

### Academic Excellence

**Objective 1:** Promote academic achievement that offers exceptional learning opportunities.

\* - Convener

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
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>US 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> )	x	x	x	x	x	x	x
Increase Honors College participation by 25%. ( <b>25 honors diploma graduates in FY14</b> )	Baseline	x	x	x	x	x	x
Increase Honors College graduation rate to exceed the student body graduation rate. ( <b>In five year period, the number graduating with an Honors diploma is 25.7%. However, the percentage from the 2007 cohort who graduated from Murray State (with or without an Honors Diploma) is at 90%.</b> )				x	x	x	x
Increase terminally-degreed faculty to 84%. ( <b>Based on IPEDS definition in FY14, it is 80%.</b> )		x	x	x	x	x	x
Promote an excellent student/faculty ratio of 17 to 1 or less.	Yearly	x	x	x	x	x	x
Increase transfer and articulation agreements to program agreements from 126 to no less than 130.	x	x	x	Complete			
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	Appoint	Report	Implement findings	x	x	x	x
Increase STEM-H degrees awarded by 10% to correspond with CPE guidelines. ( <b>Reported 717 STEM-H degrees to CPE in FY14.</b> )	Baseline	Information about number of juniors, seniors, graduate students in STEM-H	x	x	x	x	x

## Academic Excellence

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Increase student participation in research/creative activity opportunities during Scholar's Week, Posters at the Capitol and other initiatives. <b>(29 Poster participants, but we are ONLY allowed 15-18 posters per year. For FY14, there were 132 undergraduate participants and 24 graduate participants at Scholar's Week.)</b>	Baseline	Report	x	x	x	x	x
Increase service learning opportunities and internships in all academic disciplines by 10%. <b>(We have 45 courses with completed paperwork and had 1528 students in FY 14 involved in them.)</b>	Baseline	Implement	x	x	x	x	x
Recognize, enhance, and market distinctive/compelling programs to recruit and retain students while increasing the reputation of the University.	Hire VP and Plan	Implement appropriate targets and strategies	x	x	x	x	x
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.	Appoint	Implement	x	x	x	x	x
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.	Baseline	Report	x	x	x	x	x

### Academic Excellence

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Formalize strategies to meet or exceed benchmarks set forth by the MSU Diversity Plan. <b>(Diversity plan submitted to CPE in Spring 2015)</b>	Review Plan	Implement	x	x	x	x	x
Formalize strategies to meet or exceed 2015 benchmarks and future measures set forth by the KY Council on Postsecondary Education.	Review CPE Plan	Strategize and review	Implement	x	x	x	x
Conduct a comprehensive study to ensure fair and competitive compensation for faculty and staff.	Plan	Implement	x	x	x	x	x
Research on-and off-campus options and services to support employees, e.g. childcare, health services, counseling, and other needs.	Review	Discuss options	x				

## Academic Excellence

**Objective 4:** Protect, preserve, and enhance the integrity of undergraduate and graduate academic programs, physical learning environments, and core infrastructure.

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
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>	Review Plan	Implement	x	x	x	x	x
Create a Presidential Task Force to develop the most effective tuition pricing model with consideration given to discount factors.	Plan	Implement	x	Review	x	x	x
Increase private funds raised annually to \$6 million in FY15 and increase by 5% each subsequent year. <b>(Approximately \$5.8M in FY14.)</b>	Implement	x	x	Review	x	x	x
Prepare for a comprehensive capital campaign by 2017 to focus on enhancing academic excellence and promoting student success initiatives.	Plan	Plan	Quiet Phase	Quiet Phase	Launch	x	x
Ensure technology and virtual infrastructure funding that fosters pedagogical advancements and technological improvements, e.g. University Libraries.	Plan	Implement	x	x	x	x	x

### Student Success

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

\* - Convener

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Increase the six-year graduation rate of the first-time, full-time, freshman cohort from 53.1% to 58%.	Implement	53.10%	54%	55%	56%	57%	58%
Increase degrees awarded from 2113 in FY13 to 2300.	Implement	LINEAR MODEL or Different structure					
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>	5589	5744	5899	6054	6209	6364	6521
Increase the number of transfer students from 954 in FY13 to 1200.	1056	1075	1100	1125	1150	1175	1200
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>	555	592	629	666	703	740	777
Increase first-year retention of the first-time, full-time, freshman cohort from 72.4% to 78%.	Plan	1% increase each year	Repeat	Review	Repeat	Repeat	78% or higher
Increase the number of the residential freshman class from 1172 in FY14 to at least 1250.	Plan	x	x	Review	x	x	x
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%, c) the number of Governor's Scholar Program/Governor's Scholar for the Arts and Commonwealth Honors Academy students enrolling as first-time freshman by 100%. <b>(We have 35 GSP, 8 GSA, and 27 CHA in FY14.)</b>	Plan	x	x	x	x	x	x
Maintain a minimum of 10% of total student population as international students. <b>(In FY14, it is 9.7%.)</b>	Implement	x	x	x	x	x	x
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>	Plan	Implement	x	x	x	x	x
Increase the graduation rate of under-represented minority students from 41.1% to 46%.	Plan	Yearly targets	x	x	x	x	x
Increase the first-time graduate student enrollment by 15%. <b>(From Fall 2014, we have 447 first-time graduate students.)</b>	Plan	Get yearly targets	x	x	x	x	x

## Student Success

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
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>	Plan	Yearly targets	x	x	x	x	x
Increase active international university relationships from 53 to 60.	Plan	Yearly targets	x	x	x	x	x
Perform a comprehensive study on campus internationalization and global education.	Plan	Implement					
Maintain a minimum of 10% of total student population as international students.	x	x	x	x	x	x	x
Develop a relocation and/or renovation plan to accommodate the University's changing international program.	Develop plan	Plan	Review	x			

## Student Success

Objective 3: Continue the development of the Residential College System to promote student academic and social integration for enhanced retention and graduation rates.

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Ensure all faculty, professional staff and students are members of a Residential College.	x	Update list yearly					
Appoint a task force to review the possibility of establishing a residential component to a new Honors College.	Appoint	Implement	x	Review	x	x	
Increase academic offerings in residential colleges so that each College has at least one major/minor course per academic year.	Plan	Implement	x	Review and Modify	x	x	x
Develop a method to track student involvement with the Residential College System and measure the impact of student satisfaction on retention and graduation rates.	Plan with customer Resource Management system and discussion with Alumni and Enrollment	Implement	x	x	x	x	x
Revise College Head position description to allow more time to advise and mentor students.	Write	Implement	x	Review and Modify	x	x	x

## Student Success

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
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.	Plan	Implement and report	Report	Review and report	Modify	x	x
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>	Plan	Implement and report	Report	Review and report	Modify	x	x
Establish a task force to enhance career service strategies, including methods to monitor job placement, graduate/professional school enrollment and student internships.	Appoint and develop	Implement and report	x	x	Review and modify	x	x
Create a collaborative plan to promote health and wellness that reinforces and supports healthy faculty, staff, and student living.	Plan	Implement and report	x	x	Review and modify	x	x
Review admission standards and implement changes as necessary to ensure student pathways of success.	Finalize plan	Report	x	x	Review and modify	x	x
Develop a campus-wide advising plan with outcomes and goals for students and advisers. <b>(We have a current advising structure. Barbara Cobb would provide baseline information.)</b>	Plan	Implement and report	x	x	Review and modify	x	x
Develop a plan to provide resources and/or personnel to sustain academic support units.	Formulate plan	Implement and report	x	x	Review and modify	x	x



## Scholarship, Research and Creative Activity

**Objective 1:** Develop and support a culture a research, scholarship and creative activity that engages faculty, staff, students and external partners.

\*- Conveners

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Ensure that 90% of tenure-track/tenured faculty are engaged in a scholarly activity each year.	Basic Plan	Report	x	x	Review and modify	x	x
Increase external grant submissions by 30%. <b>(133 submitted in FY14.)</b>	Basic Plan	Implement	x	x	Review and modify	x	x
Increase by 10% scholarly activity as defined by the academic unit.	Basic Plan	Implement	x	x	Review and modify	x	x

## Scholarship, Research and Creative Activity

**Objective 2:** Promote academic excellence and student success through research, scholarship, and creative activity, thereby enhancing student learning and the University's national reputation.

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Increase by 20% the number of undergraduate and graduate student scholarly projects mentored by faculty.	Base plan	Implement and report	x	x	Review and modify	x	x
Create methods of evaluating and promoting a culture of scholarly and creative activity.	Base plan	Implement	Report	x	x	Report and modify	x
Develop a process to increase the number of students who participate in an experiential learning opportunity as measured in the the QEP survey or other appropriate survey.	Base Plan	Report	x	x	Report and modify	x	x

## Community Engagement

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
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 is 2011 and gives 14.8% Bacc Degrees and higher in our 18-county service region.)</b>	Base plan	Implement and report	x	x	Review and modify	x	x
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>	Base plan	Implement	x	x	Review and modify	x	x
Participate in the state's Kentucky Rising initiative to enhance/elevate the level of teacher preparation in partnership with surrounding school districts.	Base Plan	Report	x	x	Review and modify	x	x

## Community Engagement

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

Measures/Action Steps	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Appoint a work group to conduct a periodic regional economic development summit, bringing state and national leaders to assist.	Base Plan	Summit	Plan	Summit	Plan	Summit	Review
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.	Base plan	Create center	Implement	Review	x	Review and Modify	x
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.	Base Plan	Implement	x	x	Review and modify	x	x

### 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	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Conduct an economic impact study to determine the University's regional impact. <b>(Most recent study is 12 years old.)</b>	Secure study	Report				Update	
Develop and promote a University Master Calendar.	Implement	Update	x				
Measure and enhance the number of cultural, creative, and athletics activities offered.	Report	x	x	x	x	x	x