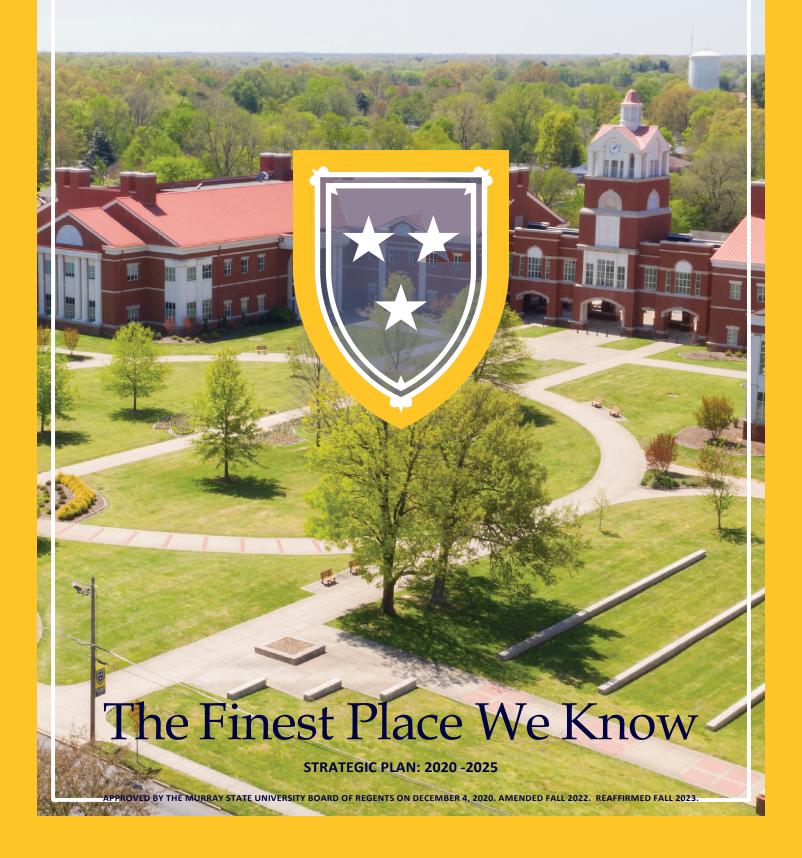
### **MURRAY STATE UNIVERSITY**



#### **VISION STATEMENT**

To be one of the best student-centered, comprehensive universities in the nation.

#### MISSION STATEMENT

Murray State University places our highest priority on student learning and excellent teaching, blending the range of educational opportunities often found at research institutions with the nurturing studentteacher interactions usually found at smaller universities.

"We continue to work together to provide an impactful, high-quality, and life-defining college experience."

- DR. ROBERT L JACKSON, PRESIDENT

We are forward-moving.
We are family.
We are Racers.







Colleagues and Friends,

Murray State remains focused on fulfilling the needs of our campus community, region, state and beyond through the University's Strategic Plan.

Building on our reputation as one of the best student-centered, comprehensive universities in the nation requires the dedication of many — faculty, staff, students, administration, Board of Regents, community members, alumni, supporters and others. We will continue to worktogether to provide an impactful, high-quality and life-defining college experience.

To date, we have continued growth in the number of new undergraduate, graduate and transfer students attending Murray State. Increasing retention rates indicate that more students are progressing through their collegiate experience and graduating. Recent national rankings from U.S. News & World Report, Forbes, Wall Street Journal and others recognize Murray State as a University of affordability, quality and student success. These accolades are a testament to the aforementioned commitment of so many constituencies.

Strengthening a culture of academic excellence, creating a dynamic and diverse community, advancing knowledge to benefit society and improving the quality of life for our region are the cornerstones of this Strategic Plan. They are the pillars that support the world-class teaching and learning available at Murray State each and every day. This Strategic Plan represents the road map we must continue to follow as we celebrate the University's centennial in 2022 — and as we look toward the next 100 years.

Through a shared governance process, our constituency groups, departments, academic colleges and schools, administrative units and University leadership will continue to remain invested and involved with this Strategic Plan process and its execution. Every student has an opportunity to walk through our gates and be impacted through a transformational experience at Murray State University. I would like to thank each of you for your tireless dedication to truly making Murray State University "the finest place we know."

Our best days remain in front of us.

Dr. Robert L (Bob) Jackson President



#### **GREETINGS FROM BOARD OF REGENTS**

The Murray State University Board of Regents appreciates and values the effort in attaining the goals outlined in the University's Strategic Plan, *The Finest Place We Know:* 2022-2025. The Strategic Plan encompasses four key initiatives: strengthen a culture of academic excellence, create a dynamic and diverse university community for student success, advance knowledge to benefit society, and improve the quality of life for our region. Working collaboratively with University leadership, the Board of Regents is honored to provide governance necessary to support the objectives of the Strategic Plan.

The Board of Regents recognizes the pressures and concerns related to the recruitment and retention of students, faculty, and staff. Graduation of our students is the ultimate goal, and this goal is accomplished with available academic, student affairs and financial resources, in addition to resources in terms of the faculty and staff assisting our students from recruitment through Commencement and on to enhanced workforce or graduate school opportunities. With the fiduciary responsibility afforded us, the Board stands ready to assist in moving the Strategic Plan forward.

The Board remains grateful for the efforts undertaken by President Jackson, faculty, staff, and students to create meaningful opportunities for future generations of Racers to enjoy continued access, affordability, and success at the "finest place we know."

Leon Owens, Chair





#### **BOARD OF REGENTS**

#### FISCAL YEAR 2023-24

Leon Owens, Chair

Virginia Gray, Vice Chair

Dr. Jessica Evans, Staff Regent

Dr. Robbie Fitch

Ellie McGowan, Student Regent

Dr. David Meinschein

G.L. Ovey, Jr.

Dr. Matthew Price

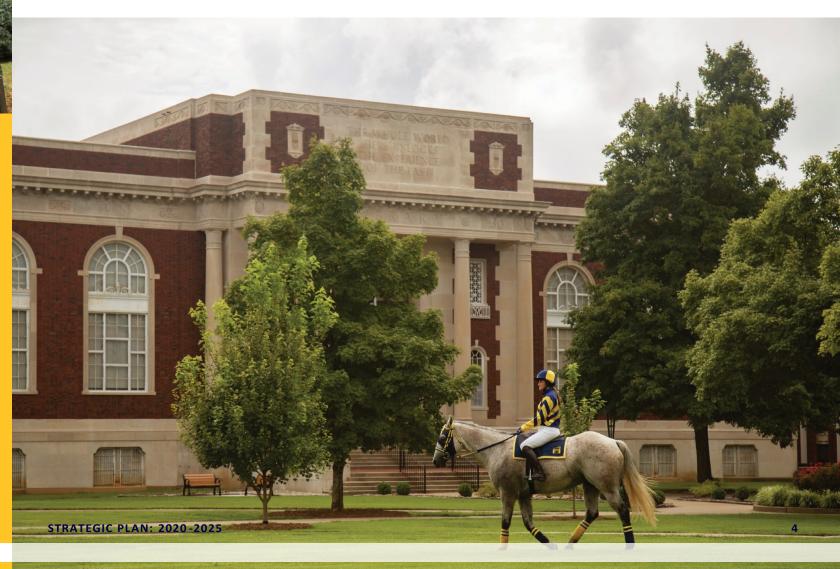
**Emily Roark** 

Dr. Melony Shemberger, Faculty Regent

Tom Waldrop

#### STRATEGIC ATTRIBUTES

We offer relevant undergraduate and graduate degree programs with core studies in the liberal arts and sciences, leading to degrees from certificates to advanced practice doctorates that prepare students for success. Through effective and creative teaching, both intraditional formats and in an online environment; the opportunity to apply knowledge and skills to real-world situations, and academic and student supports ervices, our quality faculty and staff foster student growth in knowledge, critical inquiry, and innovative thinking. As a public comprehensive university dedicated to diversity, global awareness and intellectual curiosity, we actively engage students, faculty, staff and the community incollaborative scholarship, creative activity and research. We invest in our communities through thoughtful public service in our 18-county service region and beyond. Our uniqueness arises from our combination of academic excellence, welcoming atmosphere and dedication to student success through mentored, real-world learning opportunities in an openminded, supportive and innovative learning environment.



# Strengthen a Culture of Academic Excellence

#### **ACTIONS:**

- 1. Maintain or increase national academic quality and value rankings.
- 2. Increase first year to second year student retention rates.
- 3. Review and enhance faculty and staff salaries to help Murray State University recruitand retain dynamic and diverse faculty and staff for the highest quality student learning experience.
- 4. Increase graduation rates.
- 5. Increase degrees awarded in high needs areas.
- 6. Adjust course and program offerings to best meet students' needs in a dynamic economy.





#### STRATEGIC INITIATIVE II

## Create a Dynamic University Community for Student Success

#### **ACTIONS:**

- 1. Enhance Murray State brand awareness.
- 2. Use predictive analytics to guide recruitment activities.
- 3. Strategize yield communications to maximize the Murray State University messages to prospective students and families.
- 4. Enhance the Road Scholars program to involve more faculty and staff in recruitment efforts.
- 5. Provide students with timely and accurate advising information.
- 6. Create, maintain and evaluate academically challenging programs and courses.
- 7. Enhance overall internationalization of campus including education abroad, study away, recruitment of more international students, encouragement of faculty to participate in more of these initiatives, etc.
- 8. Promote the benefits of our Residential College system and its impact on retention and graduation.
- 9. Enhance the work of the Presidential Task Force in order to better recruit and retain under-represented minority students, faculty and staff.

STRATEGIC PLAN: 2020-2025





#### STRATEGIC INITIATIVE IV

### Improve the Quality of Life for our Region

#### **ACTIONS:**

- 1. Increase fundraising from private sources.
- 2. Plan and implement a new comprehensive fundraising campaign to highlight the Murray State University Centennial in 2022.
- 3. Advance Murray State Athletics to maximize achievement and serve as a strong, visible resource utilized to accomplish the institutional Strategic Plan.
- 4. Support our regional pK-12 partners.
- 5. Support regional economic development.
- 6. Advance work with Regional Campus Advisory Councils for our campuses in Hopkinsville, Fort Campbell, Madisonville, Paducah and Henderson.
- 7. Continue to serve as the cultural hub of the region with regard to the visual and performing arts.

STRATEGIC PLAN: 2020-2025 8

#### STRATEGIC INITIATIVE V

Monitor, Focus and Enhance parameters of the Kentucky Performance-Based Model in order to advance academic programs and to ensure studentsuccess

#### **METRICS:**

- 1. Total Bachelor Degrees
- 2. Science, Technology, Engineering and Math plus Health (STEM+H) Bachelor Degrees
- 3. Under-represented Minority Bachelor Degrees
- 4. Low Income Bachelor Degrees
- 5. StudentProgression(30Hours)
- 6. StudentProgression(60Hours)
- 7. StudentProgression(90Hours)
- 8. Earned Credit Hours
- 9. Instructional Square Feet
- 10. Direct Cost of Instruction
- 11. Full-Time Equivalent Students



#### STRATEGIC PLAN EXECUTIVE COMMITTEE

#### Dr. Robert L (Bob) Jackson

President

#### Dr. Tim Todd

Provost/Vice

President, Academic

**Affairs** 

#### **Dr. Don Robertson**

Vice President, Student Affairs and Enrollment Management

#### **Jackie Dudley**

Vice President, Finance and Administrative Services

#### Dr. Bob Pervine

Senior Associate Provost, Academic Affairs

#### Dr. K. Renee Fister

**Associate Provost** 

#### **Professor Ashley Ireland**

Assistant Provost and Director, Online Programs

#### **Cami Duffy**

Title IX Coordinator and Executive Director, Office of Institutional Diversity, Equity and Access

#### **Courtney Hixon**

Director, Human Resources

#### Jill Hunt

Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board

#### **Rob Miller**

**General Counsel** 

#### Nico Yantko

Director, Athletics

#### **Jordan Smith**

Executive Director,

Govern mental and Instituti onal Relation

S

#### **Shawn Touney**

**Executive Director, Marketing and Communication** 

**Dr. David Roach** Professor, Department of Mathematics and Statistics President, Faculty Senate

#### Dr. J. David Wilson

Director, Housing
Former President, Staff Congress

**Professor David Balthrop** Dean, College of Humanities and Fine Arts

#### Dr. David Eaton

Dean, Arthur J. Bauernfeind College of Business

#### Dr. David Whaley

Nan, College of Education and Human Services

STRAT GIC PLAN: 2020-2025

#### Dr. Claire Fuller

Dean, Jesse D. Jones College of Science, Engineering and Technology

#### **Dr. Dina Byers**

Dean, School of Nursing and Health Professions

#### Dr. Brian Parr

Dean, Hutson School of Agriculture

#### **Associate Professor Cris Ferguson**

Dean, University Libraries

#### **Dan Lavit**

Executive Director, Center for Adult and Regional Education

### We are Racers.



# MURRAY STATE UNIVERSITY Office of the President 218 Wells Hall | Murray, KY 42071-3318

Murray State University endorses the intent of all federal and state laws created to prohibit discrimination. Murray State University does not discriminate on the basis of race, color, national origin, sex, gender identity, sexual orientation, religion, age, veteran status or disability in employment or application for employment, admissions or the provision of services and provides, upon request, reasonable accommodation including auxiliary aids and services necessary to afford individuals with disabilities equal access to participate in all programs and activities. For more information, contact the Executive Director of the Office of Institutional Diversity, Equity and Access (IDEA), 103 Wells Hall, 270.809.3155 (voice), 270.809.3361 (TDD). Murray State University supports a clean and healthy campus. Please refrain from personal tobacco use.