

## 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	December 2016 Update
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> ( <b>Top tier in Quality Academics for 24 years, 26th Regional Universities-South, 9th Top Public Universities in South</b> )	Ranked 28th in South and tied for 9th among public universities in South (based on academic year 2014-15)	Ranked 35th in Regional Universities in the South; 12th among public universities in the South
AE 1.2	Increase Honors College participation by 25%. ( <b>372 Enrolled Students in Fall 2014 - Target of 465 in 2021</b> )	Fall 2015 - 405 students	
AE 1.3	Increase Honors College graduation rate to exceed the student body graduation rate. ( <b>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%.</b> )	2011 incoming class program completion for May 2016 - 29%	
AE 1.4	Increase terminally-degreed faculty to 84%. ( <b>Based on IPEDS definition in FY14, it is 80%.</b> )	FY15 - 77%	Maintained 77%
AE 1.5	Promote an excellent student/faculty ratio of 17 to 1 or less.	FY15 ratio is 16 to 1.	Ratio of 15 to 1
AE 1.6	Increase transfer and articulation agreements to program agreements from 126 to no less than 130.	FY16 - 132	Increased by 5 agreements
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.	Study complete for BCOB, HSOA, HFA and JCSET.
AE 1.8	Increase STEM-H degrees awarded by 10% to correspond with CPE guidelines. ( <b>Reported 749 STEM-H degrees to CPE in FY14.</b> )	Approximate increase of 9-10 majors yearly to obtain goal. Major outreach and recruitment events in each area ongoing. Data available in Fall 2016.	STEM-H degree trends compiled for 2011-2016; 1038 such degrees in FY16

## Academic Excellence

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

	Measures/Action Steps	2015-16	December 2016 Update
AE 2.1	Increase student participation in research/creative activity opportunities during Scholar's Week, Posters at the Capitol and other initiatives. <b>(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.)</b>	For FY16, the total is 182.	From Office of Research and Creative Activity, total from Scholar's Week, Posters at the Capitol and other activities - 307
AE 2.2	Increase service learning opportunities and internships in all academic disciplines by 10%. <b>(We have 45 courses (26 offered) with 1528 students in FY 14 involved in them. 54 Service Learning Scholars graduated in FY15.)</b>	FY16 - 56 service learning courses offered and data for Service Learning Scholar graduates available in Fall.	In proposal for Office of Experiential Education (EDGE) - full-time service learning coordinator; current search for internship/co-op coordinator
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.	Completed recruitment materials for Enrollment, Honors and International; Web upgrades completed for MyOpportunity and Honors; Recruitment videos (HSOA and HFA completed with others in production or planning)
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.	Study complete for BCOB, HSOA, HFA and JCSET.
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%.	Projected from Registrar's office - all sports post four-year rolling average above 930; each sport in single year above 930

## Academic Excellence

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

	Measures/Action Steps	2015-16	December 2016 Update
AE 3.1	Formalize strategies to meet or exceed benchmarks set forth by the MSU Diversity Plan. <b>(Diversity plan self assessment submitted to CPE in Spring 2015)</b>	CPE Diversity Policy in progress with potential finalization in next year. IDEA office will revise current plan based on new CPE policy and rubric.	Completed review and feedback to President and Provost about initial planning of University Diversity Plan; Created list of constituencies to be surveyed; Reviewed existing Plan for budget impact on effectiveness
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.	Discussions with CPE on metrics via work through Institutional Effectiveness and Provost to align with University Strategic Plan and possible performance funding metrics
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.	Significant progress on the implementation of new FLSA guidelines with bulk of work to be completed by December 2016; RFP for consulting firm for compensation study to be developed
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 review with MGT of America underway to determine best financing options for all auxiliaries/ Consulting with HBC for options for on-campus health and counseling services not requiring general fund budget

## Academic Excellence

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

	Measures/Action Steps	2015-16	December 2016 Update
AE 4.1	Provide deferred maintenance funding of at least \$1 million annually through existing and/or newly appropriated state funds. <b>(Based on depreciated costs for discussion with VPFAS)</b>	\$1 million	University has continued to meet this action step with FY17 budget including \$1.13 million
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	Tuition model developed for new undergraduate students for Fall 2016; Preliminary review undertaken by Jackie Dudley, Wendy Cain, Ellen Dale and Fred Dietz with future updates in Spring 2017
AE 4.3	Increase private funds raised annually to \$6 million in FY15 and increase by 5% each subsequent year. <b>(Approximately \$5.8 million in FY14.)</b>	As of April 20, 2016, raised \$4.2 million - 34% increase in overall giving and 78% increase in major gifts.	Development Office has processed \$4.4 million in private support to date - represents 73% of FY17 goal
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.	Address recommendation to hire prospect researcher; Hired Director of Alumni Relations; VPUA and Executive Director of Development completed "Capital Campaign Strategies" course; Develop schedule and resource needs for campaign; Actively engaging alumni in key metro areas
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	Five-year technology plan has utilized revised Technology Governance Structure and is available for use with FY18 budget planning process.

## Student Success

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

	Measures/Action Steps	2015-16	December 2016 Update
SS 1.1	Increase the six-year graduation rate of the first-time, full-time (FTF) freshman cohort to 58%. <b>(FY14 - 51.9%)</b>	FY15 - 49%	Student success state and national trainings attended by department chairs, deans and Acting Provost; Increased trainings for academic advisors; Continuing policy audit to eliminate barriers to graduation; Implemented Pathways to Success
SS 1.2	Increase degrees awarded from 2113 in FY13 to 2300.	FY14 - 2,338	Total - 2242 with 18 associates, 1512 baccalaureate; 32 grad certificates; 665 masters and 15 post-masters
SS 1.3	Enhance recruiting efforts in the 18-county service region and increase the percentage of students enrolling by 20%. <b>(Currently enrolling 20.68% of college-going HS students in 18-county service region)</b>	Fall 2015 - 590 students and FY16 had 117 recruitment events in 18-county service region. As of May 1, 2016, down 67 FTF applications.	Recruitment and Transfer have increased visits, open houses, application days, scholarship days and personal calls
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)	Increased road visits by 60% from Fall 2015; Added on-site admission events in Illinois and Tennessee
SS 1.5	Increase student enrollment from Jefferson, Fayette and other metro areas in the Commonwealth by 50%. <b>(87 from Fayette and 414 from Jefferson for FY14. We had 16 new freshmen from Fayette and 86 from Jefferson.)</b>	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.	Hired Asst. Director of Admissions based in Louisville; Hosted 23 Whitney Young Scholars this summer
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.	Comprehensive retention restructuring with recapture campaign to personalize contacts for those not registered
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.	Fall 2016- 1346 residential freshmen including 87 Honor students as residential freshmen
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%.	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%)	a) Estimated ACT average - 23.9; b) Top 25% - 48.3%; c) (Approximates) GSP 40; GSA 10; CHA 40
SS 1.9	Maintain a minimum of 10% of total student population as international students. <b>(In FY14, it is 9.7%.)</b>	Fall 2015 is 775 or roughly 7% of our total population.	Fall 2016- 658 - 15% decrease (Sponsored students down)
SS 1.10	Increase the number of enrolled minority students by at least 5% over 7 years. <b>(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.)</b>	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	Developed 5 year partnership with Lincoln Foundation; Awarded 7 Marvin D. Mills in Fall 2016 (earlier than normal for competitive advantage); Waiting on minority enrollment numbers
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)	Re-established Multicultural Retention Advisory Board to assist with upper level student progress
SS 1.12	Increase the first-time graduate student enrollment by 15%. <b>(From Fall 2014 - 447 first-time graduate students.)</b>	Fall 2015 - 457.	Fall 2016 - 353; Working on strategies to reverse trend

## Student Success

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

	<b>Measures/Action Steps</b>	<b>2015-16</b>	<b>December 2016 Update</b>
SS 2.1	Promote options in high-quality study abroad programs and increase the number of students studying abroad by 25%. <b>(317 students from Study Abroad for FY14)</b>	FY16 - 333	FY17 estimate - 250 with changes in guidelines and support
SS 2.2	Increase active international university relationships from 53 to 60.	FY16 - 59	Fall 2016 - 61 and may have three more by end of FY17
SS 2.3	Perform a comprehensive study on campus internationalization and global education.	TBD	Data gathered and planning in process
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.	Fall 2016- 658 - 15% decrease (Sponsored students down)
SS 2.5	Develop a relocation and/or renovation plan to accommodate the University's changing international program.	TBD	Location selected and planning in process

## Student Success

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

	Measures/Action Steps	2015-16	December 2016 Update
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.	College Head implemented timeline of events/strategies to increase involvement
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.	One Male wing and two female wings established with 149 spaces; Objective achieved.
SS 3.3	Increase academic offerings in residential colleges so that each College has at least one major/minor course per academic year. <b>(8 IDC 199 one credit courses taught in Fall 2015)</b>	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)	Fall 2016 - three courses taught
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.	Used system for student involvement with roster and sign-in lists; Satisfaction tool developed with Dr. Bourke
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.	Revised job description with emphasis on advising and mentoring; January retreat for College Heads for adjustments if necessary

## Student Success

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

	Measures/Action Steps	2015-16	December 2016 Update
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.	President appointment of workshop for development of plan for Office; Data collection in progress in all areas to obtain accurate headcounts of student involvement
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%. <b>(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%.)</b>	2008 cohort - 391 of the 1450 took at least one remedial course and their graduation rate is 36.6%.	Increased placement tests in high schools to seniors not meeting benchmark scores; 10% decrease in developmental classes from 1290 to 1171; 8% increase in tutoring hours
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.	Fall 2016 - Interviewing Director of Career Services and Coordinator of Internships/Co-ops
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.	Redefined Director of Women's Center position to include alcohol and health education programming; Collaborative program with Community Health for peer education outreach
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	Admitted 154 in Tier 4; 1348 admitted into Tiers 1-3
SS 4.6	Develop a campus-wide advising plan with outcomes and goals for students and advisers. <b>(We have a current advising structure in place.)</b>	On-line and in-person spring workshops for new and experienced advisers are scheduled.  The advising website is being updated to include college-specific advising information.	Advising Website updated; Sessions in residential colleges with RACR office; Promoted advanced scheduling better; Improved communication with advisers and students
SS 4.7	Develop a plan to provide resources and/or personnel to sustain academic support units.	TBD	Planning in progress



## 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	December 2016 Update
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.	Development of new survey instrument for data collection in Spring 2017
RSCA 1.2	Increase external grant submissions by 30%. <b>(133 submitted in FY14.)</b>	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.)	Met goal of 138 submissions and currently have 57 submissions for FY17 compared to 49 last year at this time
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.	Development of new survey instrument for data collection in Spring 2017

## Research, Scholarship and Creative Activity

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

	<b>Measures/Action Steps</b>	<b>2015-16</b>	<b>December 2016 Update</b>
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.	Promoted research mentored projects through multiple venues and made students aware of the benefit of research in future goals
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"> <li>• Merit pay and reduced class load</li> <li>• Encourage faculty/staff to seek more external funding</li> <li>• Increase recognition for research accomplishments</li> </ul>	Developing criteria for small monetary awards using the results of the aforementioned survey
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.	Working with QEP team to refine this data for unduplicated counts; best estimate for FY16 is 1016 unique opportunities

## Community Engagement

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

	Measures/Action Steps	2015-16	December 2016 Update
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%. <b>(Latest data in 2011 gives 14.8% baccalaureate degrees and higher in our 18-county service region.)</b>	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.	Joint admission program with Henderson Community College (HCC) approved; advising privileges with HCC; Free admission days; Public and Community Health with 3 program tracks offered via ITV; Connect tool for Hopkinsville Community College used for early advising at our Hopkinsville campus; Our Madisonville campus, Hopkins County leadership and Madisonville Community College partnered in Finish-It recruitment events; Paduch campus increased recruitment opportunities
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%. <b>(64.5% is the most recent measure from 2011.)</b>	2012 - 64.8%	2014- 62.68% for high school graduates and Murray State attendance rate maintained
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.	Member of Kentucky Rising Workgroup - Dr. Whaley; Focus - creation of Professional Development Schools (PDS); Murray State partnership with four middle schools with initial pilot on PDS; Seniors to complete practicum at Clark Elementary

## Community Engagement

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

	Measures/Action Steps	2015-16	December 2016 Update
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.	Request for funding of \$10,000 in process
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.	Task Force met and submitted a proposal for pilot; work in progress with students
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.	<i>Arthur J. Bauernfeind</i> <i>College of Business</i> created Logistics and Supply Chain Management and Master's of Economic Development; Further action pending hire of 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	December 2016 Update
CE 3.1	Conduct an economic impact study to determine the University's regional impact. <b>(Most recent study is 12 years old.)</b>	Data collection completed with final report at Fall 2016 Board meeting	COMPLETE - Brochures for dissemination being developed
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.	Calendar views tripled to almost quadrupled over previous system; Charley Allen invited to present at national conference about success
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.	Offered 142 events from January 1, 2016 through October 14, 2016 with attendance of 220,000