

Achievement, Endeavor and Hope Murray State University Strategic



Plan 2015-2022

**Plan Vision: Murray State University is the Premier
University of Choice**

Strategic Directions Statement

(Adopted by Murray State University Board of Regents May 20, 2011)

We envision Murray State to be the “University of Choice” for high school seniors, community college transfer students, and nontraditional students in West Kentucky and the surrounding region. The basis for being the University of Choice is a recognition that Murray State offers distinctive academic programming and superior educational and co-curricular experiences.

We envision Murray State being recognized for the application of its collective expertise in support of community and regional economic development, pre-K-12 educational improvement, and continuing education for the region’s workforce.

We envision Murray State being recognized as the outstanding university in the Commonwealth in fulfilling the public trust for operational efficiency and effectiveness, and for transparency and accountability in the use of public funds.

University Vision

To build on our reputation as one of the best student-centered, comprehensive universities in the nation

Murray State University Mission Statement

Murray State University serves as a nationally-recognized residential comprehensive university, with a strong extended campus and online presence, offering high-quality associate, baccalaureate, masters, specialist, and doctorate degrees. Academic programs are offered in the core areas of arts and sciences, agriculture, business, health and human services, teacher education, communications, engineering and applied technologies, and nursing. Teaching, research, and service excellence are core values and guiding principles that promote economic development and the well-being of the citizens of the Commonwealth of Kentucky and the region.

Murray State University places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies, and other colleges and universities at home and abroad. Murray State University prepares graduates to function in a culturally diverse, technologically oriented society, and increasingly interdependent world. The University is committed to international education as an integral dimension of the university experience.

Murray State University emphasizes student-centered learning and educational experiences that include first-year experience, the Honors Program, internships, study-abroad programs, service learning, research and creative projects, residential colleges, and student organizations.

In sum, Murray State University fosters an exciting and challenging learning environment.

Amended by the Murray State University Board of Regents August 25, 2011

Strategic Initiatives Leadership

Co-chairs: Drs. Tim Todd and Bob Jackson

Strategic Initiatives Leadership:

Academic Excellence: Dr. Dina Byers

Student Success: Fred Dietz

Scholarship, Research and Creative Activity: Dr. Murphy Smith
Community Engagement: Dr. Brian Van Horn
Executive Committee Ex-officio members: Three Vice Presidents: Dr. Jay Morgan, Jackie Dudley, and Dr. Don Robertson; Michael Dobbs; Dr. Rory Goggin; Laura Lohr; Phil Schooley; and Dr. Marty Jacobs.
Staff/Liaison Support: Dr. Renee Fister, Dr. Kelley Wezner, Catherine Sivills, and Mary Bradley.

Murray State University Board of Regents

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Sharon Green (Vice-Chair)
Dr. Constantine W. Curris
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Dr. Jerry Sue Thornton
Stephen A. Williams

The purpose of this Plan is for implementation and continual improvement. Therefore, individuals, departments, and areas will be attached to each Strategic Plan component to ensure work is moving forward. The Plan will be reviewed at least once yearly by the campus community or more frequently as the President deems appropriate. Significant changes will be evaluated and incorporated with submission of the updated Plan to the Board of Regents for their information and/or approval as deemed appropriate.

Strategic Initiative:

Advancing a Culture of Academic Excellence

Goal: Creating and enhancing academic programs that will propel Murray State to be recognized as the Commonwealth's premier public university and the University of Choice.

Objective 1:

Promote academic achievement that offers exceptional learning opportunities.

Measures/Action Steps:

1. Enhance national academic quality rankings- Rank in the top 20 of the Regional Universities in the South and the top 5 of the Top Public Universities in the South in *U.S. News & World Report*.
2. Increase Honors College participation by 25%.
3. Increase Honors College graduation rate to exceed the general student body graduation rate.
4. Increase terminally-degreed faculty to 84%.
5. Promote an excellent student/faculty ratio of 17 to 1 or less.
6. Increase transfer and articulation programs between community colleges and Murray State from 126 to no less than 130.
7. Appoint a Presidential Task Force to develop a formal study of academic programs' strengths, weaknesses, opportunities, and threats to ensure standards for rigor, relevance, and excellence aligning with Council on Postsecondary Education (CPE) review processes.
8. Increase STEM-H degrees awarded by 10% to correspond with CPE guidelines.

Strategies:

1. Enhance Residential College academic undergraduate and graduate programs.
2. Increase professional development opportunities for faculty/staff, e.g. Faculty Development Center.
3. Implement findings of the Presidential Task Force and conduct ongoing and formal academic program review processes in order to meet changing and dynamic needs of our region, state, country, and world.
4. Develop a robust Honors College and increase retention from enrollment through graduation in the Honors College.
5. Increase the availability and expand delivery methods of undergraduate and graduate degree programs.

6. Develop program-to-program articulation agreements with community colleges in our region, the Commonwealth, and in our multi-state region that enhance student access and faculty exchange.
7. Promote STEM-H degree programs, enhance academic advising for these programs, and increase career opportunities.
8. Heighten the reputation of accomplished faculty in their respective disciplines/programs.

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Academic Excellence Objective 2:

Enhance high-quality curricular, co-curricular, and experiential learning experiences.

Measures/Action Steps:

1. Increase student participation in research/creative activity opportunities during Scholar's Week, Posters-at-the-Capitol, and other initiatives.
2. Increase service learning opportunities and internships in all applicable academic disciplines by 10%.
3. Recognize, enhance, and market distinctive/compelling programs to recruit and retain students while increasing the reputation of the University.
4. Establish a Presidential Task Force in concert with outside consultants, dovetailing with the CPE review processes, in coordination with Dean, Provost, and other appropriate administrators, to conduct a formal assessment of undergraduate and graduate academic offerings and faculty work in areas not having program accreditations.
5. Ensure the National Collegiate Athletic Association (NCAA) Academic Progress Rate (APR) for each Murray State sport is at least 930 and the NCAA Federal graduation rate is at least as high as Murray State's undergraduate graduation rate.

Strategies:

1. Emphasize the importance of internships, service learning, study abroad, and student engagement in research/creative activity.
2. Investigate a centralized experiential learning "one-stop-shop."
3. Recognize, enhance, and market undergraduate and graduate academic programs which advance Murray State University's high quality reputation with regard to academic quality, student success, and faculty achievements.
4. Discuss with stakeholders financial and academic needs which must be met to provide for additional accredited undergraduate and graduate programs.
5. Maintain commitment to a highly-competitive Division I Intercollegiate Athletics Program for both men and women, while advancing the overall educational goals of the institution.
6. Increase student involvement by 10% in Scholar's Week, maintain student participation in Posters-at-the-Capitol and increase student involvement in other undergraduate research opportunities.

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Academic Excellence Objective 3:

Enhance efforts to recruit, retain, and engage a diverse, creative, and outstanding faculty and staff.

Measures/Action Steps:

1. Formalize strategies to meet or exceed benchmarks set forth by the MSU Diversity Plan.
2. Formalize strategies to meet or exceed 2015 benchmarks and future measures set forth by the CPE.
3. Conduct a comprehensive study to ensure fair and competitive compensation for faculty and staff is provided.
4. Research on-and off-campus options and services to support employees, e.g. childcare, health services, counseling, and other needs.

Strategies:

1. Increase partnerships with the city, county, and region to offer a welcoming community for everyone.
2. Develop University plans for campus and the wider community to enhance diversity.
3. Create a Virtual Resource Center to assist new faculty and staff with their University job responsibilities.
4. Formalize and strengthen an environment for individuals to foster their professional development.
5. Use appropriate external and internal data to create a competitive plan for compensation models and merit pay increases with appropriate evaluation mechanisms.
6. Establish a faculty mentor program.

Academic Excellence Objective 4:

Protect, preserve, and enhance the integrity of undergraduate and graduate academic programs, physical learning environments, and core infrastructure.

Measures/Action Steps:

1. Provide deferred maintenance funding of at least \$1 million annually through existing and/or newly appropriated state funds.
2. Create a Presidential Task Force to develop the most effective tuition pricing model with consideration given to discount factors.
3. Increase private funds raised annually to \$6 million in FY15 and increase by 5% each subsequent year.
4. Prepare for a comprehensive capital campaign by 2017 to focus on enhancing academic excellence and promoting student success initiatives.
5. Ensure technology and virtual infrastructure funding that fosters pedagogical advancements and technological improvements, e.g. University Libraries.

Strategies:

1. Develop a long-term plan to address deferred maintenance.
2. Continue to enhance relationships with the CPE and the Commonwealth of Kentucky legislative and executive branches.
3. Increase the number of alumni giving to the University each year and develop new and prospective major donors.
4. Engage more foundation, corporate, and business partners to create additional educational funding sources.
5. Update the Campus Master Plan, including the Athletic Facilities Master Plan, to address new facility needs, classroom and laboratory improvements, renovation needs, and deferred maintenance.
6. Conduct a comprehensive energy savings audit and review recommendations and sustainability “best practices” for implementation to reduce energy usage and resources.
7. Aggressively work to enhance general fund state appropriations.

Strategic Initiative:

Promoting a Dynamic and Diverse University Community Committed to Student Success

Goal: Attract, retain, and graduate students who will serve as thought-provoking civic, educational, and workforce leaders through blending services and curricular and co-curricular activities.

Objective 1:

Enhance strategically-focused student recruitment and enrollment efforts and increase student retention and graduation rates.

Measures/Action Steps:

1. Increase the six-year graduation rate of the first-time, full-time, freshman cohort from 53.1% to 58%.
2. Increase degrees awarded from 2,113 in 2013-14 to 2,300.
3. Enhance recruiting efforts in the 18-county service region and increase the percentage of students enrolling by 20%.
4. Increase the number of transfer students from 954 in FY13 to 1,200.
5. Increase student enrollment from Jefferson, Fayette, and other metro areas in the Commonwealth by 50%.
6. Increase first-year retention of the first-time, full-time, freshman cohort from 72.4% to 78%.
7. Increase the number of the residential freshman class from 1,172 in FY14 to at least 1,250.
8. Enhance academic aspects by increasing
 - a) average composite ACT from 22.6 to 25 for unconditionally admitted students.
 - b) the percentage of first-time, full-time, freshmen students in the top 25% of their class from 43% to 50%.
 - c) the number of Governor's Scholar Program/Governor's School for the Arts and Commonwealth Honors Academy students enrolling as first-time freshman by 100%.
9. Maintain a minimum of 10% of total student population as international students.
10. Increase the number of enrolled minority students by at least 5% over 7 years.
11. Increase the graduation rate of under-represented minority students from 41.1% to 46%.
12. Increase first-time graduate student enrollment by 15%.

Strategies:

1. Form a task force to review the recruitment and development of students with named scholarships and fellowships.
2. Develop a comprehensive marketing plan and utilize multiple media to effectively promote and expand Murray State University's academic quality and brand.
3. Enhance Comprehensive Retention Plan to improve retention rates by addressing academic, social, personal, and financial barriers for all students.
4. Continue the Racer Roundup program and encourage greater participation by faculty, staff, students, and alumni.
5. Balance the recruitment and enrollment of undergraduate and graduate students within the 18-county service region, in-state, out-of-state, and internationally that fulfill an optimal tuition revenue model while aggressively recruiting high school students in the top 25% of their class.
6. Enhance student life experiences by increasing student participation in campus activities and athletic events and implementing changes to promote student wellness, academic excellence, campus and community service, and leadership development.
7. Involve faculty, staff, and students as peer mentors to connect with under-represented minority recruits and enrolled students.
8. Create operational efficiencies to enhance enrollment management.
 - a) Seek synergies among undergraduate enrollment, graduate enrollment, transfers, and international enrollment.
 - b) Establish a one-stop shop for student operations such as registration, admissions, payment, financial aid, student support services, and advising.
 - c) Establish an enhanced recruiting and enrollment process for transfer students for a seamless transition.

Student Success Objective 2:

Enhance opportunities and expand programs for global education and campus internationalization.

Measures/Action Steps:

1. Promote options in high-quality study abroad programs and increase the number of students studying abroad by 25%.
2. Increase active international university partnerships from 53 to 60.
3. Perform a comprehensive study on campus internationalization and global education.
4. Maintain a minimum of 10% of total student population as international students.
5. Develop a relocation and/or renovation plan to accommodate the University's changing international program.

Strategies:

1. Promote to students, faculty, and staff the importance of global perspectives in campus life, learning, teaching, and research.
2. Increase involvement of international students in campus and community activities.
3. Promote and enhance International Education Week activities.
4. Involve the campus community in discussion of opportunities and barriers with campus internationalization.
5. Establish enhanced recruiting and enrollment processes for international students.

Student Success Objective 3:

Continue the development of the Residential College System to promote student academic and social integration for enhanced retention and graduation efforts.

Measures/Action Steps:

1. Ensure all faculty, professional staff, and students are members of a Residential College.
2. Appoint a task force to review the possibility of establishing a residential component to a new Honors College.
3. Increase academic offerings in residential colleges so that each College has at least one major/minor course per academic year.
4. Develop a method to track student involvement with the Residential College System and measure the impact of student satisfaction on retention and graduation rates.
5. Revise College Head position description to allow more time for advising and mentoring students.

Strategies:

1. Aggressively market the benefits of the Residential College System to new and prospective students and parents.
2. Develop strategies to encourage and increase faculty-staff involvement in the life of each College to promote more interaction with students.
3. Develop strategies to better connect students to identify with their College, increase involvement, and assume additional leadership roles.
4. Continue tutoring and academic assistance programs in each College.
5. Develop a Residential College Marketing-Branding Plan as component of overall University Marketing-Branding Plan.
6. Investigate themed living-learning communities within the residential colleges/floors associated with each academic college.

Student Success Objective 4:

Provide academic and support initiatives to enhance the educational environment.

Measures/Action Steps:

1. Every graduate will complete an internship, service learning component, study abroad, practicum or clinical experience, research experience, other experiential learning opportunity, or Quality Enhancement Plan Experience Rich Activity.
2. Enhance our community college connections and internal academic options to develop new student pathways for undergraduate student success to reduce underprepared first-time freshman students by 10% and increase the six-year graduation rate of students taking remedial courses by 25%.
3. Establish a task force to enhance career service strategies, including methods to monitor job placement, graduate/professional school enrollment, and student internships.
4. Create a collaborative plan to promote health and wellness that reinforces and supports healthy faculty, staff, and student living.
5. Review admission standards and implement changes as necessary to ensure student pathways of success.
6. Develop a campus-wide advising plan with outcomes and goals for students and advisers.
7. Develop a plan to provide resources and/or personnel that will sustain academic support units.

Strategies:

1. Ensure that responsiveness to data reporting mechanisms is a centralized process; e.g. data warehouse.
2. Enhance promotion of Career Services to prospective and current students.
3. Provide/increase internship stipends.
4. Form a plan for new pathways for student success in 2015 with the full implementation goal of 2016.
5. Provide educational programs on general wellness and prevention of harmful behaviors with collaboration of multiple offices on and off campus.

6. Provide financial literacy programs to create better awareness of money management, budgeting, and debt reduction.
7. Evaluate and ensure sustainability of student academic support units.

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Strategic Initiative:

Advancing Knowledge to Benefit Society by Fostering Research, Scholarship, and Creative Activities

Goal: Foster a culture of intellectual inquiry between and among our faculty, students, and staff that will provide ongoing and lasting benefits (economic, cultural, and otherwise) for our region, Commonwealth, and nation.

Objective 1:

Develop and support a culture of research, scholarship, and creative activity that engages faculty, staff, students, and external partners.

Measures/Action Steps:

1. Ensure that 90% of tenure-track/tenured faculty are engaged in a scholarly activity each year.
2. Increase external grant submissions by 30%.
3. Increase by 10% scholarly activity as defined by the academic unit.

Strategies:

1. Recognize notable accomplishments through compensation, course load reduction, and special awards.
2. Publicize accomplishments of faculty, staff, and students to internal and external constituencies.
3. Identify the benefits related to educational quality of research, scholarship, and creative activity for the local community, professional fields, and society.
4. Improve grant processing to encourage faculty, student, and staff success.
5. Increase cross-disciplinary and collaborative efforts that target external funding sources.
6. Create formal training programs for new and current faculty and staff for assistance with grant submissions.
7. Work closely with the federal congressional delegation and agency program officers to increase sponsored program awards.

8. Explore financial options to strive to provide a limited number of reassigned courses, awarded on a competitive and selective basis, to promote faculty research, scholarship and creative activities.

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Research, Scholarship, and Creative Activity Objective 2:

Promote academic excellence and student success through research, scholarship and creative activity, thereby enhancing student learning and the University's national reputation.

Measures/Action Steps:

1. Increase by 20% the number of undergraduate and graduate student scholarly projects mentored by faculty.
2. Create methods of evaluating and promoting a culture of scholarly and creative activity.
3. Develop a process to increase the number of students who participate in an experiential learning opportunity as measured in the Quality Enhancement Plan survey or other appropriate data set.

Strategies:

1. Create and publicize on-campus and off-campus research opportunities for faculty, staff, and students, and develop relationships with external partners.
2. Appoint a terminally-degreed faculty leader of Undergraduate Research and Scholarly Activity Office.
3. Explore financial options for faculty in all departments, on a competitive and selective basis, to have the ability to take a sabbatical.
4. Design a plan to increase funding for open-access publishing needs and an institutional research repository.
5. Adopt institution-wide software with dashboard features and/or methodology to collect data regarding research, scholarship, and creative activity.
6. Explore a plan to provide enhanced graduate assistantships.

Strategic Initiative:

Improving the Quality of Life for our Communities through Engagement

Goal: Engage with our many communities to assist in the betterment of our society, create economic ventures, promote a sense of place, and assist in the furtherance of the values of public higher education.

Objective 1:

Raise the educational attainment level within the University's primary service region.

Measures/Action Steps:

1. Partner with community colleges to increase the average baccalaureate degree and higher attainment level of our 18-county primary service region to 17.5%.
2. Partner with high schools to increase the percentage of college-going students in our 18-county primary service region to above 64.5%.
3. Participate in the state's Kentucky Rising initiative to enhance/elevate the level of teacher preparation in partnership with surrounding school districts.

Strategies:

1. Develop relationships with elementary, middle, and high schools in our primary service region to engage additional K-12 students in programs to promote educational attainment and college readiness.
2. Increase educational programs for high school students to visit campus.
3. Engage more alumni in the recruiting process of prospective students.
4. Increase access to baccalaureate and graduate degree programs by increasing online and regional campus programs.
5. Engage more adult/non-traditional students in educational opportunities.
6. Collaborate with state's KY Rising leadership team to enhance teacher preparation through partnerships with regional school districts.

Community Engagement Objective 2:

Engage businesses, nonprofits, governmental agencies, and respective leaders in partnerships to promote economic development.

Measures/Action Steps:

1. Appoint a work group to conduct a periodic regional economic development summit, bringing state and national leaders to assist.
2. Establish a task force to develop a regional centralized data center, expand economic development research, consulting initiatives, enhanced undergraduate and graduate academic programs, and other assistance to cities, counties, businesses, and local/regional economic development agencies.
3. In conjunction with regional community colleges and other stakeholders, assess the workforce needs throughout the primary service area in order to expand existing, modify current, and/or develop new degree programs to ensure rigor, relevance, and excellence.

Strategies:

1. Promote undergraduate and graduate academic programs that foster economic development in West Kentucky, the broader region, and the Commonwealth.
2. Engage and promote faculty/staff to assist with economic development throughout the region.
3. Serve as the catalyst and centralized contact point for the research, promotion, and enhancement of economic development initiatives in order to assist city, county, and regional efforts.
4. Engage more businesses/nonprofits/governmental agencies in partnerships to enhance region's workforce, economic development, visibility in the Commonwealth, and additional educational funding sources/opportunities.
5. Engage more alumni employers to offer internships for students.

Community Engagement Objective 3:

Enhance the quality of life by serving as the epicenter for educational, cultural, creative, and athletic activities.

Measures/Action Steps:

1. Conduct an economic impact study to determine the University's regional impact.
2. Develop and promote a University Master Calendar.
3. Measure and enhance the number of cultural, creative, and athletic activities offered.

Strategies:

1. Actively promote all events to our region, state, and multi-state region, with increased emphasis on engaging K-12 students and parents.
2. Expand all available partnerships to increase options for educational, cultural, creative, and athletic activities.
3. Develop plans and partnerships with health organizations to effect change for the region's well-being.
4. Continue to provide year-round opportunities for community and regional engagement with state, national, and world leaders, arts and cultural performances/exhibits, health and wellness initiatives, and University athletic events.

Time Frame	Outcome
2015-16	Beginning implementation with ownership
2016-17	Work toward successful completion of metrics
2017-18	Work toward successful completion of metrics
2018-19	Reassessment and recalibration with connection to mid-term SACSCOC review
2019-20	Work toward successful completion of metrics
2020-21	Work toward successful completion of metrics
2021-22	Evaluation of plan and review for next Strategic Plan

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