



Goals and Strategic Initiatives

Our Vision

Eastern Kentucky University will be a premier university dedicated to innovative student engagement and success, advancing Kentucky, and impacting the world.

Our Mission

As a school of opportunity, Eastern Kentucky University fosters personal growth and prepares students to contribute to the success and vitality of their communities, the Commonwealth, and the world.

Eastern Kentucky University is committed to access, equal opportunity, dignity, respect, and inclusion for all people, as integral to a learning environment in which intellectual creativity and diversity thrives.

Our Values

Eastern Kentucky University's values shall permeate the mission and will be the fiber of the institution for it to achieve its vision.

- **intellectual vitality**, which is characterized by knowledge, scholarly inquiry, creativity, critical thinking and curiosity, all with a global perspective;
- **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;
- **cultural competency**, 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, operational transparency, 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.

Strategic Goal 1: Academic Excellence

- Strategic Initiatives 1.1:** Invest in Our Faculty
- Strategic Initiatives 1.2:** Promote Innovative Instruction and Programming
- Strategic Initiatives 1.3:** Strengthen Academic Programs

Strategic Goal 2: Commitment to Student Success

- Strategic Initiatives 2.1:** Invest in Our Students
- Strategic Initiatives 2.2:** Focus on Strategic Enrollment
- Strategic Initiatives 2.3:** Increase Efforts to Retain and Graduate Students

Strategic Goal 3: Institutional Distinction

- Strategic Initiatives 3.1:** Invest in Our Staff
- Strategic Initiatives 3.2:** Advance the ECU Brand
- Strategic Initiatives 3.3:** Create a Dynamic, Diverse, and Inclusive University Culture

Strategic Goal 4: Financial Strength

- Strategic Initiatives 4.1:** Optimize Campus Resources
- Strategic Initiatives 4.2:** Increase External Support

Strategic Goal 5: Campus Revitalization

- Strategic Initiatives 5.1:** Initiate and complete ECU Revitalization plan, which includes rehabilitation of existing facilities and construction of new ones with a focus on the ECU student experience.

Strategic Goal 6: Service to Communities and Region

- Strategic Initiatives 6.1:** Become the 1st Choice Partner in Regional Educational, Economic, Cultural, and Social Development
- Strategic Initiatives 6.2:** Become Nationally Prominent in Fields with Regional Relevance
- Strategic Initiatives 6.3:** Bring ECU to Our Service Region
- Strategic Initiatives 6.4:** Bring Our Service Region to ECU

Measures of Success

Key performance indicators, established for each strategic initiative, 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 visit <http://strategicplanning.eku.edu/vision>

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 Oversight 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 Oversight Group. Oversight 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.

*Oversight 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).



Goals, Strategic Initiatives, and Key Performance Indicators

Strategic Goal 1: Academic Excellence

Strategic Initiatives 1.1: Invest in Our Faculty

- 1.1.1 Enhance faculty professional development opportunities with a focus on developing skills and engaging students through high-impact learning strategies, including metacognition skills, teaching techniques, curriculum design, and providing customer focused service to all.
- 1.1.2 Update promotion and tenure policies to reflect increased importance of engaging students, innovative teaching, advising, scholarship of teaching and learning, and support of our Region.
- 1.1.3 Increase opportunities for faculty scholarship, research and creative endeavors, and faculty-student collaborations.
- 1.1.4 Build academic leadership capacity among faculty.
- 1.1.5 Recruit and retain faculty who are highly qualified in their discipline and demonstrate excellence in teaching.
- 1.1.6 Design and implement a comprehensive recruitment and retention plan for diverse faculty.

Strategic Initiatives 1.2: Promote Innovative Instruction and Programming

- 1.2.1 Embed and support high-impact teaching strategies and best practices for student engagement to promote learning and increase retention.
- 1.2.2 Focus on involving students in decision making, research and creative activities with faculty, scholarship, service learning, international education, co-op and internships.
- 1.2.3 Provide students the opportunity and support to participate in and receive recognition for research, creative, and academic endeavors.
- 1.2.4 Increase the quality and capacity of pedagogical and technological support.

Strategic Initiatives 1.3: Strengthen Academic Programs

- 1.3.1 Ensure relevance of all academic programs through ongoing curriculum development and program review.
- 1.3.2 Financially invest in and promote nationally recognized programs that attract students to ECU.
- 1.3.3 Identify, pursue, and promote opportunities for new high-quality, distinct, and compelling programs with capacity to grow enrollments.
- 1.3.4 Support and invest in opportunities for high achieving students University-wide.
- 1.3.5 Increase capacity in existing programs identified as having high demand.
- 1.3.6 Invest in state-of-the-art, cutting edge technology across all programs.

Strategic Goal 2: Commitment to Student Success

Strategic Initiatives 2.1: Invest in Our Students

- 2.1.1 Promote and emphasize the use of student learning outcomes, academic support, and retention in co-curricular programming.
- 2.1.2 Create new and support existing programs, activities, and services designed to assist students to adjust to and succeed in a university learning environment and to develop their full potential.
- 2.1.3 Develop and integrate career preparation opportunities to include co-op, internships, international education, civic engagement and other activities that build the skills necessary to secure gainful employment in a globally competitive marketplace.
- 2.1.4 Develop and implement programming and services to enhance student well-being, health and wellness, civic engagement, and personal growth.

Strategic Initiatives 2.2: Focus on Strategic Enrollment

- 2.2.1 Develop a University-wide, inclusive strategic enrollment process ensuring partnership between enrollment management and academic affairs.
- 2.2.2 Create a strategic enrollment plan with specific, but not exclusive, focus on enhancing our commitment to our Service Region; increasing educational opportunities for underrepresented student populations; and serving students with diverse academic needs.
- 2.2.3 Recruit a prepared, intellectually curious, diversified student body.
- 2.2.4 Recruit increased numbers of international students.
- 2.2.5 Ensure University resources, including student financial aid, are sufficient to support the enrollment management plan.

Strategic Initiatives 2.3: Increase Efforts to Retain and Graduate Students

- 2.3.1 Develop and promote University-wide best practices that provide collaborative and innovative student engagement in and out of the classroom.
- 2.3.2 Employ coordinated, data-driven advising that uses intentional intervention milestones for designated populations and strengthens academic advising.
- 2.3.3 Provide increased support for programs that address student preparedness challenges.
- 2.3.4 Enhance student experiences University-wide by enhancing academic learning environments, and increasing participation in living/learning communities, student organizations, and student life programs.
- 2.3.5 Create and upgrade existing facilities including student recreation and intercollegiate athletics facilities.
- 2.3.6 Review policies, processes, and operations to enhance responsiveness to student needs.

Strategic Goal 3: Institutional Distinction

Strategic Initiatives 3.1: Invest in Our Staff

- 3.1.1 Enhance staff professional development opportunities with focuses on leadership development, student support and engagement, and providing customer-focused service to all.
- 3.1.2 Develop employee best practices for collaborative support programs and co-curricular instruction.
- 3.1.3 Delineate and promote career pathways for all employees.
- 3.1.4 Recruit, promote, and retain staff who are highly qualified and high-performing in their area of expertise.
- 3.1.5 Design and implement a comprehensive recruitment and retention plan for diverse staff and University administrators.
- 3.1.6 Ensure all employees receive detailed, comprehensive performance evaluations and feedback.

Strategic Initiatives 3.2: Advance the ECU Brand

- 3.2.1 Craft a compelling brand identity and communication strategy.
- 3.2.2 Design and implement a five-year, integrated marketing campaign that leverages our brand identity to advance our institution, aligns with our strategic plan, fuels our capital campaign, positions ECU intercollegiate athletics, and increases the number of students for whom ECU is their 1st Choice.
- 3.2.3 Assess and share the impact of the University's brand initiative.

- 3.2.4 Promote the value of Higher Education.

Strategic Initiatives 3.3: Create a Dynamic, Diverse, and Inclusive University Culture

- 3.3.1 Foster pride in ECU by developing a distinctive University experience for all students, faculty, staff, and visitors.
- 3.3.2 Create and support learning, work, and living environments that fully welcome and support diversity, inclusion, and equity.
- 3.3.3 Build can-do spirit among faculty, staff, and students with an emphasis on superior customer-focused service and adaptability.
- 3.3.4 Reward, recognize, and celebrate faculty, staff, and student achievements.
- 3.3.5 Promote opportunities for faculty, staff, and students to participate in significant and conscientious shared governance.
- 3.3.6 Ensure transparency in operations in order to unite the University communities.
- 3.3.7 Promote positive relationships between the University and the local community.
- 3.3.8 Create an institutional diversity plan that develops and implements comprehensive initiatives to promote access, diversity, intercultural competence, equity, inclusiveness and mutual respect for all members of the campus community



Goals, Strategic Initiatives, and Key Performance Indicators

Strategic Goal 4: Financial Strength

Strategic Initiatives 4.1: Optimize Campus Resources

4.1.1 Ensure quality and efficiency in all University operations by implementing baseline budgeting focused on strategic initiatives and strengthening programs.

4.1.2 Include an evaluation of funding levels in the academic and administrative program reviews conducted on a rotating basis.

4.1.3 Conduct an annual departmental faculty workload analysis to ensure responsible stewardship of resources.

Strategic Initiatives 4.2: Increase External Support

4.2.1 Build an expansive network of advocates, partners and champions for ECU by communicating effectively with external stakeholders and involving them meaningfully in the life of the University.

4.2.2 Increase revenue from private sources by engaging alumni, friends, and corporate partners to expand support for the people, places, and programs of ECU, including a comprehensive capital fundraising campaign.

4.2.3 Enhance resources through grants and contracts from federal and state agencies, corporations, and foundations.

Ongoing Commitments

Current projects, services, activities, obligations, and policies to which we remain committed:

- **Competitive and Equitable Pay:** achieving faculty and staff internal pay equity and competitive salaries;
- **Critical/Creative Thinking & Communication Skills:** maintaining and enhancing critical and creative thinking and communication skills initiatives;
- **Diversity:** increasing the number of diverse and international faculty, staff, and students;
- **Efficiency & Transparency:** improving financial efficiency and transparency;
- **Global Impact:** solidifying our local, regional, state, national, and global impact;
- **Liberal Arts Core:** providing a strong liberal arts core through the general education curriculum for all students;
- **Multicultural Experiences:** enhancing multicultural and international experiences;
- **Safety:** ensuring a safe and secure environment for our students;
- **Scholarship:** improving the lives of others through discovery, application, and integration of knowledge;
- **Service:** valuing faculty service internal and external to the University;
- **Strong Government Relations:** advocating for increased state support for higher education;
- **Student Learning:** continually improving student learning through Assurance of Learning efforts;
- **Sustainability:** improving our environmental impact; and
- **Teaching & Advising:** improving teaching and advising effectiveness

Strategic Goal 5: Campus Revitalization

Strategic Initiatives 5.1: Initiate and complete ECU Revitalization plan, which includes rehabilitation of existing facilities and construction of new ones with a focus on the ECU student experience.

5.1.1 Conduct a campus master plan, including a comprehensive space analysis.

5.1.2 Invest in the physical infrastructure of our campus, including improving technology, creating creative spaces, and enhancing curb appeal.

5.1.3 Locate and secure arrangements with private partners and state appropriations.

5.1.4 Address deferred maintenance.

5.1.5 Prioritize sustainability.

5.1.6 Prioritize efficient project administration.

Strategic Goal 6: Service to Communities and Region

Strategic Initiatives 6.1: Become the 1st Choice Partner in Regional Educational, Economic, Cultural, and Social Development

6.1.1 Increase the number of and strengthen existing strategic partnerships in our Region with community colleges, local communities, employers, and other entities.

6.1.2 Enhance support of our Region's P-12 educational institutions for college success of students.

6.1.3 Advance ECU leadership participation in regional partnerships.

Strategic Initiatives 6.2: Become Nationally Prominent in Fields with Regional Relevance

6.2.1 Bring distinction to our Region with nationally recognized programs, endorsements, and scholarship/research.

6.2.2 Build sustainable and distinct academic and social programs focused on our Region's critical needs.

Strategic Initiatives 6.3: Bring ECU to Our Service Region

6.3.1 Support ECU faculty, staff, and student engagement in regional initiatives.

6.3.2 Actively promote and publicize public engagement activities to students, faculty, staff, and the community.

6.3.3 Address needs, challenges, and perspectives of our Region with innovative courses, research, service, program offerings utilizing effective delivery methods.

6.3.4 Provide high-quality, responsive, relevant programming for adults in our Region to help them complete degrees.

6.3.5 Support students throughout our Region by making programs and services available locally at regional sites, on-line, and/or via a combination of delivery methods.

6.3.6 Raise the knowledge capital in our Region by encouraging ECU students to remain active in or connected to our Region.

Strategic Initiatives 6.4: Bring Our Service Region to ECU

6.4.1 Enhance and develop University facilities that draw visitors to ECU Campuses.

6.4.2 Increase the number and appeal of programs and activities for which visitors travel to ECU Campuses such as sporting and arts events, conferences and workshops, commencement ceremonies, and annual University events.