



Achievement, Endeavor and Hope

The Murray State University
Strategic Plan 2015-2022

**Murray State University is the Premier
University of Choice.**

Executive Committee

Co-chairs: Tim Todd and Bob Jackson

Leaders for the four strategic initiatives:

Academic Excellence: Dina Byers

Student Success: Fred Dietz

Scholarship, Research & Creative Activity: Murphy Smith

Community Engagement: Brian Van Horn

Ex-officio members of the Executive Committee: Jay Morgan, Jackie Dudley, Don Robertson, Jim Carter, Michael Dobbs, Rory Goggins, Laura Lohr, Phil Schooley, and Marty Jacobs.

Staff/Liaison support: Renee Fister, Kelley Wezner, Catherine Sivills, and Mary Bradley.

Committee Members



Academic Excellence

Dina Byers, chair
Crystal Coleman
Dwayne Driskill
Dave Whaley
Ricky Cox
Rory Goggins
Renaë Duncan
Shauna Mullins
Ashley Ireland
Lilia Murray

Student Success

Fred Dietz, chair
Roslyn White
Kenny Fister
S.G. Carthell
Grant Grissom
Ryan Knight
Adam Murray
Cami Duffy
Matt Kelly
Gerry Muuka
Guangming Zou
Barbara Cobb
Shanna Burgess

Committee Members



Scholarship, Research & Creative Activity

Murphy Smith, chair

Candace Vance

Terry Derting

Iin Handayani

Howard Whiteman

Jason Jagers

Nicole Hand-Bryant

John Roark

Jacqueline Hansen

Steve Cobb

Daniel Johnson

Community Engagement

Brian Van Horn, chair

Jennifer Wyatt

Gina Winchester

Kate Lochte

Chris Wooldridge

Peggy Pittman-Munke

Allen Ward

Debbie Owens

Kim Harrison

Harold Doran

Tina Bernot

Opportunities

- 20 committee meetings
- 7 Town Halls including today
- 4 future Town Halls in March or April
- Suggestions and comments welcome at <http://murraystate.edu/strategic-initiatives-plan.aspx> (anonymously or with contact info)
- Comments welcome through text
(608) 957-7274

Vision

- Murray State Vision Statement:
To build on our reputation as one of the best student-centered, comprehensive universities in the nation.
- Purpose:
To make Murray State even better
- The past six months – Learning!
- Your thoughts and participation are key.



Student Success

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 workplace leaders through blending services and curricular and co-curricular activities.*

Student Success

Objective 1:

Enhance student recruitment and enrollment efforts and increase student retention and graduation rates.

Measures/Action Steps:

1. Increase the six-year graduation rate of the first time, full-time, freshman cohort from 53.1% to 58% by 2022.

Strategy

1. Review admission standards and implement changes as necessary to ensure student pathways of success.



Student Success

- **Objective 2:** Enhance opportunities and expand programs for global education and campus internationalization
- **Objective 3:** Continue the development of the Residential College system to promote student academic and social integration and enhance retention and graduation efforts
- **Objective 4:** Provide academic and support initiatives to enhance the educational environment to include experiential student learning

Academic Excellence



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

Academic Excellence

Objective 1:

Promote academic achievement that offers exceptional learning opportunities

Measures/Action Steps:

1. Appoint a Presidential Task Force in order to develop a formal study of academic strengths, weaknesses, opportunities, and threats aligning with CPE review processes

Strategy

1. Continue on-going and formal academic program review processes in order to meet changing and dynamic needs of our region, state, country and world
2. Conduct SWOT analyses to strengthen academic offerings at Murray State University

Academic Excellence

Objective 2:

Enhance high quality curricular, co-curricular, and experiential learning experiences

Measures/Action Steps:

1. Increase student participation in research/creative activity.

Strategy

1. Increase student involvement in education abroad
2. Increase student involvement in Scholar's Week by 10% and maintain participation in Posters at the Capitol
3. Increase student involvement in internships, service learning and scholarly activity

Academic Excellence



- **Objective 3:** Enhance efforts to recruit, retain, and engage a diverse faculty who are creative scholars and teachers as well as a diverse, outstanding staff who provide foundational support
- **Objective 4:** Provide financial resources to protect, preserve, and enhance the integrity of academic programs, physical learning environments, and core infrastructure

Research, Scholarship, and Creative Activity

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 on-going and lasting benefits (economic, cultural, and otherwise) for our region, the Commonwealth and our nation.*

Research, Scholarship, and Creative Activity

Objective 1:

Develop and support a culture of research, scholarship, and creative activity that engages faculty, staff, students, and external partners.

Measures/Action Steps:

1. Ensure that 90% of tenure-track/tenured faculty are engaged in a scholarly activity each year.

Strategy:

1. Recognize notable accomplishments through compensation, course load reduction, and/or special awards.

Research, Scholarship, and Creative Activity

Objective 2:

Promote academic excellence and student success through research, scholarship and creative activity, thereby enhancing student learning and national reputation.

Measures/Action Steps:

1. Increase by 20% the number of undergraduate and graduate student scholarly projects mentored by faculty.

Strategy:

1. Appoint a terminally-degreed director of URSA.

Community Engagement



Improving the quality of life for our communities through engagement

Goal: *Engage with the many communities, and communities within communities, to assist in the betterment of our society, to create economic ventures, to promote a sense of place, and to assist in the furtherance of the values of public higher education.*

Community Engagement

Objective 1:

Raise the educational attainment level in our primary service region.

Measures/Action Steps:

1. Partner with community colleges.
2. Partner with high schools.

Strategies:

1. Increase educational programs for high school students to visit campus.
2. Increase access to baccalaureate degree programs by increasing online and regional campus programs.

Community Engagement

Objective 2:

Engage businesses, nonprofits, governmental agencies, and elected and non-elected leaders in partnerships to promote economic development.

Measures/Action Steps:

1. Conduct a periodic regional economic development summit.
2. Develop a regional centralized data center.
3. Assess the workforce needs throughout our primary service area.

Strategies

1. Engage faculty/staff to assist with economic development throughout the region.
2. Build partnerships with external organizations to enhance the region's workforce.



Community Engagement Objective 3:

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

Measures/Action Steps:

1. Conduct an economic assessment study.
2. Develop a university master calendar.
3. Measure the number of activities offered and number of participants/attendees.

Strategies

1. Promote events to region, state and multi-state region with special attention to K-12 parents and students.
2. Expand regional partnerships to increase cultural, creative and athletic opportunities.

Communication

- Web Site: <http://murraystate.edu/strategic-initiatives-plan.aspx> and go to Comment link.
- Text this number: (608) 957-7274

Got ideas, questions, or thoughts? Contact:

- Renee Fister (kfister@murraystate.edu)
- Tim Todd (ttodd@murraystate.edu)
- Bob Jackson (rjackson@murraystate.edu)
- Committee Chairs (Dina Byers, Murphy Smith, Fred Dietz, and Brian Van Horn)

Participate in the upcoming meetings, call, and send suggestions via the website.