



Goals and Strategic Directions

Our 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.

Our Mission

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.

Our 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.

Goal 1: Maximize student success

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

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

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

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.

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.

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

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

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

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

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.

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.

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

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.

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

Measures of Success

Key performance indicators, established for each strategic direction, provide the data necessary to evaluate progress toward goal achievement and supply the foundation for continuous improvement.

For details about each key performance indicator, please see page 2 or visit www.oie.eku.edu/strategic-planning

Implementation

Oversight of the university-level strategic planning process is the responsibility of the Financial and Strategic Planning Council with support from the Office of Institutional Effectiveness.

Each Planning Group* and Reporting Unit** creates a strategic plan supportive of and linked to the university-level strategic plan. Plan progress and use of results for improvement are the responsibility of each Reporting Unit with supervision from the respective Planning Group. Planning Groups provide annual progress reports about their college/division to the Office of Institutional Effectiveness and also provide information for the key performance indicators tied to the university-level plan.

*Planning Groups (representatives of colleges or divisions, such as deans or vice presidents, who report directly to the President and Provost).

**Reporting Units (departments or units within each planning group).



Detail of ECU Strategic Plan 2011-2015

Goals, Strategic Directions, and Key Performance Indicators

Goal 1: Maximize student success

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

- 1.1.1 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.
- 1.1.2 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.

- 1.2.1 Mean ACT score for entering freshmen will increase.
- 1.2.2 The number of new college-ready freshmen, new transfers, and new graduate students will increase.
- 1.2.3 The freshman to sophomore retention rate will increase to a goal of 75% by 2015.
- 1.2.4 The four-year graduation rate will increase.
- 1.2.5 The six-year graduation rate will increase to a goal of 45% by 2015.
- 1.2.6 The number of baccalaureate degrees conferred, including STEM+H disciplines, will achieve CPE-related targets by 2015.
- 1.2.7 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.

- 1.3.1 Opportunities for undergraduate research to increase student engagement will increase as measured by NSSE results on student engagement and scholarship.
- 1.3.2 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.

- 1.4.1 Every academic department will develop and assess an objective for each of 1) teaching effectiveness and 2) advising effectiveness.
- 1.4.2 Every college will develop and assess a strategic direction related to scholarship/research.
- 1.4.3 All planning groups will have a professional development plan that includes measurable outcomes and annual activity assessment.
- 1.4.4 A faculty and staff recognition initiative will be developed in support of student success.
- 1.4.5 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.

- 2.1.1 All planning groups will examine measures related to their efficiency and effectiveness by 2012.
- 2.1.2 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.

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

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

- 2.3.1 ECU will enhance the infrastructure to support high-quality programs and courses.
- 2.3.2 ECU will increase access to high-quality programs, both online and at regional campuses.
- 2.3.3 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.

- 2.4.1 By 2015, ECU will improve its Green Report Card rating to a B+.
- 2.4.2 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.

- 2.5.1 University-level financial support for faculty development opportunities will increase.
- 2.5.2 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.

- 2.6.1 University-level financial support for staff development opportunities will increase.
- 2.6.2 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.

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

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

- 3.2.1 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.
- 3.2.2 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.

- 4.1.1 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, ECU Now, and Transitions Programs.

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

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