

Academic Excellence

Objective 1: Promote academic achievement for exceptional learning opportunities.

Yellow highlight means this is a measure of the Targeted Strategic Plan.

	Measures/Action Steps	2015-16	Goal for 2016-17
AE 1.1	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 <i>U.S. News and World Report</i> (Top tier in Quality Academics for 24 years, 26th Regional Universities-South, 9th Top Public Universities in South)	Ranked 28th in South and tied for 9th among public universities in South (based on academic year 2014-15)	Maintain current <i>U.S. News</i> rankings for 2018 from Fall 2017 publication: 35th in Regional Universities in the South, 12th among public Universities in the South
AE 1.2	Increase Honors College participation by 25%. (372 Enrolled Students in Fall 2014 - Target of 465 in 2021)	Fall 2015 - 405 students	Goal - 430 total enrollment
AE 1.3	Increase Honors College graduation rate to exceed the student body graduation rate. (For 2010 incoming class, the number graduating with an Honors diploma is 26%. The 2007 cohort who graduated from Murray State (with or without an Honors Diploma) is at 90%.)	2011 incoming class program completion for May 2016 - 29%	Goal - 35% program completion rate
AE 1.4	Increase terminally-degreed faculty to 84%. (Based on IPEDS definition in FY14, it is 80%.)	FY15 - 77%	Goal - 80.5%
AE 1.5	Promote an excellent student/faculty ratio of 17 to 1 or less.	FY15 ratio is 16 to 1.	Goal - 17 to 1
AE 1.6	Increase transfer and articulation agreements to program agreements from 126 to no less than 130.	FY16 - 132	Goal - 136
AE 1.7	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 CPE review processes	Rubric developed through Academic Budget Task Force and programs continue to be evaluated.	Completion of College of Education and Human Services review
AE 1.8	Increase STEM-H degrees awarded by 10% to correspond with CPE guidelines. (Reported 749 STEM-H degrees to CPE in FY14.)	Approximate increase of 9-10 majors yearly to obtain goal. Major outreach and recruitment events in each area ongoing. Data available in Fall 2016.	Goal of 936 (average of two previous years of production)

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Objective 2: Enhance high quality curricular, co-curricular and experiential learning experiences.

	Measures/Action Steps	2015-16	Goal for 2016-17
AE 2.1	Increase student participation in research/creative activity opportunities during Scholar's Week, Posters at the Capitol and other initiatives. (29 Poster participants, For FY14, there were 132 undergraduate participants and 24 graduate participants at Scholar's Week. With other initiatives, the grand total was 175.)	For FY16, the total is 182.	Goal - 190 participants.
AE 2.2	Increase service learning opportunities and internships in all academic disciplines by 10%. (We have 45 courses (26 offered) with 1528 students in FY 14 involved in them. 54 Service Learning Scholars graduated in FY15.)	FY16 - 56 service learning courses offered and data for Service Learning Scholar graduates available in Fall.	Increase by 2%
AE 2.3	Recognize, enhance and market distinctive/compelling programs to recruit and retain students while increasing the reputation of the University.	Research component completed February 2016. Plan with new tagline and overall message positioning with new recruitment publications, videos and earned media opportunities.	Support Institutional Enrollment Initiatives; Solidify Identity and define niche markets; prepare for Centennial Celebration Campaign; Strategic advertising; Expansion of "Racer Reps" ambassador program in 3 key geographic markets
AE 2.4	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.	Rubric developed through Academic Budget Task Force and programs continue to be evaluated.	Completion of College of Education and Human Services review
AE 2.5	Ensure the NCAA Academic Progress Rate for each Murray State sport is at least 930 and NCAA Federal graduation rate is at least as high as Murray State's undergraduate graduation rate.	May 2016 - average for all sports - 979. April 2016 initial Graduation Success rate is 86%.	Exceed by at least 10 points the 930 NCAA Academic Progress Rate; Exceed Murray State undergraduate graduation rate by 2%.

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Objective 3: Enhance efforts to recruit, retain and engage a diverse, creative and outstanding faculty and staff.

	Measures/Action Steps	2015-16	Goal for 2016-17
AE 3.1	Formalize strategies to meet or exceed benchmarks set forth by the MSU Diversity Plan. (Diversity plan self assessment submitted to CPE in Spring 2015)	CPE Diversity Policy in progress with potential finalization in next year. IDEA office will revise current plan based on new CPE policy and rubric.	Incorporate information from CPE meetings into the planning of the first stage of the University Diversity Policy with collaboration with key areas to gather necessary data, with plan to address constituencies to be surveyed and with review of existing plan for revisions
AE 3.2	Formalize strategies to meet or exceed 2015 benchmarks and future measures set forth by the KY Council on Postsecondary Education.	CPE Strategic Plan is to be finalized in latter part of 2016. Murray State's plan will be completed in timeframe prescribed by CPE.	To attain benchmarks for the CPE Strategic Agenda after CPE metrics are finalized in Spring 2017
AE 3.3	Conduct a comprehensive study to ensure fair and competitive compensation for faculty and staff.	Included in the FY17 budget recommendation to begin process for exempt employees.	Consultant under contract in Spring 2017 for exempt and non-exempt compensation study with detailed project calendar
AE 3.4	Research on-and off-campus options and services to support employees, e.g. childcare, health services, counseling and other needs.	Discussions have occurred with Insurance and Benefits. Our EAP has additional benefits in connection to counseling opportunities.	Auxiliary consultant report completed Spring 2017; Health consultant review of other financing options for health and counseling services completion in early Spring 2017

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Objective 4: Protect, preserve and enhance the integrity of undergraduate and graduate academic programs.

	Measures/Action Steps	2015-16	Goal for 2016-17
AE 4.1	Provide deferred maintenance funding of at least \$1 million annually through existing and/or newly appropriated state funds. (Based on depreciated costs for discussion with VPFAS)	\$1 million	Retain FY17 deferred maintenance budget amounts for FY18
AE 4.2	Create a Presidential Task Force to develop the most effective tuition pricing model with consideration given to discount factors.	Developed and endorsed by CPE and Board in Spring 2016	At end of FY17, review of tuition model impact on revenue and enrollment will be completed
AE 4.3	Increase private funds raised annually to \$6 million in FY15 and increase by 5% each subsequent year. (Approximately \$5.8 million in FY14.)	As of April 20, 2016, raised \$4.2 million - 34% increase in overall giving and 78% increase in major gifts.	Increase of 5% over FY16 to produce \$6,093,000 in gifts
AE 4.4	Prepare for a comprehensive capital campaign by 2017 to focus on enhancing academic excellence and promoting student success initiatives.	In quiet phase with training involving Agilon software for staff.	Expectation to attain University-wide development goals for FY17 specific to College/unit
AE 4.5	Ensure technology and virtual infrastructure funding that fosters pedagogical advancements and technological improvements, e.g. University Libraries.	Future needs assessment for learning, teaching and academic research (11/1/16), administrative functions (11/1/16), technology transfer (12/20/16). Revised Technology Governance structure developed with rolling five-year plan connected to Budget and Strategic Plan	Implementation of Revised Technology Governance structure approved by Board in June 2016

Student Success

Objective 1: Enhance strategically-focused recruitment, enrollment efforts and student retention/graduation rates.

	Measures/Action Steps	2015-16	Goal for 2016-17
SS 1.1	Increase the six-year graduation rate of the first-time, full-time (FTF) freshman cohort to 58%. (FY14 - 51.9%)	FY15 - 49%	Goal - 48%
SS 1.2	Increase degrees awarded from 2113 in FY13 to 2300.	FY14 - 2,338	Goal - 2,150
SS 1.3	Enhance recruiting efforts in the 18-county service region and increase the percentage of students enrolling by 20%. (Fall 2014 - 540 students) (Currently enrolling 20.68% of college-going HS students in 18-county service region)	Fall 2015 - 590 students and FY16 had 117 recruitment events in 18-county service region. As of May 1, 2016, down 67 FTF applications.	Increase enrollment in the 18-county region by 2.5% to 1107 from 1080
SS 1.4	Increase the number of transfer students from 954 in FY13 to 1200.	FY14 - 1,028 with Midcontinent impact; FY15 - 866 (without summer enrollment)	Goal for Spring 2017 and Fall 2017 total - 900 transfers (8% increase over projected totals for Fall 2016)
SS 1.5	Increase student enrollment from Jefferson, Fayette and other metro areas in the Commonwealth by 50%. (87 from Fayette and 414 from Jefferson for FY14. We had 16 new freshmen from Fayette and 86 from Jefferson.)	New students for Fall 2015 are 11 for Jefferson, 55 for Fayette and 17 for Oldham. As of May 1, 2016, we are up 86 FTF from this area. Also, we had in Fall 2014, 605 students from these three counties. In Fall 2015, we had 560 from these three counties.	Enroll 500 students from Fayette and Jefferson Counties for Fall 2017.
SS 1.6	Increase first-year retention of the first-time, full-time, freshman cohort from 72.4% to 78%.	Fall 2015 - 71.8%. The persistence rate (movement of Fall to Spring for freshmen) has increased by 2.1% this year.	Increase retention rate by 1.1% by Fall 2017 (Fall 2016 rate is approximately 73.5%)
SS 1.7	Increase the number of the residential freshman class from 1172 in FY14 to at least 1250.	For Fall 2015, we have 1164 first time freshmen or 79.3% of that class. We have 2541 of all degree-seeking undergraduates or 32.2% in residential housing.	Increase number of residential freshmen by 5% by Fall 2017
SS 1.8	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% and c) the number of Governor Scholar's Program (GSP)/Governor's Scholar for the Arts (GSA) and Commonwealth Honors Academy (CHA) students enrolling as first-time freshman by 100%. (We have 35 GSP, 8 GSA, and 27 CHA in FY14.)	Fall 2014 ACT 22.6, GSP 35, CHA 27, Top 25% - 486 (43%); Fall 2015 ACT 22.9, GSP 40, CHA 40, Top 25% - 510 (45.4%)	ACT average Goal - 24.1; 50% of first-time, full-time freshmen in the top 25% of their class; GSP - 40 students, GSA - 12 students, CHA - 52 students
SS 1.9	Maintain a minimum of 10% of total student population as international students. (In FY14, it is 9.7%.)	Fall 2015 is 775 or roughly 7% of our total population.	Increase by 50 to 708 from Fall 2016 number of 658
SS 1.10	Increase the number of enrolled minority students by at least 5% over 7 years. (From information from data report from IE, we have 1013 total as of 10/15/2014 - 664 Black, 173 Hispanic, 21 American Indian or Alaskan Native, 155 two or more races.)	Fall 2015 total (including graduate students) is 1291; 21 American Indian/Alaska Native, 103 Asian, 744 Black, 200 Hispanics, 215 Multiracial, 8 Native Hawaiian or Pacific Islander	Increase overall minority numbers by 2% to 1316 enrolled by Fall 2017.
SS 1.11	Increase the graduation rate of under-represented minority students from 41.1% to 46%.	2008 cohort - 44%; 2009 cohort - 37% (initial estimate - update in Fall)	Increase graduation rate of under-represented minorities by 1.25%
SS 1.12	Increase the first-time graduate student enrollment by 15%. (From Fall 2014, we have 447 first-time graduate students.)	Fall 2015 - 457.	Fall 2017 Goal - 457

Student Success

Objective 2: Enhance opportunities and expand programs for global education and campus internationalization.

	Measures/Action Steps	2015-16	Goal for 2016-17
SS 2.1	Promote options in high-quality study abroad programs and increase the number of students studying abroad by 25%. (317 students from Study Abroad for FY14)	FY16 - 333	FY17 - 250 (decrease of 25% based on current data)
SS 2.2	Increase active international university relationships from 53 to 60.	FY16 - 59	Increase by 3 (currently at 61)
SS 2.3	Perform a comprehensive study on campus internationalization and global education.	TBD	Plan to conduct study organized
SS 2.4	Maintain a minimum of 10% of total student population as international students.	Fall 2015 is 775 or roughly 7% of our total population.	Increase by 50 to 708 from Fall 2016 number of 658
SS 2.5	Develop a relocation and/or renovation plan to accommodate the University's changing international program.	TBD	Location to be finalized and moving plans developed

Student Success

Objective 3: Continue the development of the Residential College System for enhanced retention and graduation rates.

	Measures/Action Steps	2015-16	Goal for 2016-17
SS 3.1	Ensure all faculty, professional staff and students are members of a Residential College.	Fall 2015 - All faculty, professional staff and students are members of a residential college. 8 specific strategies developed for each College Head to implement for increasing faculty/professional staff involvement.	Core of 15 -20 faculty actively involved in each College by Fall 2017
SS 3.2	Appoint a task force to review the possibility of establishing a residential component to a new Honors College.	Identification of three wings in new Franklin College to house Honors students; Demand for new freshmen honors students is high; only few returning students registered for Honors wings; Space for women is full and some male space is available for Fall 2016.	Add one floor as Honor's College floor by Fall 2017
SS 3.3	Increase academic offerings in residential colleges so that each College has at least one major/minor course per academic year. (8 IDC 199 one credit courses taught in Fall 2015)	8 IDC 199 one credit courses offered in Spring 2016 and 4 University Studies credit courses (three hours) scheduled for Fall 2016 (working to add two more of these)	Goal - 3 courses
SS 3.4	Develop a method to track student involvement with the Residential College System and measure the impact of student satisfaction on retention and graduation rates. (FY13 - Colleges recorded leadership involvement and competitive participation)	FY16 recorded student attendance at residential college activities and assessed leadership involvement and competitive participation in activities. Dr. Brian Bourke's assessment graduate class to assist in comparison of FY13 and FY15 data and impact on retention/graduation rates.	Implement tracking system for student involvement with roster and sign-in lists; Satisfaction tool developed and implemented
SS 3.5	Revise College Head position description to allow more time to advise and mentor students.	Task Force reviewed and nine priority responsibilities developed. Revised job description for Fall 2016 being developed with nine priority items in concert with change from half-time to quarter-time reduction in academic release time.	New job description in place by Fall 2017

Student Success

Objective 4: Provide academic and support initiatives to enhance the educational environment.

	Measures/Action Steps	2015-16	Goal for 2016-17
SS 4.1	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.	Office of Experiential Education presented to Board; Development Office sponsored program to solicit gifts for Education Abroad.	First phase of EDGE (experiential education) complete
SS 4.2	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 six-year graduation rates of students taking remedial courses by 25%. (For 2007 cohort, 359 were underprepared taking 1, 2 or 3 remedial courses. For example the six-year graduation rates for those with 1 remedial is 37%.)	2008 cohort - 391 of the 1450 took at least one remedial course and their graduation rate is 36.6%.	Maintain the developmental student enrollments from Fall 2016 (from Fall 2015 - 1171 student enrollments); increase by 1.25% the number of tutoring hours from 786 to 795 to help with six-year graduation rate
SS 4.3	Establish a task force to enhance career service strategies, including methods to monitor job placement, graduate/professional school enrollment and student internships.	Job placement and graduate school information addressed by Institutional Effectiveness; internships monitored by Career Services and connection to Office of Experiential Education - numbers forthcoming.	Methods to monitor placements in place by Fall 2017
SS 4.4	Create a collaborative plan to promote health and wellness that reinforces and supports healthy faculty, staff and student living.	Task Force established with goals and objectives in place. For example, mandatory alcohol education program in place for all new students.	Development of plans/activities during Spring 2017 term.
SS 4.5	Review admission standards and implement changes as necessary to ensure student pathways of success.	Fall 2016 Admitted Students (25.5% increase over last year): Tier 1 - 2,260; Tier 2 - 876, Tier 3 - 1,196, Tier 4 - 815	Assessment of Tier 4 student results at conclusion of Fall 2016 and Spring 2017 terms to drive goal of shifting more admitted students from Tier 4 into Tiers 1-3 in Fall 2017
SS 4.6	Develop a campus-wide advising plan with outcomes and goals for students and advisers. (We have a current advising structure in place.)	On-line and in-person spring workshops for new and experienced advisors are scheduled. The advising website is being updated to include college-specific advising information.	Improve communication between academic advisors, students and student service providers and promote Academic Advising website
SS 4.7	Develop a plan to provide resources and/or personnel to sustain academic support units.	TBD	Plan developed

Research, Scholarship and Creative Activity

Objective 1: Support a culture of research, scholarship and creative activity engaging faculty, staff, students and external partners.

	Measures/Action Steps	2015-16	Goal for 2016-17
RSCA 1.1	Ensure that 90% of tenure-track/tenured faculty are engaged in a scholarly activity each year.	Of 19 departments/units reporting for FY16, 203 of 247 (82.2%) tenure-track/tenured faculty are engaged in scholarly activity. This data will be updated with the remaining units and used as baseline.	Goal - 84%
RSCA 1.2	Increase external grant submissions by 30%. (133 submitted in FY14.)	Up to third quarter of FY15, 86 proposals totalling potential funding of \$11.1 million; For FY16 up to third quarter, 102 proposals submitted with \$20.1 million in potential monies. (18.6% increase in proposals submitted in same time period.)	Goal - 143 proposals
RSCA 1.3	Increase by 10% scholarly activity as defined by the academic unit.	The information regarding Measure 1 above will be used as baseline.	Deploy new survey to obtain baseline in January 2017

Research, Scholarship and Creative Activity

Objective 2: Promote academic excellence and student success through research, scholarship and creative activity.

	Measures/Action Steps	2015-16	Goal for 2016-17
RSCA 2.1	Increase by 20% the number of undergraduate and graduate student scholarly projects mentored by faculty.	Evaluate through enrichment activities through ORCA with baseline as 1,581.	Goal - 1600
RSCA 2.2	Create methods of evaluating and promoting a culture of scholarly and creative activity.	The Research, Scholarship and Creative Activity Committee met to discuss the impact of budget cuts. A discussion of how to advance research, scholarship and creative activity included the following points: <ul style="list-style-type: none"> • Merit pay and reduced class load • Encourage faculty/staff to seek more external funding • Increase recognition for research accomplishments 	Identify funds to reward scholarly activity
RSCA 2.3	Develop a process to increase the number of students who participate in an experiential learning opportunity as measured in the QEP survey or other appropriate survey.	A proposal for an Office of Experiential Education is to be presented to the Board. This office will focus on the reporting and work to develop the baseline numbers for comparisons in the future.	Establish the EDGE program (Office of Experiential Education)

Community Engagement

Objective 1: Raise the educational attainment in our primary service region.

	Measures/Action Steps	2015-16	Goal for 2016-17
CE 1.1	Partner with community colleges to increase the average baccalaureate degree and higher attainment level of our 18-county primary service region to 17.5%. (Latest data in 2011 gives 14.8% baccalaureate degrees and higher in our 18-county service region.)	Increase in articulation agreements with community colleges for seamless transfer from associate degree to bachelor's degree; Dual enrollment work ongoing; Moving toward another bachelor's degree program offered at regional campuses. 18-county service region average is 15.6% in 2015.	Maintain average of 15.6%
CE 1.2	Partner with high schools to increase the percentage of college-going students in our 18-county primary service region to above 64.5%. (64.5% is the most recent measure from 2011.)	2012 - 64.8%	Maintain the college going rate of 64.5%
CE 1.3	Participate in the state's Kentucky Rising initiative to enhance/elevate the level of teacher preparation in partnership with surrounding school districts.	College of Education and Human Services participated in Kentucky Rising State Meeting in January 2016. Launching four professional schools for 5-6 middle schools in Fall 2016 with full year practicum/student teaching - result in more highly prepared candidates.	Increase student participation by 5%

Community Engagement

Objective 2: Engage businesses, nonprofits and governmental agencies in partnerships to promote economic development.

	Measures/Action Steps	2015-16	Goal for 2016-17
CE 2.1	Appoint a work group to conduct a periodic regional economic development summit, bringing state and national leaders to assist.	Meetings have begun with key personnel to make this a reality.	Preparation of request for \$10,000 for funding for summit
CE 2.2	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.	Preliminary discussions have occurred with key stakeholders to coordinate interactions with area economic partners.	Submission of request to Strategic Planning Funding and development of pilot program for data collection
CE 2.3	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.	Chris Wooldridge has compiled a west Kentucky regional employment data report along with a report from the Delta Regional Authority identifying information that can be used in addressing this metric.	Further specific degrees (logistics and supply chain management and economic development masters); Coordinate efforts with Career Services Director

Community Engagement

Objective 3: Enhance the quality of life by serving as the center for cultural, creative and athletic activities.

	Measures/Action Steps	2015-16	Goal for 2016-17
CE 3.1	Conduct an economic impact study to determine the University's regional impact. (Most recent study is 12 years old.)	Data collection completed with final report at Fall 2016 Board meeting	Study completed with brochure to be developed for stakeholders
CE 3.2	Develop and promote a University Master Calendar.	Completed January 8, 2016 - Former calendar was reviewed 43,386 times from January 2015 to January 2016. New calendar has been accessed 44,049 times through May 9, 2016.	Continue to increase calendar views (three times rate of previous year)
CE 3.3	Measure and enhance the number of cultural, creative and athletics activities offered.	200 events from July 1 through December 31, 2015 with attendance of over 143,000. Next update in Fall 2016.	Offer a minimum of 150 events with participation/attendance exceeding 150,000