July 8, 2010

Chancellor James McCormick  
Office of the Chancellor  
Minnesota State Colleges and Universities  
30 7th Street East, Suite 350  
St. Paul, Minnesota 55101-7804

Dear Chancellor McCormick:

I am proud to report on our progress during FY 2010 toward becoming a 21st Century University and our contributions to achieving the strategic goals of the system as a whole. We have many accomplishments to report and it is difficult to select just a few. For additional information, please see the progress listed on the Presidential Work Plan for 2010.

Advancement: The public phase of our Light the Way campaign was launched in August 2008, unfortunately, just before a precipitous downturn in the economy. Despite the timing of our launch, we have raised $8,623,240.27 or 86% of our $10 Million goal and are now in the final push to complete our campaign by year’s end. So far, we have received the following support: Integrated Wellness Complex ($3.3M), scholarships ($4.8M) and our National Child Protection Training Center (NCPTC) ($563K). In addition, our efforts to obtain Federal support for the National Child Protection Center continue to bear fruit. The goal of the NCPTC is to eliminate child abuse in three generations. To create the capacity to achieve this ambitious agenda, we are expanding our NCPTC network to include additional affiliates, currently in Arkansas and New Jersey and we are working on a governance structure that will support a multi-generational effort.

Our focus this year has been on retaining donors and adding new ones. So far, as of mid-June (the latest data I have), we have experienced a 26% increase in the number of people who have given support for the first time to WSU this year. While we have also seen a drop off in donor retention, we have done better than the national average (minus 10% in overall giving at WSU vs. minus 18% nationally) and we are introducing new strategies to stay in touch with donors and to “brand” the alumni experience in ways that will promote closer ties to our graduates and welcome donors back into the fold when their financial condition again permits them to work with us.
Academic Excellence: The quality of the academic programs and the WSU community is reflected at many levels of our institution, from the recognition of individual faculty and student achievement to acknowledgement of the institution as a whole. Perhaps our greatest achievement this year is that we have protected the quality of our programs, enhanced the student experience and continued to promote access and opportunity while cutting our budget significantly. We accomplished this through judicious use of the ARRA funds as retirement incentives plus some curricular reform and the calling back of a significant amount of release time and redirection of valuable faculty time toward instructional activities.

A major achievement this year was our success in obtaining a significant award from the Bush Foundation to redesign how we recruit, prepare, place and then support teachers. This work is getting underway in collaboration with seven other sites, each approaching this common set of goals in distinctive ways.

Our engagement agenda continues to expand. A member of our faculty, Dr. Joan Francioni, was a finalist for the national Thomas Ehrlich Award for leadership in engagement that is sponsored by Campus Compact. WSU was again on the 2009 President’s Higher Education Community Service Honor Roll.

We continue to invest in innovation in the curriculum, from small projects such as integrating engagement opportunities into classes to more comprehensive programs such as the Common Book and the American Democracy Programs and new curricular components associated with WSU Goes Green. Innovation investments have led to new certificates in Sustainability and Educational Lean and have revitalized and updated courses, practica, and professional development opportunities in critical areas such as STEM, Special Education, Social Work, Global Studies, our Language School, and the Health Sciences. We have continued to reinvest in restructuring and increasing the capacity of our academic support areas – most specifically peer tutoring, teaching and learning with technology and assessment and institutional research. Our institutional research office has been reconfigured into Institutional Planning, Assessment and Research (IPAR). Now that our faculty development center is fully operational, IPAR is becoming a source of material for the scholarship of learning and teaching as well as a vehicle for conducting the studies that will contribute to our Self Study that will be submitted to the Higher Learning Commission this coming year in preparing for our 10 year reaccreditation visit. By introducing Educational Lean into many of our processes and academic areas we are beginning to see the results of our investments in “innovative change” such as integrated models of support and curricular reform. We are proceeding with several phases and levels of accountability reporting and preparation for accreditation visits: the institution is slated for an NCL/HLC accreditation review team visit in spring 2012; we are preparing for accreditation reports and visits in Education, Engineering, and Nursing; the Clinical Lab Science degree program has applied for accreditation from the National Accrediting Agency for Clinical Lab Sciences (NAACLS); and finally, the American Association Colleges and Schools of Business (AACSB) accreditation board has announced that we are ready for our accreditation visit, a year ahead of schedule.

HealthForce Minnesota: We are in the fifth year of development of our Center of Excellence. Under the leadership of Jane Foote, who joined us in 2007 from MCTC, we have taken additional steps forward. We supported an additional 8 innovative projects in FY 10 and added
additional partnerships across the state. Our model is based on collaboration “without walls” that takes place through a core of industry and education partners who provide leadership for the Center and through competitively awarded projects that address the goals of the Center. We continue to prove the value of the Center of Excellence model as a means for advancing all four of the current MnSCU Strategic Goals. In addition, Jane Foote has been assisting the Office of the Chancellor in ensuring that the associate degree nursing programs offered by MnSCU institutions are fully accredited. In FY10 the Center provided grant support to twelve of our MnSCU campuses to prepare for accreditation. Ten campuses received a $5,000 grant to help defer the cost of candidacy. Sixteen colleges received either travel support, grant support or consultant support last year. HealthForce supported Dr. Sharon Tanner from the National League for Nursing Accrediting Commission to come and speak with all two year MnSCU campuses, sponsored 19 faculty members to attend the national self study forum to begin the process of candidacy for nursing program accreditation. This initiative will require long term support, and nursing program accreditation is an expectation of our healthcare care employers. This next year Jane is working with the State Universities to deliver a primarily on line Masters program in Nursing for Nurse educators in our system.

We continue to staff a Minneapolis Office of HealthForce Minnesota in association with the City of Minneapolis to address the pressing health care workforce needs in the metropolitan area. At this point, MnSCU now has access to most of the main healthcare provider systems in the state through HealthForce Minnesota. These main provider systems play a major role in driving the Minnesota economy. Through HealthForce, MnSCU has an opportunity to be directly linked to our major providers in order to provide a healthcare workforce for the state.

This year HealthForce assisted in the replication of three Adult Scrubs Camps across the state and the addition of the Urban Scrubs camp in partnership with Augsburg. These are key initiatives to reach diverse youth and underemployed adults seeking an exciting career in healthcare. They add to our growing statewide coverage and continue to demonstrate the value of the Center of Excellence concept as we expand our portfolio and continue to add to our Executive Alliance.

We also have completed the merger with HEIP to coordinate and enhance the value of these investments and to take advantage of the differences between the two approaches to working with the health care industry. A major initiative that continues to gain momentum is clinical coordination. We are working with Senator Ropes in southern Minnesota to discuss the potential a statewide model for clinical coordination. Healthcare employers are very interested in this use of technology to coordinate the placement of nursing and other healthcare students in clinical learning sites. With the emphasis on health care in the ARRA package, our efforts to address workforce development needs with partners such as Pine Technical College, the Metropolitan Area Workforce Investments Boards and Workforce Development, Inc. have intensified. HealthForce is being called upon to help deliver the successful grants in both the urban and greater Minnesota regions.

**Regional workforce and economic development:** Dr. Diane Dingfelder, our first full-time administrator with responsibility in Outreach & Continuing Education (OCED), has continued to introduce a more focused and strategic effort to contribute to the economic vitality of our region.
through workforce development and partnerships. We received a $70,000 award from MN Online to develop a new online adult degree completion degree for allied health professionals in collaboration with Bemidji University and HealthForce MN. Our Summer Session has become more productive and participation has expanded.

During the course of the past two years, OCED has been engaged in several key partnerships. Through MnSCU Innovation Funding, OCED was awarded $30,000 to design and develop a blended curriculum for an Energy Resource Advisor (ERA) certificate in partnership with Eagle Bluff Environmental Center, U.S. Fish and Wildlife, Winona County Environmental Services, and Clean Energy Resource Teams (CERTs). The first pilot program was extremely successful and we are now preparing to work with five other institutions within the Minnesota State College and University system for a statewide roll-out. Through the 7 Rivers Alliance, we are collaborating with other key partners on economic development initiatives in our tri-state region including the development of a bio-composites cluster and the first bio-composites conference in our region. The biocomposites conference in our tri-state area took place in October. Just north of Rochester, we are nurturing a relationship with the Pine Island Economic Development Authority (EDA) and the Elk River BioBusiness Park, working in collaboration with Gail O’Kane, DEED, RCTC, and several other partners to meet the emerging needs of this enterprise with the potential of creating 15,000 to 24,000 new jobs.

**WSU Goes Green:** With the encouragement of our faculty leadership, Winona State became one of the early signatories to the American College and University Presidents Climate Commitment. During FY10 WSU continued advancing our “WSU Goes Green” strategy designed to achieve climate neutrality and promote the university as a regional institution for environmental stewardship. For example, we took actions to strengthen our Sustain Winona alliance, an organization of seven community-based partner institutions focused on a wide range of sustainability goals. A year ago, an independent audit group sponsored by Purdue University certified Sustain Winona’s Environmental Management System (EMS) to be in compliance with international standards to support environmental protection. WSU also progressed with our energy performance contracting initiative which leverages future energy savings to pay for present day energy-saving upgrades to our physical plant. As required by state statute, we hired an independent engineering consultant who helped us develop an RFP to solicit proposals from Energy Savings Companies (ESCOs) interested in contracting for our program. This competition led to our selection of McKinstry Corporation as our ESCO. McKinstry developed a solid package of Facility Improvement Measures (FIMs) which we presented to the OOC staff for evaluation on June 17. Following OOC staff review we will submit the final guaranteed energy contact for AG review and Vice Chancellor King’s approval later this summer.

In August, WSU will open an $18 Million Integrated Wellness Center, which will be the first LEED certified structure in Winona County. Our target had been for this to be a LEED silver structure although we believe we may have incorporated enough sustainability features into the construction to enable us to achieve a LEED gold rating. In addition to advancing these major initiatives, we continued to refine and enhance our “WSU Goes Green” website, and also continued efforts to reduce our carbon emissions by giving students and employees transportation alternatives to bringing a privately owned vehicle to campus. These include our
Zipcar car sharing program as well as our Purple Bike rental program. Sustainability will also be a major feature of our new Campus Comprehensive Plan which is currently at 90% completion and will be presented for your approval in August. Due to budget constraints, we have not been able to hire a full-time sustainability coordinator but Vice President Lohide continues to serve admirably as our informal coordinator in addition to his many other duties.

Building a budget in tough times: In the middle of the current biennium, Winona State finds itself in a strong position, despite the fiscal challenges we face. We have managed our current budget challenge of $4M per annum in this biennium through a combination of (1) personnel savings created through a package of early retirement incentives and (2) restructuring and revenue generation. We are now working on our best estimate of further reductions in the next biennium and have passed our first milestone by identifying approximately $1.5M (60% of our expected best case goal of identifying a solution for a $2.5M per annum reduction in our state general fund support for FY12). I can talk about our approach during our discussion on July 22nd.

We have used our one-time stimulus funding to underwrite additional early incentive packages. We had originally expected to have some funding left over for one-time innovation projects and some additional repurposing of classroom and laboratory spaces but the response to our early retirement incentives exceeded our expectations.

We have been able to manage the 11.9% reduction in our state appropriation ($3,650,686) by following a set of budget guidelines and a process of budget review developed in consultation with our constituency groups and by utilizing a four-point strategy for assessing all potential actions. We have been gratified by the results that we have obtained as a campus community. For additional information, please see the materials and documents that we have posted on the president’s office page as well as our Budget 101 materials1.

This year we continued to hold open forums attended by all members of the Cabinet and the Council of Deans as well as individual sessions with members of each of our colleges. We held special sessions in Rochester for our faculty and staff members who are housed there. We built a budget suggestion box on our home page for campus users. We used our All-University Finance and Facilities Committee to hold hearings and to review proposed administrative actions. While none of the steps below were unique to us, in combination they helped to maintain open and consistent communication and an opportunity for campus participation in the identification and evaluation of budget options.

- Shared Principles: Put students first. Protect academic integrity. Generate revenue. Consider layoffs only as a last resort.
- Clear Goals: (1) Support academic innovation, distinctiveness and excellence. (2) Enrich the student experience and support student success. (3) Expand our climate commitment and sustainability efforts.
- Mindset: We are investing in our future and the budget is an investment portfolio.

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1 Budget planning site [http://www.winona.edu/president/10590.htm](http://www.winona.edu/president/10590.htm) and Budget 101 site [http://www.winona.edu/adminaffairs/budget_101.asp](http://www.winona.edu/adminaffairs/budget_101.asp)
Discipline: Revisit all assumptions and look for buried assumptions that are worth exploring. Examine each significant expenditure carefully--Is it an essential investment? If so, is this the best way to accomplish our goals? If not, how can we redesign this function or program to ensure that it works well and can function with the staff levels available? (Note: We have begun to expand the capacity of our campus community to employ Lean strategies and tools to redesign and restructure many of our core functions.)

Construction Projects: Throughout FY 2010 Winona State managed various construction projects involving both renovation of existing buildings and construction of new facilities. Our two major capital construction projects are near completion and will be ready for occupancy as the fall semester begins. We have already taken substantial completion of a portion of our $18 Million Integrated Wellness Center and look to take full ownership of the new facility on July 19. We also plan for substantial completion of our $29M 408-bed residence hall complex on July 15. Last June, the MnSCU Trustees approved a $4 Million project for the construction of two pedestrian tunnels under the existing Canadian Pacific Railway which bisects the WSU campus. We have experienced delays in bringing together the several jurisdictions that must be aligned in order for this project to begin, but we hope we now see “the light at the end of the tunnel,” so to speak. We hope to break ground on this project either early fall 2010 or spring 2011. Work is also proceeding on Phase II of our $1.9 Million HEAPR project to upgrade heating and air conditioning (HVAC) in Phelps Hall. Last summer we completed the first and second floors of the building along with a companion project to construct a new Radio/TV studio. This year in Phase II we will complete the HVAC work on the third floor of the project and also complete companion projects in the building to renovate a large classroom and renew the 100-year-old restrooms in the facility. While these major projects progressed, the university also worked numerous lesser, but still important, projects such as remodeling our student dining facility in Kryzsko, upgrading windows at Wabasha Hall and replacing a fire suppression system in our facilities services building. As we look to the future, our facilities planners are currently busy working on a 2012 capital project predesign submission for a project to renovate Somsen and Wabasha Halls to facilitate an enhanced College of Business and expanded Continuing Education and Graduate Studies programs. Each of these efforts moves our campus in Winona toward a more supportive environment for a 21st century education and reflects our overarching theme of supporting healthy people in healthy working relationships in a flexible, sustainable environment.

Enrollments: Interest in WSU remains robust although we are beginning to experience the predictable softening of first-time freshmen numbers due to the demographic trends in our region. We continue to see improvements in both the level of preparation and the retention of our students. We are anticipating that we will open our halls at full capacity, in part due to an increasing number of upperclassmen who wish to live in university-related housing. This pattern will certainly be accentuated by the opening of a splendid new residential complex. To respond to the demographic challenges we are now facing as well as to support enhanced collaboration with our colleagues in the two-year sector, we have made a number of improvements in our transfer admission process and support for transfer students, including additional articulation agreements with two year institutions, the implementation of early advising and registration for
transfer students as well as an enhanced transfer orientation program. These improvements are starting to make a difference and we will continue to enhance our outreach and support for transfer students. We also have put ever more successful emphasis on student success, with an attendant continued improvement in retention and graduation rates. We were pleased to receive a gold designation on the MnSCU Dash Board for this work this year.

Diversity: We have continued to intensify our efforts to diversify our campus community and to expand our international programming. Our minority population increased again this year. We grew from 4.2% during fall 2003 to 4.8% in fall 2008. We have increased to 5.5% in FY 2010 according to the data provided by the FY 2010 Institution Profile. Using the IPEDS definition of diversity rather than the MnSCU definition, 7.1% of our students define themselves as persons of color. We continue to expand our Academic Progression Reporting Systems (APRS) and are pleased that 91.3% of the students of color and first generation students that we tracked using APRS remained at WSU during the academic year. We attribute this outcome to more “intrusive” advising.

Given the lack of diversity in southeast Minnesota, we are proud of the modest increase in students of color. This increase resulted from a number of coordinated efforts that are outlined in the FY 2010 university work plan template, including the development of relationships with high schools and two year colleges as well as offering presentations, programs, and workshops to prospective and current students. We continue to intensify our efforts to attract students of color to WSU and to support their academic success. The Access and Opportunity Grant has been instrumental in our efforts to attract and retain underrepresented students; as I write this, 65 high school students have just left campus after participating in our Boys to Men Leadership Academy, a program funded through this grant program. We have also enhanced our efforts to work with other organizations to prepare all young people to graduate from high school and succeed in college. For this set of efforts, as well as others, please see the work plan. We are very serious about increasing our diversity – both international and domestic – and providing pathways to success for all of our traditional age students as well as returning adults.

Support for students: We continue to invest in support for student learning and success by enriching the student experience. At WSU, we are committed to providing a healthy and supportive environment for our students and promoting a culture of responsibility. In January 2009, the entire WSU campus became a tobacco-free environment. Surveys of students taken in spring 2009 indicated a very high level of awareness of the policy change and a high level of knowledge relating to how to find information on smoking cessation. We have added a tobacco-free notice to campus signage and are working on the small number of places where smokers still congregate in order to resolve the remaining resistance to our tobacco-free policy. In an effort to support our students, we have continued to increase student success in historically difficult classes through support with Supplemental Instruction (SI). We have had a successful launch of a three-tiered leadership development program called Warriors LEAD that supports students interested in leadership opportunities, current student leaders and experienced student leaders who have played mentoring roles for the less seasoned students.

We also enriched the student experience by enhancing the student advising experience, especially for students who are as yet undeclared. Over the past several years we have consistently increased student satisfaction with advising of undeclared students.
In spring 2009, 93% of undeclared students responded yes to the question, “Are you satisfied with the advising you received?” This represents an increase from 90% in 2008 and 78% in 2007 who answered yes to the same question.

Another component of the student experience is the delivery of services for students. In an effort to enhance innovations in student services, we expanded the use of technologies in addition to enhancing service in the newly established Warrior Hub in Maxwell Hall. Of the 2,782 students polled in Assessment Day 2009, 79% had visited the Warrior Hub and of those, all but 1% of the respondents were satisfied or very satisfied with the experience.

We are committed to making the University a working model of scholarship and creative solution-finding in action as well as a laboratory for the practice of contemporary democracy. In keeping with our mission of a community of learners improving our world, we are developing a student leadership program. During the 2008-09 year, our new staff member worked directly with student volunteers to create and develop a leadership program that includes a student advisory board and a student leadership and development plan that will be implemented in fall 2009. We currently enjoy a positive and mutually respectful relationship with our student leaders and we appreciate their willingness to help us rethink our programs and operations in the context of significant budget reductions.

Laptop program to eWarrior Program and Restructuring of ITS: The conversion of our Laptop program to a Digital Life and Learning (DLL) Program has proven to be very successful. This program is now about learning rather than about laptops and it has been woven into the fabric of our University, from facilities planning to faculty development. Students and faculty have been given a voice in shaping the direction of the DLL Program through the development of a new and more effective governance process.

Information Technology: This year, Winona State University completed its Technology Master Plan 2010 – 2013. This document provides a framework for integrating and prioritizing technology related issues at Winona State University. It was developed to provide a guide for future technology implementation. In addition, this past year extensive work was done to evaluate and assess technology holistically through the development of the e-Warrior: Digital Life and Learning Assessment Plan. This plan will allow the University to better understand the impact of the program on faculty and students.

During FY10, Information Technology Services witnessed continued growth of mobile computing with continued expansion and upgrade of the campus wireless network. In addition, new technology-enhanced classrooms were added, the number of technology-enhanced courses increased, a new project intake process was developed, Winona360 and Web2010 were produced and launched, as well as a number of significant server and system upgrades.

As a result of several Educational Lean projects, the structure and support services provided by our information Technology Services have been enhanced and focused. During FY10, the Technical Support Center (TSC) in the User Services unit completed 15,702 support tickets. During assessment day, students reported that 81% who visited or called the TSC gave the Center a grade of “A” or “B”. That score has improved by 10 percentage points over the last two years. Also of note, in the last year students who gave a grade of an “A” to the TSC increased from 44% to 50%.
Intercollegiate Sports: WSU once again had many firsts for our athletic programs. We continue to show progress both in the classroom and on the fields of competition, while also making some significant Title IX improvements with facility upgrades. Competitively we had another very good year. This year marked our second year in the now 14-member Northern Sun Intercollegiate Conference. We ended up third in the conference in the overall team championship point totals. We also saw 12 of our 14 teams advance to conference, regional or national post-season competition in one of the best Division II Conferences in the NCAA. We opened up a new track as a joint project with the local public school, Cotter High School and the Morrie Miller Fund. This new venue offers new opportunities for our women athletes in track and field. We held an invititational meet in Winona for the first time in over 40 years!

We continue to explore the meaning of the Division II Life in the Balance theme that we embrace. Our student athletes provided over 1800 hours in community service. In their academic pursuits, our student athletes again outperformed their classmates. Our 400 student-athletes continue to advance by achieving an all time high in academics by attaining a cumulative 3.2 grade point average in 2010. That is up from 3.14 last year. Over 30% of our student-athletes received all-conference or all-regional academic honors and for the third year in a row at least one student-athlete has received an NCAA postgraduate scholarship, a very high honor indeed. On top of all of that, for the first time in our conference, one school (WSU!) captured the male and the female All Conference Student Athlete of the Year awards. In addition, our retention rates of student athletes continue to climb, rising from 84.6% in 2009 to 89.5% for freshmen and from 91.6% to 93.4% for our student athletes overall.

WSU-Rochester: We have continued to strengthen our academic collaboration between WSU-Rochester and Rochester Community and Technical College as evidenced by the design of a new upper-division Rochester-based Early Childhood Special Education transfer program (with RCTC’s Child Development Associate of Applied Science).

Improved student services in Rochester include walk-in transcript service and the installation of a direct phone link to the Instructional Technology Center on the Winona Campus to better serve students when WSU-Rochester staff members are not available. A new jointly designed and operated Welcome Center will open this fall to provide reception, initial program information, initial advising, and select student services. The Welcome Center will be staffed by jointly appointed advisors who can provide accurate and customized advising for RCTC and WSU programs. Preliminary planning for “Path to Purple,” a collaboration between WSU and RCTC, has been completed. The Path to Purple will provide an option for students who did not gain admission to WSU to enroll at RCTC for a minimum of 24 credits with guaranteed admission to WSU if minimum academic entrance requirements are met at RCTC. From the time of initial denial from WSU, regional students will receive coordinated information from WSU and RCTC prior to and during enrollment at RCTC.

The Welcome Center will also serve as a pilot site to apply the new MnSCU GPS (Goals + Planning=Success) program developed at Century College. Staff will apply GPS resources and principles from the point of first contact with prospective students to encourage long-term planning for educational goals with both RCTC and WSU.
WSU-R ended the year on a positive note, by winning the 2010 Alfred P. Sloan Award for Workplace Flexibility. As a recipient of the 2010 Sloan Awards, WSU-R ranks in the top 20% of employers nationally in terms of its programs, policies and culture for creating an effective and flexible workplace.

**Leadership Team:** We continue to have a fine leadership team in place after conducting a bumper crop of searches two years ago. Now that we have a fully rounded out Cabinet, my colleagues are starting to fill in a select few critical positions that are essential for us to accomplish our goals. Last year, for example, we hired a campus planner to help us with our $60M of construction, renovation and demolition. We also hired a campus safety officer. All of these positions represent investment in campus safety and the quality of our environment. We have a new Dean of Liberal Arts and a new Dean of Education coming on board this summer and have appointed a Dean of International Programs who will undertake a significant overhaul of our support structure and portfolio of international programming over the next year.

**Selected Points of Pride:** WSU has received national recognition this year from a number of sources.

- WSU has been named one of “America’s 100 Best Buy Colleges” for the 14th consecutive year.
- The Princeton Review has named WSU among the “Best in the Midwest” for five consecutive years.
- WSU is the only MnSCU institution named in the Princeton Review’s Guide to Green Colleges, a list of exemplary sustainable institutions.
- WSU ranks 11th on a list of the top 25 safest campuses in the United States by The Daily Beast.
- WSU has been recognized on the President’s Higher Education Community Service Honor Roll with Distinction in 2009 and 2010.

**Areas of emphasis for FY 10**

1. Continue to increase student retention.
2. Continue to develop capacity for assessing student learning throughout the curriculum and continue redesign of the curriculum to conform to the 120 credit hour requirement and to reflect changes in the nature of professional practice. Continue to prepare for the HLC Self-Study by completing the redesign and integration of our support structure for planning and institutional assessment.
3. Continue to invest in enhancements in campus safety under the leadership of our new Campus Safety Officer. Continue to invest in enhanced emergency responsiveness.
4. Utilizing the newly redesigned faculty/staff Learning Commons in Maxwell, design and provide integrated support for research and the enhancement of teaching and learning.
5. Continue to redesign our web presence and utilize the new capacity to provide regular updates for the campus community on construction, the issues being addressed by all-university advisory committees and other areas of shared interest.
6. Utilize our new budget and planning tools and improved constituency consultation models to implement the FY 2010-11 biennial budget.
7. Continue the public phase of our capital campaign, Light the Way.
8. Continue to pursue our climate commitment goals and expand our “WSU Goes Green” efforts.

Areas of emphasis for FY 11. Some of the elements that will get attention this year are carried forward from 2009 and represent a next phase. Details on progress can be found in the Work Plan and in the narrative of this report.

1. Continue to increase student retention and develop stronger enrollment management strategies and tools.
2. Expand the use of Educational Lean to address core institutional resource questions such as space utilization, advisement and support for undeclared students, new staffing patterns for administrative offices and academic departments that can work with fewer staff positions.
3. Support a faculty-led effort to update our University Studies Program (WSU version of General Education) to bring it into better alignment with the Minnesota Transfer Curriculum and to focus its purposes and reduce the cost of delivery of the program.
4. Continue to develop capacity for assessing student learning throughout the curriculum and to reflect changes in the nature of professional practice. Continue to prepare for the HLC Self-Study by completing the redesign and integration of our support structure for planning and institutional assessment.
5. Utilizing the newly redesigned faculty/staff Learning Commons in Maxwell, design and provide integrated support for research and the enhancement of teaching and learning.
6. Begin the implementation of our Technology Master Plan and introduce the eWarrior Assessment Plan.
7. Utilize our new budget and planning tools and improved constituency consultation models to prepare for further reductions in state general fund support in the next biennium.
8. Complete the public phase of our capital campaign, Light the Way.
9. Continue to pursue our climate commitment goals and expand our “WSU Goes Green” efforts. Implement our first energy performance contract.
10. Obtain OOC approval of WSU’s updated Comprehensive Master Plan in August; roll out the completed plan to the campus during the fall semester and immediately begin work to implement the short term priorities detailed in the plan.
11. Continue to develop collaborative programs with MnSCU partner institutions.
12. Increasing choices and different pathways for adult learners including an online baccalaureate degree completion program for healthcare professionals and advanced studies such as new graduate certificates (e.g. Educational Lean) and the interdisciplinary Professional Science Masters.

Sincerely,
Judith A. Ramaley
President