

**2011 Action Plan Annual Report  
10/14/11**

Initiative/Goal	Accomplishments
<p><i>Initiative 1</i>  <i>Offer competitive, high quality, rigorous academic programs and services that provide students the versatility to shape a changing world and support the state and regional economies.</i></p>	
<p>A. Continue the focus on discussion of student learning expectations, assessment of student learning outcomes and competencies, and resultant program improvements. Communicate these results across the University and to the community.</p>	<ul style="list-style-type: none"> <li>• The Deans met with the two faculty assessment committees and developed a plan for assessment of student learning in programs and in general education courses. The assessment website (<a href="http://web.mnstate.edu/assess/">http://web.mnstate.edu/assess/</a>) has been changed to include all types of student learning assessments conducted on campus.</li> <li>• The ETS Proficiency Profile has been administered to first year students and seniors this semester.</li> <li>• The annual report has been completed and further action will take place next year.</li> </ul>
<p>B. Continue work on specialized program accreditation as applicable and on required periodic program reviews.</p>	<ul style="list-style-type: none"> <li>• Documentation provided by Chemistry department to maintain American Chemical Society Accreditation.</li> <li>• Operations Management is working on a self-study for renewal of their program accreditation.</li> <li>• NCATE accreditors reviewed graduate programs in Ed Leadership and Special Education. Both programs received approval.</li> <li>• Documentation provided by Construction Management to maintain ACCE Accreditation.</li> </ul>
<p>C. Achieve accreditation from the Higher Learning Commission for online offering.</p>	<ul style="list-style-type: none"> <li>• Through the work done this year, we have identified what systems need to be improved in order to achieve this accreditation. We hope to move forward on this accreditation during the coming year.</li> </ul>
<p>D. Increase the number of online and hybrid courses. (MnSCU goal 2.3)</p>	<ul style="list-style-type: none"> <li>• Online and hybrid credits increased from 19173 in academic year 2010 to 23564 in academic year 2011, an increase of 23%.</li> <li>• Template report comparing current year with</li> </ul>

<p>E. Continue the strong focus on and support for faculty mentoring and engaged learning (e.g., student academic research conference, student participation in regional and national competitions).</p>	<p>previous year is being provided.</p> <ul style="list-style-type: none"> <li>• The 13<sup>th</sup> annual MSUM Student Academic Conference was held. There were over 350 students who participated, resulting in 134 oral presentations, 156 poster presentations, 2 film screenings, a debate, a workshop and 3 theatre arts performances.</li> <li>• In November, Russ Colson, Professor in the Department of Anthropology and Earth Science was named by the Carnegie Foundation for the Advancement of Teaching as the 2010 Outstanding U.S. Master's Universities and Colleges Professor.</li> <li>• Numerous students from programs across the University won regional or national awards. These awards are communicated on the University's website and in various publications. For example, Kristina Anderson won the national undergraduate poster competition of the American Society of Biochemistry and Molecular Biology. Our model UN team of 24 students won 90% of the awards given to delegates and delegations at the Arrowhead Model UN conference for the region. Mass Communication students continued to win prestigious regional and national awards.</li> <li>• More than 900 students worked with approximately 180 faculty members on research or creative work that led to a presentation or other significant public exhibition or performance.</li> </ul>
<p>F. Develop a sustainability major or concentration.</p>	<ul style="list-style-type: none"> <li>• A Sustainability Major has received full campus and system approval. MnSCU has approved the program and students have declared it as a major. A new Intro to Sustainability class started in the fall semester.</li> </ul>
<p>G. Increase the number or percentage of students enrolled in one or more college level Science, Technology, Engineering, or Mathematics (STEM) course. (MnSCU goal 2.2)</p>	<ul style="list-style-type: none"> <li>• The number of students enrolled in STEM courses increased from 4924 to 5122 from AY 2009 to 2010 and then remained stable at 5119 students in AY 2011.</li> <li>• We have developed a reporting template to identify and track the STEM courses and plan</li> </ul>

	to include it on our data reporting web site which is being created.
H. Increase the number of secondary teachers prepared for licensure in math and science. (MnSCU goal 2.2)	<ul style="list-style-type: none"> <li>• Completed development of a Middle School Endorsement in Math Education.</li> <li>• Developed group advising/informational sessions about STEM Teacher Ed as career choice aimed at students in first-year science and math classes.</li> </ul>
I. Continue to work closely with Program/School/College Advisory Boards to assure that, within the scope of the institution’s mission, curricula meet the changing needs of the area workforce. (MnSCU goal 3.3)	<ul style="list-style-type: none"> <li>• There were 24 meetings with program/school/college advisory boards. These have included fields such as graphic design, nursing, education, construction management, operations management, business, computer science, criminal justice, and biochemistry/biotechnology.</li> <li>• Working with the Greater Fargo Moorhead Economic Development Corporation and the collegiate deans, we organized a series of five business sector breakfasts. At these meetings, we provide a brief overview of our academic programs relating to the sector and ask about what is working well, what could be improved, and what new programs should be considered to prepare for future workforce needs. Already we have gathered excellent feedback and helpful planning ideas. Follow up meetings between colleges and specific employers have been held. We plan to repeat the sector meeting during the coming year.</li> </ul>
J. Continue work with faculty and staff to review and, as necessary, reconfigure programs and curricula in order to meet current and future educational needs. (MnSCU goal 4.2)	<ul style="list-style-type: none"> <li>• The Film Studies Department and Graphic Communications program were merged to better serve students and align our programs with industry needs.</li> <li>• In addition to the Sustainability major, new minors have been created in the music industry.</li> <li>• A Certificate in Women and Science was approved over the summer and is now being offered.</li> <li>• The Developmental Math Series has been revised in response to a study conducted by the Graduation Rate and Retention Task Force.</li> <li>• To better utilize our resources, we closed our</li> </ul>

	<p>Corrick Center for General Education. We are admitting fewer students with very low probabilities for graduation. Those at-risk students who are admitted receive intensive advising and specially chosen first semester classes based on their individual needs. We have developed a new English foundations faculty roster to focus specifically on English skill development for students with lower ACT scores. We are revising our approach to developmental math to continue to improve in how we address students who need additional coursework in math.</p> <ul style="list-style-type: none"> <li>• The university curriculum committee approved a revision of our general education curriculum as recommended by the Dragon Core task force. The changes in our requirements are effective for new entering freshmen in Fall 2011. Current students can choose to remain on the previous requirements or switch to the new ones. One of the committee recommendations still needs to be implemented; dual designation of Liberal Arts and Sciences classes will be taken on by the curriculum committee in Fall 2011, with new course designations being effective Spring 2012.</li> </ul>
<p>K. Increase the percent of related employment of graduates (MnSCU goal 3.1).</p>	<ul style="list-style-type: none"> <li>• The annual survey has been moved to the Career Development Center and new processes are in place to assure accuracy of data collection.</li> <li>• The employer sector meetings noted earlier under Initiative 1 are helping to assure the relevancy of our curricula to regional employment needs.</li> </ul>

*Initiative 2*

*Increase enrollment and student success, including underrepresented students. The number of enrolled students should reach 8,000 within the next five years with continued improvements in student success indicators.*

A. Increase enrollment and related tuition revenue by 4.7% by Fall 2011 from the base of Fall 2010 through a combination of increased new freshmen, increased transfers, and improved retention.

- We revised this goal after closure of the Corrick Center. In fact, we planned for a potential FTE decrease of up to 4%. The actual decrease of 2.85% FTE was within budget planning parameters.
- As noted earlier, we are focusing on admitting students who have a reasonable probability of success and will thus have higher retention and graduation rates in the future. As a result of this change in strategy.
  - We referred 203 more students to community colleges than before. However, we are only down 95 students in the freshman class.
  - The average ACT of the freshmen increased from 21.92 to 22.14.
  - As a result of additional recruitment of transfer students, we increased the number of new entering transfers from 605 last year to 674 this year.
- Following are highlights from the 30<sup>th</sup> day enrollment figures.

Category	2010	2011
Applications of domestic freshmen	3,533	4,090
Residence hall contracts	1,746 (including 50 M-State)	1,761 (including 6 M-State)
Applicants referred to community colleges	94	297
Enrolled new entering freshmen	1217	1122
ACT scores of freshmen	Mean 21.92 SD 3.46	Mean 22.14 SD 3.30
Enrolled new transfers	605	674
Total new undergraduate students, including special	2114	2082
Returning undergraduate students	4898	4709
Total undergraduate students	7012	6791
Total new graduate students	114	159
Total returning graduate students	371	304
Total graduate students	485	463
Total students (head count)	7497	7254
Total undergraduate FTE	6235.80	6025.46
Total graduate FTE	286.10	310.70
Total FTE	6521.90	6336.16

B. Improve retention and graduation rates (4, 5, and 6 year) across colleges and for the campus as a whole.

- As noted earlier, the closure of the Corrick Center prompted a reset of some goals. We expected a decrease in Fall to Fall retention. However, the disaggregated data suggest some good news.
  - Overall, fall to fall retention of new entering freshmen rose from 67.3% last year to 67.6%.
  - Retention of non-Corrick admitted students rose from 68.1% to 70.1%.
- Our task force on graduation and retention has made recommendations for changing our approach to at-risk students; many of these will be implemented this fall. The task force has become a permanent committee to continue to provide input on our progress in retention and graduation rates.
- The Institutional Effectiveness Office has designed a report that will allow us to report on a variety of criteria regarding retention and graduation.
- Students in off-campus cohort programs are asked to fill out advising evaluation forms. Educational Leadership now uses a student exit

	<p>survey that includes information on the effectiveness of advising and related items. The School of Social Work is currently engaged in a reaccreditation self-study that includes a comprehensive review of student advising in the program. Student advising exit surveys are being collected this academic year and will be analyzed for performance improvement. The CNSA program developed a new Graduate Peer Advisor program to help incoming students be more effective in setting up their programs of study, campus information, and being welcomed into the program.</p> <ul style="list-style-type: none"> <li>• The deans are using a block scheduling approach for freshmen to better match students to the courses that they need for success. This also helps us to manage more students with fewer resources.</li> <li>• In addition, although we are admitting fewer “at risk” students, we have improved our planning and tracking process for this group. Current strategies include studies skills classes taught by their advisor, intrusive advising, and early alert grades.</li> </ul>
<p>C. Increase recruitment and retention of underrepresented students. (MnSCU goal 1.1)</p>	<ul style="list-style-type: none"> <li>• A new recruiter was hired to focus on underrepresented populations. We had an increase of 5% in the number of automatically admitted diverse freshman and an 8% increase in new diverse transfer students.</li> <li>• Student participants of the last Bridge program are monitored for success ongoing and meet at least monthly with Multicultural Affairs professional staff. Fifteen students completed the Bridge program in June 2011. All fifteen are currently enrolled at MSUM.</li> <li>• The Institutional data suggest a Fall to Fall retention rate for the Fall 2010 cohort of underrepresented students of 59.4% in contrast to 66.7% the previous year. This appears to be partially due to the Corrick Center closing, which as noted earlier was done because of a 24% 6-year graduation rate. The largest drop was in low income Corrick</li> </ul>

	<p>students.</p> <ul style="list-style-type: none"> <li>The Fall to Fall retention rate for the non-Corrick, underrepresented students is 67.7% in contrast to 66.2% last year.</li> </ul>
D. Increase the number of living and learning communities and the number of students participating in such communities.	<ul style="list-style-type: none"> <li>A total of 202 (11% increase) new entering freshman enrolled in the following Learning Communities for Fall 2011: Biosciences, Emerging leaders, two Education, Living in Color (Diversity), Dragon exploration, Theatre/Film, Honors, and two Art.</li> </ul>
E. Implement the Residential Life Master Plan to renew our facilities and support recruitment and retention.	<ul style="list-style-type: none"> <li>Renovation of Grantham Hall was completed summer of 2010, and renovation of Dahl Hall Phase I was completed over the summer of 2011.</li> </ul>
F. Continue to build MSUM's market position, identity, and brand to leverage its competitive strength.	<ul style="list-style-type: none"> <li>We have now developed a menu of publications to be used to reinforce our brand and our academic quality with external audiences. Great Graduates will be mailed to external audiences and used with admitted students to promote enrollment. It can be found on the web at <a href="http://www.mnstate.edu/president/GreatGrads.pdf">http://www.mnstate.edu/president/GreatGrads.pdf</a>. A new edition will be printed every October. A new one page color publication, MSUM Today, will be sent our four times each year to external audiences.</li> <li>The university now has a new academic logo and visual identity. For more information see <a href="http://web.mnstate.edu/brand/">http://web.mnstate.edu/brand/</a></li> <li>The newly designed website was launched in October, 2011.</li> </ul>
G. Implement new strategic plan in Athletics to improve program quality and leverage resources for scholarships.	<ul style="list-style-type: none"> <li>As a result of an Athletics Summit held during the summer of 2010, nine strategic goals were developed. In summary they are: <ol style="list-style-type: none"> <li>1. Improve organizational effectiveness.</li> <li>2. Establish an administrative structure to guide financial sustainability.</li> <li>3. Raise \$2 million annually to support the vision of Dragon Athletics.</li> <li>4. Be recognized for academic excellence and outstanding student development.</li> <li>5. Develop and implement a comprehensive communication plan.</li> </ol> </li> </ul>

	<ul style="list-style-type: none"> <li>6. Compete for championships.</li> <li>7. Be in compliance with the requirements and spirit of Title IX and gender equity.</li> <li>8. Uphold and embrace the rules, regulations and policies of NCAA, NSIC, MnSCU and MSUM.</li> <li>9. Allocate, coordinate, maintain and improve facilities for a safe environment.</li> </ul> <ul style="list-style-type: none"> <li>• Plans are in place and progress has been made in each of the nine goals.</li> </ul>
<p>H. Increase transfer success for qualified students by improving compliance with the MnSCU transfer curriculum. (MnSCU goal 1.4)</p>	<ul style="list-style-type: none"> <li>• With the approval of new Liberal Arts and Science Curriculum (LASC), we are in full compliance with MnSCU transfer curriculum. AVP Ginny Bair has been working with the MnSCU DARS staff to assure that our MnTC audit report that is viewed by another institution meets the common MnSCU standards.</li> <li>• Course outlines have been uploaded for MnTC courses.</li> </ul>
<p>I. Support student retention and success through a robust program of student activities and support including orientation for new students, programs to promote pro-social behavior, and student activities.</p>	<ul style="list-style-type: none"> <li>• During the 2010/2011 academic year, there were a total of 8 Dragons After Dark programs with a year total of 4,127 students attending, and 11 After Dark programs with a total of 2,689 students attending. Some of the departments involved include First Year Programs, Residential Life, Student Activities, Health and Wellness, Conduct and Resolution, and Athletics.</li> </ul>
<p><i>Initiative 3</i>  <i>Strengthen our relationships with key stakeholders, including alumni, other donors, neighborhood groups, and the business community.</i></p>	
<p>A. Support regional vitality by contributing artistic, cultural and civic assets. (MnSCU 3.2)</p>	<ul style="list-style-type: none"> <li>• For the third consecutive year, MSUM hosted the city and county flood volunteer center. It was open for 4 days, dispatching volunteers throughout the area to deploy sandbags for the Red River flood.</li> <li>• A full slate of concerts, readings, lectures, plays, and other performances and exhibitions</li> </ul>

	<p>was held. More than 35,000 people have already attended these events.</p> <ul style="list-style-type: none"> <li>• On September 17, 2010 and September 19, 2011, in honor of Constitution week, MSUM hosted naturalization ceremonies for the region. They were attended by the public and by elementary school students.</li> <li>• MSUM continues to host a community Fourth of July event, including music, fireworks, games for children, and a bike parade.</li> </ul>
<p>B. Continue to develop programs to engage new alumni and increase regional and programmatic alumni groups.</p>	<ul style="list-style-type: none"> <li>• The Alumni Relations Director is continuing the focus on engaging young alumni and developing regional events. An annual plan has been developed to increase communications and engagement for all alumni.</li> </ul>
<p>C. Develop student/alumni mentorship and internship opportunities.</p>	<ul style="list-style-type: none"> <li>• Career Services and the Communications Studies Department have piloted a student/alumni mentorship program; 50 students and 50 alumni members have participated in the program. The program will continue this year.</li> <li>• See <a href="http://www.mnstate.edu/career/mentorship/studentguidelines.cfm">http://www.mnstate.edu/career/mentorship/studentguidelines.cfm</a></li> </ul>
<p>D. Continue development of Homecoming as a campus wide event to celebrate and support the university.</p>	<ul style="list-style-type: none"> <li>• A successful Homecoming was held this fall and we held a debriefing meeting to further improve the event. There is an awareness of the need to organize and coordinate the homecoming schedule of events for next year by a homecoming committee.</li> </ul>
<p>E. Increase cash and pledges to the Alumni Foundation by 10%.</p>	<ul style="list-style-type: none"> <li>• We now have annual reports that track unrestricted, restricted and endowed gifts in the form of cash and pledges along with tracking the total number of donors and the percentage of Alumni giving in dollars and numbers.</li> <li>• Total new cash and pledges for the 2011 year were down by 52% over the previous 2010 year largely because of the campaign for the Wellness Center in 2010 which raised an unprecedented amount. However, the 2011 year did see an increase of 18.5% over the average raised in the previous 4 years. Planned</li> </ul>

	estate gifts which were realized had huge positive effect on the total.
F. Increase the number of donors by 5% over the baseline of FY10.	<ul style="list-style-type: none"> <li>• Donor numbers are down from last year by 21%. This is due to changes directly related to the unfilled staff positions. The positions are now filled with a complete staff. A plan for focus groups will help to determine the needs of the Alumni Relations in order to insure involvement from Alumni to increase donor numbers.</li> </ul>
G. Increase the amount of money for scholarships by 5% over FY10.	<ul style="list-style-type: none"> <li>• Scholarship dollars decreased by 15% over the previous year. However, due to funds raised for the Wellness Center, the total given to the University increased by 16%.</li> </ul>
H. Continue to develop positive neighborhood and community relationships.	<ul style="list-style-type: none"> <li>• The Regional Advisory Council met once. In order to better meet our needs, we are reforming that group and adding two other advisory groups: a CEO Business Advisory Group and a University-Neighborhood Relations Forum. The first meeting of the Neighborhood group was held on October 13.</li> </ul>
<p><i>Initiative 4</i>  <i>Continue to develop infrastructures that are sustainable through difficult economic times as well as consistent with the caring community that is MSUM.</i></p>	
A. Decrease base budget and increase revenue in preparation for the decrease in state appropriation for the next biennium with the aim of continuing to avoid layoffs where possible while maintaining programs, quality, and accountability.	<ul style="list-style-type: none"> <li>• As a result of tight fiscal controls, we decreased our base expenditures by \$3.5M in FY12. Our revenue increased, and our budget is now balanced and fiscally sustainable See <a href="http://www.mnstate.edu/president/Speeches/fiscal/sustainabilitybudgetbasics081211.pdf">http://www.mnstate.edu/president/Speeches/fiscal/sustainabilitybudgetbasics081211.pdf</a> .</li> <li>• We have carefully reviewed several units, and are increasing our focus on our core mission and our degree seeking students. Therefore, after a rigorous analysis, we have closed the Continuing Education/Customized training unit. Those functions that remain will be handled by the colleges.</li> </ul>
B. Develop a plan for long term fiscal sustainability in the face of continued	<ul style="list-style-type: none"> <li>• The fiscal sustainability plan has been circulated throughout the university and is</li> </ul>

<p>decrease of state appropriations.</p>	<p>posted for comment on the MSUM website. See <a href="http://www.mnstate.edu/president/Speeches/fiscal/fscopceptpaper021011.pdf">http://www.mnstate.edu/president/Speeches/fiscal/fscopceptpaper021011.pdf</a> .</p> <ul style="list-style-type: none"> <li>• A new document that documents the university’s journey to its current point of fiscal sustainability has been posted on the website at <a href="http://www.mnstate.edu/president/Speeches/fiscal/sustainabilitybudgetbasics081211.pdf">http://www.mnstate.edu/president/Speeches/fiscal/sustainabilitybudgetbasics081211.pdf</a> and discussed with bargaining unit leaders and the faculty senate. It was also the topic of the September 8, 2011 town meeting. See <a href="http://web.mnstate.edu/president/Speeches/general_university_wide_meetings/TownHallMeeting_09082011.pdf">http://web.mnstate.edu/president/Speeches/general_university_wide_meetings/TownHallMeeting_09082011.pdf</a> .</li> </ul>
<p>C. Continue focus on efficiency of expenditures (e.g., department cost recovery ratios) and operating budgets.</p>	<ul style="list-style-type: none"> <li>• The Academic Affairs Budget Advisory Committee has met throughout the year to review data and plan for efficiencies and future growth in academic programs. The committee has reviewed use of adjunct and fixed term faculty, potential budget cuts for the coming year, and cost recovery ratios for all academic programs. With only a few exceptions, academic programs have improved their efficiency. The committee will soon review budget reports from programs that have lower cost recovery ratios to provide feedback on how they may achieve future efficiencies. It is important to note that the overall cost recovery rate for the university has risen from 98% in 2009 to 126% in 2011. See <a href="http://www.mnstate.edu/president/kpi/deptcostrecovery/index.htm">http://www.mnstate.edu/president/kpi/deptcostrecovery/index.htm</a> .</li> </ul>
<p>D. Continue improvements in energy efficiency using new system benchmarking tools to document change.</p>	<ul style="list-style-type: none"> <li>• We participate in PBEEEP (Public Buildings Enhanced Energy Efficiency Program) on a continued basis.</li> <li>• B3 Energy Benchmarking was implemented in July of 2009. We are continuing to use the system and its recent enhanced reporting capabilities.</li> <li>• Energy management initiatives have reduced annual energy costs by \$920,000 or 30% over the past two years.</li> </ul>

	<ul style="list-style-type: none"> <li>• Jeff Goebel received the Board of Trustees Chair's Innovation Award for his work in improving energy efficiency.</li> </ul>
E. Continue to improve the quality and profitability of the summer session with a goal of increasing net revenue by at least 25%.	<ul style="list-style-type: none"> <li>• Since 2008 summer session net revenues have increased 94%. Summer session FYEs have grown by 36% since summer 2008.</li> </ul>
F. Improve the university's overall fiscal health as evidenced by the Composite Financial Index (CFI) and the university reserves.	<ul style="list-style-type: none"> <li>• The board required reserve has been increased during FY11 to 5%, the minimum requirement as set forth by Board procedure.</li> <li>• The FY11 Composite Financial Index of 2.90 compares to an index of 1.66 in FY09.</li> </ul>
G. Provide programming and facilities to enhance student recruitment and retention as well as campus efficiency.	<ul style="list-style-type: none"> <li>• The library vestibule and classroom have been renovated.</li> <li>• The academic support hub renovation in Flora Frick has been completed, co-locating the Academic Resource Office, University College, Disability and Career Services, and the Veterans Resource Office.</li> <li>• The Bookstore has been renovated, and the food service options in that area have been renovated and expanded.</li> </ul>
H. Continue to coordinate and improve the technology and communications infrastructures.	<ul style="list-style-type: none"> <li>• The new online system for ordering print materials from the <i>Copy to Print</i> shop has been fully implemented.</li> <li>• Additional campus wireless access points have been installed throughout campus.</li> <li>• Infrastructures (hardware and software) have been installed to accommodate the launch of our new website.</li> </ul>
I. Continue to promote increased efficiency through reorganizations as needed, LEAN process review, shared services with other institutions, and other quality improvement approaches.	<ul style="list-style-type: none"> <li>• The Non-Instructional Advisory Committee continues to review all requests to hire permanent non-faculty positions. Prior to recommending approval, they look for reorganization and efficiencies. Downsizing through reorganization of departments is facilitated using the LEAN process. FTE reductions have been recognized in the areas of central inventory, printing, affirmative action and the finance administrative office, to name a few.</li> <li>• The MSUM Public Safety Department is in the third year of a shared services agreement with</li> </ul>

	M State.
<p>J. Implement assessment plans for all non-instructional units.</p>	<p>The Student Affairs and Enrollment Management divisions have made considerable progress as noted below.</p> <ul style="list-style-type: none"> <li>• All programs and events sponsored by MSA (Summer Bridge Program, Learning Community, American Indian Center, Women’s Center, Rainbow Center) have instituted review processes to ensure program effectiveness and track utilization information.</li> <li>• The Hendrix Health Center has conducted quality improvement studies and student surveys to assess satisfaction of current services.</li> <li>• HHC participates in the Boynton/State of Minnesota survey on health and behavior of college students which benchmarks a wide variety of health issues statewide.</li> <li>• CMU has administered the web-based College Union/Student Center Survey from Educational Benchmarking, Inc., designed to gather student perceptions on programs and services. CMU is scheduled to repeat the survey for comparative analysis again in FY12.</li> <li>• Individual service areas continue to conduct periodic satisfaction surveys to adjust services to meet the changing needs of customers.</li> <li>• The Bookstore has conducted reviews that have resulted in streamlined processes including campus post office services, Financial Aid direct charges, feasibility of book rental programs and online ordering.</li> <li>• With the assistance of the Nebraska Book Company, a complete Bookstore renovation was finished in time for fall 2011 semester.</li> <li>• Enrollment Management units continue to use both purchased assessment instruments (i.e. EBI) and in-house surveys to assess customer satisfaction from both</li> </ul>

	students and external audiences.
K. Continue to implement and assess internal controls for business practices to ensure accountability and alignment with Board policies and state law.	<ul style="list-style-type: none"> <li>• A process is in place to review ISRS security rights on a regular basis to ensure there are strong controls and when necessary, mitigating controls are in place.</li> <li>• A thorough review of the chart of accounts is underway. A restructure of the accounts expected in FY12 will result in alignment to MnSCU fund and program definitions and provide assurance that financial information is accurate, reliable and useful for management reporting.</li> </ul>
L. Continue to engage faculty, staff, bargaining units, and students in conversations and joint problem solving towards continuous improvement. (MnSCU Goal 4.2)	<ul style="list-style-type: none"> <li>• During the past year, we have held town meetings (see <a href="http://www.mnstate.edu/president/Speeches/general_university_wide_meetings/index.htm">http://www.mnstate.edu/president/Speeches/general_university_wide_meetings/index.htm</a> ), divisional meetings, regular meetings with bargaining unit leaders, meet and confer meetings with unions, faculty and staff office hours, and student office hours.</li> </ul>