

EKU Strategic Plan 2011—2015

Mission Statement: As a comprehensive public institution, Eastern Kentucky University prepares students to lead productive, responsible, and enriched lives. To accomplish this mission, the University emphasizes:

1. Student Success,
2. Regional Stewardship, and
3. Critical and Creative Thinking and Effective Communication.

Values: Eastern Kentucky University values

- *intellectual vitality*, which is characterized by knowledge, scholarly inquiry, creativity, critical thinking and curiosity;
- *sense of community*, which is characterized by a supportive environment with strong relationships and a commitment to service, shared governance, collaboration, and unity of purpose;
- *diversity*, which is characterized by equitable opportunities and treatment, mutual respect, and the inclusion and celebration of diverse peoples and ideas;
- *stewardship of place*, by which the University enhances the intellectual capacity, economic vitality, environmental sustainability, and quality of life of the communities it serves;
- *accountability*, which is characterized by fiscal responsibility and responsiveness to the needs of internal and external stakeholders; and
- *excellence*, which is achieved through integrity, continuous quality improvement, and a focused emphasis on the personal and professional growth of students, faculty, and staff.

Vision: Eastern Kentucky University will be an accessible, nurturing, and academically rigorous center of learning and scholarship that transforms lives and communities and enables them to adapt and succeed in a dynamic, global society.

Goal 1: Maximize student success

Strategic Direction 1.1: Emphasize and improve critical and creative thinking and effective communication on the part of students.

- Every academic program will develop two QEP-related student learning objectives, one for each of (1) critical/creative thinking and (2) communication, and will assess these objectives via direct assessment methods at the programmatic level.
- Measures will show that students are improving in critical/creative thinking and communication skills.

Strategic Direction 1.2: Improve student recruitment, retention, graduation, and career transitions.

- Mean ACT score for entering freshmen will increase.
- The number of new college-ready freshmen, new transfers, and new graduate students will increase.
- The freshman to sophomore retention rate will increase to a goal of 75% by 2015.
- The four-year graduation rate will increase.
- The six-year graduation rate will increase to a goal of 45% by 2015.
- The number of baccalaureate degrees conferred, including for STEM+H disciplines, will achieve CPE-related targets by 2015.
- ECU will develop and implement methods to assess student career transitions by 2015.

Strategic Direction 1.3: Expand student opportunities for engagement, leadership, and scholarship.

- Opportunities for undergraduate research to increase student engagement will increase as measured by National Survey of Student Engagement (NSSE) results on student engagement and scholarship.
- Measures will show that ECU will be at or above NSSE mean peer institution scores on the five benchmark domains (academic challenge, active and collaborative learning, student-faculty interaction, enriching educational experience, and supportive campus environment).

Strategic Direction 1.4: Demonstrate faculty excellence in teaching and scholarship, staff excellence in support of academics and student services, and student excellence in academic achievement.

- Every academic department will develop and assess an objective for each of 1) teaching effectiveness and 2) advising effectiveness.
- Every college will develop and assess a strategic direction related to scholarship/research.
- All planning groups will have a professional development plan that includes measurable outcomes and annual activity assessment.
- A faculty and staff recognition initiative will be developed in support of student success.
- Demonstrate student excellence via measures such as certification/licensure pass rates; student awards and accomplishments at the state and national levels; and standardized exam results.

Goal 2: Build and sustain the University's capacity for excellence

Strategic Direction 2.1: Improve financial capacity and flexibility to support strategic priorities while ensuring transparency and accountability.

- All planning groups will examine measures related to their efficiency and effectiveness by 2012.
- The University will increase revenues and cut costs while enhancing quality programs and services by 2015.

Strategic Direction 2.2: Reach and maintain salary equity with benchmark and comparable institutions.

- ECU will reach and maintain compensation package norms in rank and discipline, or position, comparable to benchmark averages accounting for cost of living.
- Allocations to the Compensation Fund will increase.

Strategic Direction 2.3: Support and increase online and regional-campus enrollments and programs.

- ECU will enhance the infrastructure to support high-quality programs and courses.
- ECU will increase access to high-quality programs, both online and at regional campuses.
- Revenues from enhanced online offerings will be used to improve ECU's academic and University infrastructure by 2015.

Strategic Direction 2.4: Improve the University's environmental impact and the quality and maintenance of University facilities.

- By 2015, ECU will improve its Green Report Card rating to a B+.
- The percent of facilities with grade of "remodeling-B" or better will be maintained or improved.

Strategic Direction 2.5: Increase support for professional development, service, scholarly activity, and external funding pursuits in order to improve teaching, service, and scholarship.

- University-level financial support for faculty development opportunities will increase.
- All Colleges will report faculty scholarly activity and service in Digital Measures.

Strategic Direction 2.6: Increase support for staff for professional development, focused training, and recognition for service excellence to improve performance on behalf of academics and student services.

- University-level financial support for staff development opportunities will increase.
- All planning groups will report staff scholarly activity and professional service.

Goal 3: Create and maintain an inclusive, equitable, and diverse environment

Strategic Direction 3.1: Improve recruitment and retention of diverse students, faculty, staff, and University administrators.

- Develop and implement the ECU Comprehensive Diversity Plan.*
- The number of diverse new college-ready freshmen, transfers, graduate students, and new faculty and staff hires will increase.*
- The freshman to sophomore retention rate of diverse students will increase.*
- The four-year and six-year graduation rates of diverse students will increase.*
- Diverse faculty/staff retention will increase.*
- International enrollment will increase.*

**All definitions and metrics will be in alignment with the ECU Comprehensive Diversity Plan.*

Strategic Direction 3.2: Build a climate of respect for diversity, inclusion, and equity, including the enhancement of multicultural and international experiences.

- Student, faculty and staff responses to the campus climate survey will show:
 - A climate supportive of diversity.
 - A positive perception of University efforts to enhance a climate supportive of diversity.
- Multicultural and international experiences will be enhanced, as reflected in NSSE results.

Goal 4: Collaborate with the University's regional community partners to promote academic achievement, economic development, and quality of life

Strategic Direction 4.1: Provide guidance, assistance, and curriculum expertise for P-12 schools in order to increase the motivation of the region's elementary and secondary students and working adults in seeking post-secondary education, and to increase their success in earning a college degree.

- Demonstrate ECU's commitment to Regional Stewardship by enhancing the assistance provided to primary and secondary education partners in the region through initiatives such as the Educational Extension Agent, Dual Credit/*ECU Now!*, and Transitions Programs.

Strategic Direction 4.2: Collaborate with regional partners to improve health, economic development, research and development, cultural opportunities, and environmental sustainability.

- Demonstrate ECU's commitment to Regional Stewardship by continuing and enhancing quality collaborations with regional partners.