

MURRAY STATE UNIVERSITY



The Finest Place We Know

STRATEGIC PLAN: 2020-2025

APPROVED BY THE MURRAY STATE UNIVERSITY BOARD OF REGENTS ON DECEMBER 4, 2020. AMENDED FALL 2022. REAFFIRMED FALL 2023.

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 student-teacher 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 work together 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
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- 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 in traditional formats and in an online environment; the opportunity to apply knowledge and skills to real-world situations, and academic and student support services, 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 in collaborative 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 open-minded, supportive and innovative learning environment.



STRATEGIC INITIATIVE I

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 recruit and 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 and Diverse University Community for Student Success

ACTIONS:

1. Enhance Murray State brand awareness.
2. Use predictive analytics to guide recruitment activities.
3. Meet or exceed Kentucky Council on Postsecondary Education metrics for diversity.
4. Strategize yield communications to maximize the Murray State University messages to prospective students and families.
5. Enhance the Road Scholars program to involve more faculty and staff in recruitment efforts.
6. Provide students with timely and accurate advising information.
7. Create, maintain and evaluate academically challenging programs and courses.
8. 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.
9. Promote the benefits of our Residential College system and its impact on retention and graduation.
10. Enhance the work of the Presidential Task Force in order to better recruit and retain under-represented minority students, faculty and staff.



STRATEGIC INITIATIVE III

Advance Knowledge to Benefit Society

ACTIONS:

1. Increase support for tenure-track/tenured faculty who are engaged in a scholarly activity.
2. Increase external grant submissions.
3. Increase the number of undergraduate and graduate student scholarly projects mentored by faculty and staff.
4. Further examine faculty and staff work-life balance opportunities to build on the work of the 2019 Presidential Task Force.



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 INITIATIVE V

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

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. Student Progression (30 Hours)
- 6. Student Progression (60 Hours)
- 7. Student Progression (90 Hours)
- 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	Shawn Touney Executive Director, Marketing and Communication
Dr. Tim Todd Provost/Vice President, Academic Affairs	Dr. David Roach Professor, Department of Mathematics and Statistics President, Faculty Senate
Dr. Don Robertson Vice President, Student Affairs and Enrollment Management	Dr. J. David Wilson Director, Housing Former President, Staff Congress
Jackie Dudley Vice President, Finance and Administrative Services	Professor David Balthrop Dean, College of Humanities and Fine Arts
Dr. Bob Pervine Senior Associate Provost, Academic Affairs	Dr. David Eaton Dean, Arthur J. Bauernfeind College of Business
Dr. K. Renee Fister Associate Provost	Dr. David Whaley Dean, College of Education and Human Services
Professor Ashley Ireland Assistant Provost and Director, Online Programs	Dr. Claire Fuller Dean, Jesse D. Jones College of Science, Engineering and Technology
Cami Duffy Title IX Coordinator and Executive Director, Office of Institutional Diversity, Equity and Access	Dr. Dina Byers Dean, School of Nursing and Health Professions
Courtney Hixon Director, Human Resources	Dr. Brian Parr Dean, Hutson School of Agriculture
Jill Hunt Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board	Associate Professor Cris Ferguson Dean, University Libraries
Rob Miller General Counsel	Dan Lavit Executive Director, Center for Adult and Regional Education
Nico Yantko Director, Athletics	
Jordan Smith Executive Director, Governmental and Institutional Relations	

We are Racers.



MURRAY STATE UNIVERSITY

Office of the President

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