to centrally located and newly renovated offices adjoining the Beaver Dam.
- Consulted with architects to prepare plans for the renovation of the Student Center to make it more inviting and attractive to students; atrium remodeling for a gathering place for students. (Renovations completed in 2007)
- Campus Post Office relocated to east side of atrium to serve as post office and welcoming center.
- Remodeled Dakota Hall restrooms and showers. Renovations also included remodeling the first floor area to accommodate the student life and housing department, which was previously located on the third floor of the Student Center, to allow for more accessibility to students. (2006)
- Implemented resident hall programming related to health and wellness with one program per hall per semester. (2007)
- Research and planning for campus wellness center; visited other wellness center facilities in the state; identified possible funding sources; contracted with ND architectural firm, EAPC, who will draft a design to be presented to students.
- Applied and accepted as a cohort in the Foundations of Excellence for First-Year Students; campus representatives attended national meeting of cohorts in North Carolina for training to begin an institutional self-study. (Summer 2007)
- Completed full-year self-study for the Foundations of Excellence program; conducted two open forums on May 1, 2008, to provide a report to the campus and identify campus priorities based on committee-recommended action items related to first-year programs; the information from open forums was compiled and examined and included in the final self-study. (2007-2008)
- Initiated a new mentoring program (Fall 2006); ongoing efforts continue to increase student participation in year two and subsequent years of the program.
- Established mandatory first-year and transfer student orientation. (2006-2007)
- Instituted mandatory housing policy for first-year students. (2007)
- Life skills workshops held throughout the year for students to learn valuable life lessons such as dealing with stress, how to manage finances, and how to study smarter, to name a few. (2006-ongoing)
- Purchased subscription to Student Health 101 that is available online from a link on the student health site http://www.minotstateu.edu/wellness/sh101.shtml. (2007)
- Residence Hall staff conducted one activity per floor, in addition to at least one building activity each month, for students to participate in, following a H.O.U.S.E. Model (Health/Holistic/Open-mindedness/Unity/Service/Everyday Skills). (2007-ongoing)
- Implemented a personal training program in the MSU Fitness Center. (2007)
• Renovated and redesigned Buckshot's dining area resulting in better service to students and additional food service options. (2007)
• Renovated the newly named Beaver Creek Café, the primary dining room for students. (2006)
• MSU Alcohol Task Force created to address alcohol and other drug issues on campus. (2007)
• Nationally known speakers made presentations on Assessment Day and Spring Convocation relative to student engagement, critical thinking, and student competency. (2007-2008)

**Strategy 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.

• A new advisory council (University Cabinet) established to improve communications and shared decision making; includes all senate presidents, directors, deans, vice presidents, and president; meets monthly to discuss campus issues, provide guidance to president, and serve as the conduit back to the constituencies. (2006)
• Regular open meetings with the campus are held in the fall and spring; to promote dialogue and open decision making. (ongoing)
• A system of shared governance developed, whereby the senates, the University Cabinet, President’s Staff, and the entire campus through regular forums and meetings, are kept involved in making decisions and setting directions for the campus. (2008)
• Established Compensation Task Force (CTF) to study and set five-year goals for raising salaries to a competitive level. (2005-2006)
• Annual employee evaluation schedule changed to be completed for all in the spring of the year and not at the anniversary date of employment; the evaluations are now aligned with salary decisions.
• Included Vision 2013 information in the staff evaluation review process to identify and evaluate related job performance. (2008)
• Through CTF processes, achieved a campus compo-ratio of 94.6%. (2007)
• Marketing and Human Resources worked to ensure staff training included aspects of Vision 2013. (2007)
• Provided training to the campus in the areas of harassment, customer service, first aid, and CPR. (2007-2008)
• Microsoft office training was provided for interested faculty and staff. (2008)
• The grant writing institute was enhanced to a faculty fellowship level, requiring submission of a grant proposal to an external agency to receive fellowship stipend. (2007-2008)
• Orientation program for new faculty (one for staff is now being planned by Staff Senate). (2007)
• Support for doctoral studies of members of the faculty comes from the VPAA’s office and by chairs providing schedules that help faculty with their studies while not compromising student needs. (ongoing)
• Revised and improved format for faculty and staff recognition luncheon to a noon event for all campus members. (2006)
• Beaver Praise program implemented to recognize and appreciate the work of faculty and staff. (2006)
• Fall Kick-off event called MSU at the Zoo for all faculty and staff coordinated by Staff Senate to promote a collegial and friendly campus. (2006)
• Monthly recognition at University Cabinet of faculty and staff deserving special commendation; individuals recognized receive a communication expressing appreciation from the president. (ongoing)
• Wellness initiative created the first wellness club (walking) and produced a framework for the creation of new wellness clubs. (2008)
Center for Extended Learning (CEL) holds a fall open house for the campus to show appreciation of staff and faculty contributions to their success. (ongoing)

Implemented new central calendar for scheduling campus events. (2007)

Three faculty and two staff receive the Board of Regents Achievement awards on an annual basis. (ongoing)

President and Mrs. Fuller host annual holiday party for all faculty and staff in appreciation of their contributions to MSU; additional parties and receptions are hosted by Fullers at their home in the fall and spring.

The president hosts special breakfasts for small groups of faculty and staff throughout the year.

**Strategy 4 Building a Diverse and Multicultural University Climate**

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

- Distributed and compiled results from NDUS Diversity Climate Survey.
- Arranged for national consultant to visit campus and conduct open forums for campus to discuss results of the Diversity Climate Survey results. (2007)
- MSU submits a diversity report to the NDUS office on an annual basis which reports on diversity efforts. (ongoing)
- Established Native American Advisory Committee. (2006)
- Expanded and redefined the mission for the University Diversity Committee.
- Host a university and community Martin Luther King, Jr. celebration on campus in cooperation with the Minot Air Force Base.
- Hired and funded new director for international programs. (2006)
- Renovated and assigned new offices and general space in the Student Center for the new international program and director. (2007)
- A new Web site was developed to better promote international programs and opportunities. (2007)
- 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. (2006-2007)
- Establishing contacts with colleagues in Norway and Sweden to foster exchange of students, faculty and ideas. Additional communications have been made with universities in China and South Korea. (2007-2008)
- Received J-1 Designation through the Department of State. (2007-2008)
- An orientation session was developed and conducted for all International Students. (2007)
- MSU student was the first American exchange student to attend Telemark University College in Norway. (2008)
- Enrollment Services has expanded marketing activities in Canada and Washington. A dedicated recruiter for Canada was hired in spring 2008.
- Implemented the initial cohort of the MSM Intercultural Cohort Program, with 15 students from Sias International University in China and 11 domestic students. (2007)
- Welcomed and hosted for a semester a faculty member from Sias International University. (2007)
- Initiated a program collaboration with Pai Chai University in South Korea, resulting in a visit to MSU by PCU’s Provost in December 2007 and MSU’s visit to PCU in March 2008; collaboration will focus on a 3+1 program for students of PCU’s Appenzeller School of Global Business to complete a joint degree with PCU and MSU in International Business; initial cohort will arrive at MSU in Fall 2010. (2007)
• Cultivated relationship with Kadir Has University in Istanbul, resulting in MSU delegation’s visit in March 2008 to KHU to discuss collaborative business 3+1 business programs in Marketing and Management. (2008)

• Established a new “multicultural center” in the Student Center. (2006-2007); and assigned staff to program multicultural events in the center. (2007)

• A number of multicultural events were held including: Martin Luther King Jr. Celebration, Trinidad and Tobago Celebration, History of the Star Quilt Presentation, Native American Historical Trauma Presentation, Featured Faiths Series, Soul Food Celebration, Women’s History Month, Cinco de Mayo Celebration, Native American Awareness Week, and the Spring Powwow and Honor Dance (ongoing)


• Standards compliance on all campus Web sites ensures usability and accessibility for all. Common branding provides a consistent experience site-wide in terms of navigation and images/visuals. (2005-2006)

• Contracted with local Native American artist to paint murals in the Student Center; one depicting American Indian life and others displaying notable and recognizable structures from throughout the world. (2007-2008)

• Presented a number of speakers during Women’s History Month and hosted a poster session. (ongoing)

• Hosted Norwegian actress in Ibsen’s production of “Peer Gynt.” Theater production was open to campus and community members. (2006)

• Hosted the Suoni Wind Orchestra from Norway during Norsk Høstfest providing rooms and use of the concert hall. (2007)

• MSU delegation and Minot representatives visited Skien, Norway, to participate in a sister-city meeting and to discuss collaborations and partnerships. (2007)

• Instituted the International Friendship Program connecting Minot community members and International students through dinners, holiday activities, and everyday family events, so international students learn about American customs and experience U.S. family life.

• Employment of SIAS International University students on campus and NDCPD clients as couriers on campus. (2007)

• Held initial meetings to research the feasibility of opening an ESL center on campus. (2008)

### Strategy

**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.

• Reorganized career services office and eliminated recruiting services function to better focus on student success (2006); career service director’s position converted from ½ time to full time when all recruiting functions moved to another office that is more accessible to prospective students and families.

• Appointment of full-time vice president for advancement position which allowed vice president for student services to concentrate fully on student services. (2005–2006)

• Developed a Student Health Center Policy regarding infectious diseases. (2007)

• Revised the existing Orientation Handbook to meet the needs of Bismarck students and non-degree seeking students on the Minot Air Force Base. (2008)

• Completed and submitted a Title III grant proposal focused on improved student services and support. (2008)
• Developed a parent orientation in conjunction with Connect sessions (2007-ongoing)
• Established a counseling Web page (www.minotstateu.edu/counseling/) (2007)
• An on-line study skills course was developed for use in Fall 2008. (2008)
• Continue to match employers and students with appropriate academic department faculty members to develop, implement and assess learning outcomes for internship experiences. (2005-ongoing)
• Hosted a protocol dinner for students and faculty to demonstrate appropriate ways for public dining; focusing on training for students preparing to search for jobs prior to graduation.
• Hosted a Financial Aid College Goal Sunday to help high school students and their parents submit college financial aid application on line. (2008)
• President hosted a Freshman Moving In Day where faculty and staff help students move into residence halls demonstrating the university’s commitment to assisting students. (2005-ongoing)
• Implemented resident hall programming related to health and wellness with one program per hall per semester. (2007)
• Orientation/registration, known as CONNECT, became mandatory for all new students; previously first-year orientation was voluntary. (2007)
• ND State Board of Higher Education approved MSU request to create the CASCLS program and center. (Sept. 2007)

Strategy 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 the common good.

• Organized and hosted the Great Plains Service Learning Conference. (2007)
• MSU representation on many NDUS committees/councils including (but not limited to) alcohol consortium, Higher Education Resource Organization for Students, Disability Service Council, Diversity Council, Student Affairs Council and the Emergency Notification Committee. (ongoing)
• MSU representation on many community organizations including (but not limited to): Special Olympics, Marketplace for Kids, Junior Achievement, Safe Community committee, Companions for Children, North Central Human Service Center, Ft. Berthold Reservation, Indigenous Peoples Brain Injury Association, Minot Area Chamber of Commerce, County Emergency Operations Team, MADC, Souris Valley United Way, and Trinity Health. (ongoing)
• MSU representation on many national organizations including (but not limited to): American Heart Association, American Red Cross, FEMA, State/National Group for Facility Directors, NCATE, NCA, the Higher Learning Commission, and the National Association of Social Workers. (ongoing)
• Gained institutional membership in AASCU’s American Democracy Project, a civic engagement consortium of universities and the New York Times.
• Joined the National Society of Experiential Education Organization; a campus cohort attended a workshop in Chicago (2007).
• Faculty and staff participate in services clubs such as Optimist, Rotary, Lions, Boy Scouts, Sertoma, and Kiwanis. (ongoing)

VISION 2013
• Area schools benefit from MSU expertise as faculty and staff serve on various committees and school boards. (ongoing)
• Exploring the development of a child care program with Augustana Lutheran Church. (2007)
• University support of the Minot Area Council for International Visitors (MACIV). (ongoing)
• Strengthened relationship with Minot Chamber by providing electronic updates of MSU happenings. (2007)
• A Student Government Association officer served as a member of the Minot Area Chamber of Commerce. (2007)
• Hosted Business After Hours on campus providing community awareness of programs and facilities. (2007)

Strategy Ensuring Future Institutional Viability, Vitality, and Growth

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

- Moved the recruiting, admissions, and enrollment management services from second floor of the Student Center to the east side of the administration building; space renovated and updated; offices designed for recruiters and visitors; the number of recruiters was doubled, and a new director of recruiting services position established.
- Collaborated with Convention & Visitors Bureau to focus on Canadian market. (2007)
- Community/high school visits to Harvey, Drake, and Velva by the president. (2007)
- Hired Dean of Enrollment Services. (2007)
- Opened an outreach office at Minot High School to help high school students answer questions they may have about higher education. (2008)
- Continued collaborations with Dakota Square Mall, Coca Cola Bottling, and Scheels in marketing of MSU. (2006)
- Governor’s Center of Excellence at MSU was a collaborative project involving people from various departments/areas. (2007)
- MSU maintains a solid relationship with ND Delegation in Washington, D.C. (ongoing); proposals for federal support are submitted annually through a lobbyist representing the university.
- Joint meetings with administrators of MSU and MSU-Bottineau were held to identify collaborative projects. (2007)
- MSU and MPS hold an annual social for faculty and administrators to discuss collaborative events. (ongoing)
- Reorganized and enhanced Public Information Office. Relocated and renovated office to allow for efficiencies due to staff addition and increases in resources. (2006)
- Dome floor renovated. (2007)
- Swain Hall funds ($6.3 million) approved by the legislature to renovate and reprogram building as an academic facility. (2007)
- Hosted regular legislative session on campus with local legislators to raise awareness of MSU mission and vision. (2006)
- Hosted Class of 2013 basketball game event. (2008)
- Fund-raising consulting firm enlisted to review and report on a pre-campaign audit of the Advancement Office and staffing structure. (2006)
- Research and follow up on MSU graduates conducted by Alumni office. (ongoing)
- Improved management of university financial resources has resulted in additional resources for campus use. (ongoing)
• Hosted several Alumni events both in-state and out-of-state. Involved alumni in various campus events, Senior Lunch, Commencement, and sports events. (ongoing)
• Hosted Holiday appreciation event for members of the Board of Regents, Foundation Board and the Alumni Board. (2006-2007)
• Alumni and friends are featured regularly in Connections magazine. (ongoing)
• Hired Donor Relations Specialist in Advancement to enhance relations with alumni and friends of the university. (2007)
• Established student referral program with Board of Regents members. (2007)
• Hosted MSU Gala event that raised over $40,000 to help support scholarship efforts. (2007)
• Building signage has been installed on campus providing a more welcoming environment. (2007)
• An information center has been opened in the Student Center providing a positive environment to first time visitors. (2007)
• Organized committee to develop an Emergency Operations Plan to provide all campus constituents a safe learning and working environment. (2007-2008)
• ID card access equipment has been installed at entrances to the residence halls and the Fitness Center. A handheld ID card reader has been purchased and is being used for admission to campus events. (2007)
• Completed a campus initiative to become a “smoke-free campus.” (2006)
• Completed a two-year process of master planning; with a formal master plan for future growth and campus renovation; distributed in spring of 2007.
• Contracted with architectural firm to conduct a full landscaping analysis and develop a plan (e.g., plan for University and Broadway campus sign, campus landscaping plan; opening 11th Avenue; collaboration project with Lutheran cemetery; 10th Avenue corridor). (2006-2008)
• The HLC visiting team and report indicated that MSU met all criteria for accreditation, with a new review to occur in ten years in 2017.
• Reorganized and strengthened Board of Regents, with focused committees, membership expectations, additional meetings, and improved communications. (2006)
• Outsourced bookstore and contracted with Barnes and Noble. (2007)
• Full bookstore renovation in atrium. (2007)
• Welcome banners installed across campus. (2006)
• Campus server and network infrastructure improvements increase performance and allow flexibility in the delivery of applications and stability of connectivity. Measures are in place to protect users from data theft, viruses, and spam. Tools that facilitate engagement (blogs, wikis, audio/video collaboration, etc.) enhance overall delivery infrastructure. (ongoing)
• Network bandwidth is a shared resource across campus. Implemented devices to tighten security, manage bandwidth usage, prioritize specific traffic patterns, and provide quality of service (QoS) to critical applications. (ongoing)
• Increased port-based bandwidth to servers supporting critical and administrative and academic functions. (2007)
• Discontinued obsolete services and used portion of cost savings to implement collaborative suite/unified communications. (2007)
• Bidding of projects and purchases to enhance cost savings. (ongoing)