

12/15/17

*Achievement, Endeavor, and
Hope*

*Murray State University
Revised Strategic Plan*

2018-2022



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

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 places our highest priority on student learning and excellent teaching, blending the range of educational opportunities often experienced at research institutions with the nurturing student-teacher interactions usually found at smaller universities. 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, 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 and supportive learning environment.

Approved by the Murray State University Board of Regents June 9, 2017

Leaders for the four strategic initiatives:

Academic Excellence: Ashley Ireland

Student Success: Fred Dietz

Research, Scholarship and Creative Activity: Nicole Hand-Bryant

Community Engagement: Chris Wooldridge

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. 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.

Foundation Components

With the reassessment, particular measures in the original Strategic Plan serve as components that support all four pillars of the Strategic Plan. They will serve as foundation components in the redesign of the Strategic Plan and the evaluation of these elements will be discussed.

1. Annual deferred maintenance funding through existing and/or newly appropriated state funds
2. Effective tuition pricing model with consideration of discount factors
3. Comprehensive capital campaign to enhance academic excellence and student success initiatives
4. Market distinctive/compelling programs to recruit and retain students
5. Technology and virtual infrastructure to foster pedagogical advancements and technological improvement
6. Experiential learning opportunities for every undergraduate (**Only undergrad**)
7. Reliable compensation program to reward expertise/performance and support career growth and development
8. Program analysis evaluation to assess rigor, relevance and excellence of all aspects of the University

Please note that items within the measures in bold are being analyzed. Numerical data is being assessed and components investigated for best information to be included.

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."

Measures:

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 *US News & World Report*.

12/15/17

2. Increase Honors College graduation rate to exceed the general student body graduation rate.
3. Increase terminally-degreed faculty to **82%**. (**We are currently at 79%.**
The analysis is to increase 3% in three years.)
4. Promote an excellent student/faculty ratio of 17 to 1 or less.
5. Increase STEM-H degrees awarded by 10% (**or to 1,091 – which is a 2.5% annual increase from FY18 goal**).
6. Meet or exceed CPE metrics for Murray State Diversity Plan.

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.

Measures:

1. Increase the six-year graduation rate of the first-time, full-time, freshman cohort to **54%**.
 - a. Have at least **2,482** degrees awarded in an academic year. (**2,482 is number of degrees in information submitted to CPE metrics for attainment in FY21.**)
 - b. Increase the graduation rate of under-represented minority students to **40%**.
 - c. 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.
2. Enhance academic aspects by increasing
 - a. average composite ACT from 22.6 to 25 for **degree-seeking** students
 - b. the percentage of first-time, full-time, freshmen students in the top 25% of their class to **at least 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 **to 60, 12 and 60, respectively.**
3. Achieve the metrics in the Enrollment Strategic Plan.
4. Increase first-year retention of the first-time, full-time, freshman cohort to 78%.
5. Every **undergraduate** should complete an internship, service learning component, study abroad, practicum or clinical experience, research experience or other experiential learning opportunity.
 - a. Increase service learning opportunities in all academic disciplines **to 898. (This is a 2% increase yearly from FY18 goal.)**
 - b. Promote options in high-quality study abroad programs and increase the number of students studying abroad **to 246. (Assuming 1% increase from FY18 goal of 240.)**
 - c. Enhance career service strategies, including methods to monitor student job placement, graduate/professional school enrollment and student internships. **(Best way measure is?)**

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 our nation.

Measures:

1. Ensure that **85%** of tenure-track/tenured faculty are engaged in a scholarly activity each year.
2. Increase external grant submissions by **25%. (Total would be 166.)**
3. Increase by 20% the number of undergraduate and graduate student scholarly projects mentored by faculty. **(Baseline in 2015 was 1,581. We expect to move to 1,896 for 20% increase.)**

Strategic Initiative:

Improving the Quality of Life for our Communities through Engagement

12/15/17

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.

Measures:

1. Partner with community colleges to create seamless transfer options and develop revenue-generating programs that are in demand and which promote rigor, relevance and excellence.
2. Increase private funds raised annually by 5% each year. **(FY18 goal is \$6.648 million.)**
3. Enhance workforce development to expand economic development research, consulting initiatives and other assistance to cities, counties, businesses, local/regional economic development agencies and workforce boards.
4. Increase the number of cultural, creative and athletic activities offered to **at least 250 annually.**
5. **Develop an outreach oriented measure.**