Strategic Plan 2016 – 2022

Annual Progress Report: Highlights of Goal Progress

2019 - 2020

Executive Summary

Since March 2020, EKU responded to the COVID-19 global pandemic with swift, unprecedented action to protect our campus and surrounding community. The safety and health of the individuals who comprise our population was the sole consideration in all decisions made. Decisions such as in-person class cancellation and implementation of alternative instructional methodologies, closure of campus residential housing (except those students who were able to articulate exigent circumstances for needing on-campus housing), increase in cleaning protocols, and implementation of strict physical distancing measures are but a few of the key decisions made. The COVID-19 pandemic caused some university work toward strategic planning initiatives to be placed on hold or suspended for 2019-2020; as a result, while overall, EKU is consistently making progress toward its Strategic Planning Goals, the COVID-19 pandemic influenced that progress.

Since the plan's inception, the university has carried out a number of key initiatives moving the campus forward, many of which are highlighted in this report. Academic Excellence continues to grow, Student Success is increasing, our Institutional Distinction is emerging, our Financial Strength remains a priority, Campus Revitalization continues to develop, and our Service to Communities and Region is expanding.

While EKU is experiencing progress in meeting its goals, it is not without significant challenges. EKU has sustained continued cuts and reductions in state funding allocations (both fiscal and mid-year cuts), which substantially affects the university's ability to move forward. As a result, challenge areas include investing in our faculty (Goal 1), focusing on strategic enrollment (Goal 2), investing in our staff (Goal 3), completing the revitalization plan (Goal 5), and bringing EKU to the service region (Goal 6).

Originally, the EKU Strategic Plan was established for the years 2015 – 2020. However, it became clear that a longer planning cycle would be beneficial: it would allow more time to develop and implement proposed initiatives; it would align the Strategic Planning and SACS Reaccreditation cycles; and it would offer time for successful transition to newly appointed executive leadership. At the request of the Associate Vice President of Institutional Effectiveness & Research, the Board of Regents agreed to lengthen the planning cycle through Spring 2022.

Much remains to be done, and the strategic plan will continue to guide us. A university always remains a work in progress, but thanks to sustained progress to date, and with the continued commitment of the campus community, EKU can achieve its ambitious goals.

Introduction

In November 2015, the Eastern Kentucky Board of Regents approved Make *No Little Plans: 2016 – 2020 Strategic Plan*. The plan is centered on EKU's mission:

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

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 global perspective;
- Sense of Community, which is characterized by a supportive environment with strong relationships and 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, environment sustainability, and quality of life of the communities serves;
- Accountability, which is characterized by fiscal responsibility, operational transparency, and responsiveness to the needs of internal and external stakeholders;
- Excellence, which is achieved through integrity, continuous quality improvement, and a focused emphasis on the personal and professional growth of students, faculty, and staff.

This ambitious plan focused on six Goals and Strategic Initiatives that reflect the primary areas of challenge and opportunity for EKU.

1. Academic Excellence
2. Commitment to Student Success
3. Institutional Distinction
4. Financial Strength
5. Campus Revitalization
6. Service to Communities and Region

The strategic plan contains 74 key performance indicators that measure progress towards the 16 objectives and 6 goals. The progress toward each objective is demonstrated by a color-coded measurement system.

- Green indicates excellent progress or completion
- Yellow indicates satisfactory progress to date
- Red indicates slow progress or delay

Goal 1: Academic Excellence

EKU is committed to academic excellence by investing in faculty, promoting innovative instruction and programming, and strengthening academic programs. To achieve excellence, EKU seeks to enhance faculty professional development opportunities, update promotion and tenure policies, increase faculty opportunities for scholarship, research, and collaborations, and recruit and retain highly qualified faculty. Additionally, EKU supports opportunities for both high-quality programs and high-achieving students, including identification of high demand programs, increasing pedagogical and technological support, embedding high-impact and engaging teaching strategies, and involving student in decision making, researching, and creative activities.

GOAL 1: Academic Excellence		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
1.1	Invest in Our Faculty							
1.2	Promote Innovative Instruction and Programming							
1.3	Strengthen Academic Programs							

EKU is making consistent progress in each of its three academic excellence strategic initiatives, as evidenced by the following accomplishments:

- Full-time faculty retention remains high at 91.5% a 3.5% percent increase from the prior year. The retention rate for diverse faculty is 90.5%, a decrease of 1.3% from the year prior.
- Faculty Innovators have been identified as EKU faculty members with great expertise in teaching and learning practices, classroom techniques, and up-to-date technologies to showcase innovative teaching and learning practices on campus and to share their expertise with other faculty. The Faculty and Staff Innovation Fund will be funded again in 2019-2020 at $250,000. The Faculty Innovators will facilitate demonstrations and workshops as well as one-on-one training with individual faculty regarding innovative teaching practices, will meet with new faculty as a part of the new faculty orientation program, and will assist them throughout the year. Faculty Innovators will also lead sessions as part of the Teaching & Learning Innovation series.
- A $250,000 Innovation Fund has been established. It is available to all faculty and staff (including a collaboration of faculty and staff), competitively awarded and a strong preference given to applications that demonstrate an innovative or entrepreneurial solution with (i) an ability to generate a return on investment within a reasonable period of time, (ii) an ability to create operating efficiency resulting in cost savings, (iii) is related to Kentucky priorities, such as health, material science, information technology & communication, bioscience, and aerospace, and (iv) brings positive attention to the work of the university.
- A $75,000 Research Enhancement Grant (REG) has been established to support faculty who have previously secured external funding awards and to facilitate the obtainment of additional awards. The REG program has three fundamental goals: 1) To provide opportunities to enhance research conducted by University faculty and students; 2) To reward faculty who have secured external funding through the University; and 3) To equip faculty for success in future external funding requests.
- Again, as in prior years, as a result of state pension expenses and continual cuts in state appropriations, EKU has not been able to provide employee raises or expand benefits, and position lines have been held or eliminated.

Promote Innovative Instruction and Programming

- Through programming offered by the Noel Studio for Academic Creativity, faculty have received more than 10,576 hours in pedagogical development and related topics, including collaborations with the Instructional Design Center and IT. This is an increase of 2% from the year prior, and has consistently increased each year since 2015-16.
- HB 366 passed both the Kentucky House of Representatives and Senate and was signed into law by Gov. Beshear in March 2020. The bill codifies Model Laboratory School as a university-operated public school under the governance of the Eastern Kentucky University Board of Regents. Furthermore, Model is tasked with piloting and testing kindergarten through high school educational pedagogies, practices, programs, assessments, and innovations to further the educational mission of the Commonwealth.
- In July 2020, the EKU Board of Regents passed a resolution acknowledging Model Laboratory School as its own Local Educational Agency (LEA).
- In February 2020, Model Lab hosted teachers from regional districts for a day of professional learning.
- In June 2020, Model Lab hosted the second Advanced Placement Summer Institute (APSI). The week-long, virtual professional learning institute engaged over 300 teachers and school leaders from around the Commonwealth, the US, and the world.
- E-Campus Instructional Design Professional Development in 2019-20
    - 39 professional development opportunities, amounting to 268 hours
    - 677 participants in all 39 sessions with 321 unique participants
- Quality Enhancement Program: Read with Purpose
    - QEP Co-Directors led 16 workshops for faculty and staff with 175 total participants
    - Six faculty completed a QEP professional learning community (PLC)
    - The QEP Critical Reading DEEP (Developing Excellence in Eastern's Professors) online professional development course has enrolled 32 participants since 2018

- Fourteen faculty members helped lead QEP professional development workshops for their colleagues through the Teaching and Learning Innovations Series, interacting with an additional 107 faculty and staff participants
- The First-Year Courses Director, having completed the Reading Apprenticeship training funded through a spring 2019 QEP Leadership grant, led a critical reading professional learning community (PLC) with 9 staff and faculty GSD instructors completing
- QEP Co-Directors led 6 workshops for student leaders, facilitating training for 117 Student Success Center peer leaders, Noel Studio Consultants and Course Embedded Consultants to introduce them to metacognitive strategies for critical reading.
- The QEP awarded Leadership Grants to eight faculty members in 2019-2020; these are meant to further faculty and staff development in critical reading scholarship and pedagogy and result in sharing new knowledge with EKU colleagues.
- Leadership grants have been awarded to 16 faculty/staff for 18 projects since 2017. Eleven of these faculty/staff members, so far, have contributed to QEP professional development for their colleagues.
- Students overwhelmingly "Agree" or "Strongly Agree" that their instructors provide critical reading strategy instruction. In 2019-2020, 73% of students either agreed or strongly agreed with this statement.

Strengthen Academic Programs

- High demand programs have been extended to e-campus to recognize and accommodate expansion and growth, including Business, Criminal Justice, Social Work, and Psychology. Applied Behavior Analysis, ABA-Approved Paralegal Degree now 100% Online
- Eighty-four percent of participating academic programs, departments, student support programs, and administrative units earned a *Meets Expectations*, *Exceeds Expectations, or Exemplary* rating in the annual planning and progress of student learning assessment, a two percent increase from the prior year.
- In order to maximize efficiency and course offerings, strategic course enrollment increases and scheduling processes have been adjusted.
- Academic Program Review has been redesigned focusing on a more comprehensive approach to program evaluation and improvement. The new structure and process will begin in 2019-2020, but was placed on hold as a result of the COVID-19 pandemic. Program Review will restart in Fall 2020 with reviews of both 2019-2020 and 2020-2021 academic programs.

Goal 2: Commitment to Student Success

EKU's commitment to academic excellence also demands dedication to student success, by developing a strategic enrollment plan and process to recruit and retain diverse and intellectually-curious students, as well as enhance student experience through new and upgraded learning environments, student organizations, and facilities.

GOAL 2: Commitment to Student Success		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
2.1	Invest in Our Students	●	●	●	●	●		
2.2	Focus on Strategic Enrollment	●	●	●	●	●		
2.3	Increase Efforts to Retain and Graduate Students	●	●	●	●	●		

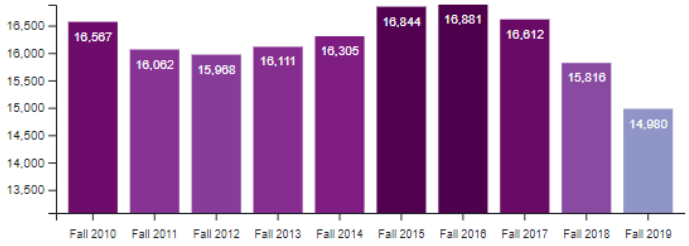
Invest in Our Students

- EKU has expanded the EKU Merit Scholarship Program to include eight award tiers from $2,000 - $16,000, providing scholarship opportunity for more entering students.
- EKU has substantially increased the overall scholarship budget to $41,334,239 an increase of more than $11,000,000 since 2015.
- EKU's SMART program (Selective Admission/Reduction Tuition) offers new undergraduate and transfer students in qualifying states reduced out-of-state tuition costs. This programs expands our recruiting market and makes EKU a desirable choice for many out-of-state students. Total undergraduate out-of-state enrollment increased the year prior, up to 17.2% in Fall 2019 compared to 15.4% in Fall 2018.

Focus on Strategic Enrollment

- In Spring 2020 (prior to the COVID-19 pandemic), a university-level Enrollment Summit was held. Approximately 70 university constituents met to establish enrollment goals for Fall 2021 – Fall 2025, as well as strategies (primarily in the EM areas of Admissions, Financial Aid, SOTO, Student Success, and also in e-Campus) to achieve those goals. A follow-up session is scheduled for Fall 2020 to track progress and make necessary updates; and additional Enrollment Summits will be scheduled on a regular basis.
- EKU consistently experiences slight increases in both the ACT composite scores (from 23.3 to 23.4) and High School GPAs (from 3.34 to 3.4) of cohort students.
- EKU is considering test-optional admissions for Fall 2020.
- EKU continues to increase undergraduate underrepresented minority enrollment, up 1.5% from 10.9% in 2015-16 to 12.4% in 2019-20, exceeding its goal of 12%.
- EKU online enrollment has continued to increase, up to 3,366 from 3,256 the prior year, an increase of 2%. Online enrollment accounts for 22.5% of total enrollment. The growth is attributed to new program offerings, increased interest in degree completion, and sustained enrollment in foundational programs.

ENROLLMENT - FALL



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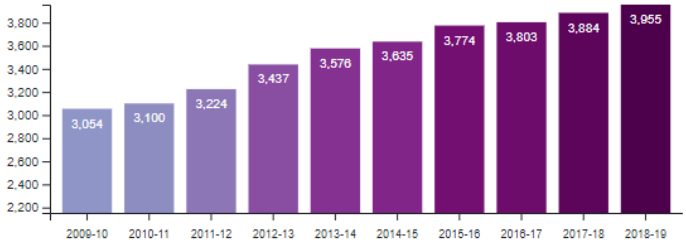
DEGREES



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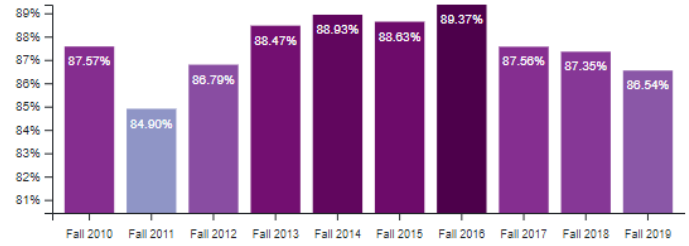
RETENTION RATES - FALL TO SPRING



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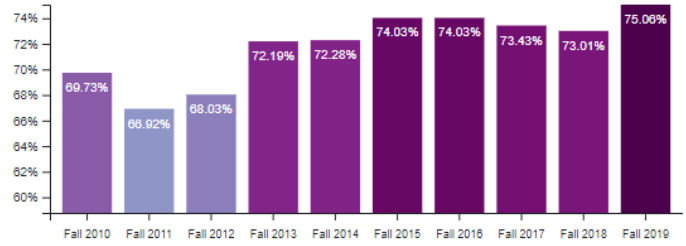
RETENTION RATES - FALL TO FALL



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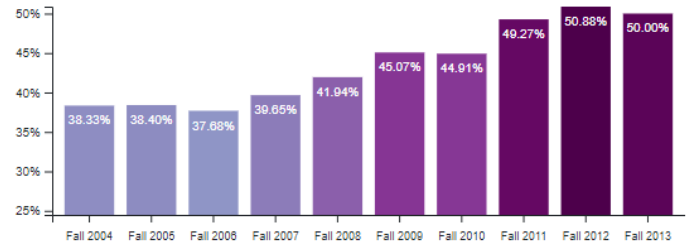
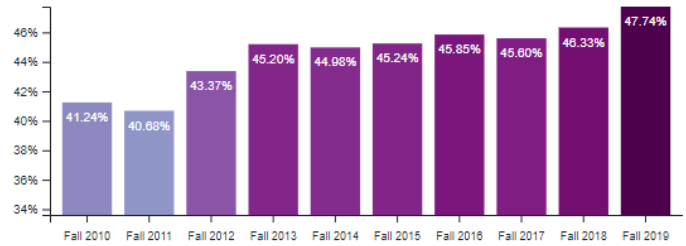
GRADUATION RATES



PROGRESSION RATES



Increase Efforts to Retain and Graduate Students

- As of September 2020, EKU reports the following retention results:
    - 75.1% of students in the overall Fall 2019 cohort are enrolled in classes this semester. This is a 5.8% improvement over this time last year.
    - 80.2% of students in the Fall 2019 GRS (first-time, full-time, baccalaureate degree-seeking) cohort are enrolled in classes. This is a 4.7% improvement over this time last year.
    - 69.6% of students in the Fall 2019 cohort who self-identify as an **under-represented minority** are enrolled in classes this semester. This is an 11.6% improvement over last year at this time.
    - 80.7% of **under-represented minority students** in the Fall 2019 GRS cohort are enrolled. This is a 15.6% improvement over this time last year, and it more than eliminates this traditional retention gap we monitor so closely.
    - 71.8% of **Pell-eligible** students in the Fall 2019 cohort are enrolled in classes this semester. This is an 8.3% improvement over last year at this time.
    - 75.2% of **Low Income** students in the Fall 2019 GRS cohort are enrolled in classes. This is a 6.2% improvement over this time last year.
    - 59.0% of students in the overall Fall 2018 cohort are enrolled in classes this semester. This is a 2.4% improvement over the previous cohort at this same time last year.
    - 65.4% of students in the Fall 2018 GRS cohort are enrolled in classes. This too is a 2.4% improvement over this time last year.
- The 2018 six year graduation rate is 50.9%, up from 49.3% last year, and an increase of 6% in two years. At over 50%, the current six year graduation rate surpasses the CPE 2020-21 target of 50%. EKU has increased the year.
- Total degree production continues to increase: in 2017-18, 3,884 degrees were awarded, up from 3,803 in 2016-17. Current years would include 3,820 degrees awarded in 2019-20, down from 3,955 in 2018-19.

EASTERN KENTUCKY UNIVERSITY 2020 GRADUATION BY THE NUMBERS

3.41 ACHIEVEMENT

EKU students graduate with an average GPA of 3.41

PELL RECIPIENTS

43% of this year's graudating class were Pell Recipients or Pell Elegible.

KY'S UNIVERSITY

6 months after graduation, 75% of EKU Grads are employed in Kentucky — the highest rate among KY's public institutions

86 Associates Degrees

1,779 Bachelors Degrees

389 Masters Degrees

34 Post-Masters Certificates

61 Certificates

16 Doctoral Degrees

2,365 GRADUATES

DIVERSE

EKU's class of 2020 hail from 13 countries, 42 states and 106 Kentucky counites. They range in age from 19 to 71.

EMPLOYMENT

6 months after graduation, 78% of EKU graduates are employed. 63% within their field of study.

EARNINGS

6 months after graduation, EKU graduates earn an average of $50,000.

1 FIRST GENERATION

39% of EKU's class of 2020 are the first in their family to attain a higher education degree.

SATISFACTION

6 months after graduation, 95% of EKU graduates report being satisfied with their career choice.

TOP DEGREES AWARDED

NURSING

CRIMINAL JUSTICE

PSYCHOLOGY

OCCUPATIONAL SCIENCE

OCCUPATIONAL SAFETY

Goal 3: Institutional Distinction

In creating institutional distinction, EKU will invest in its staff by enhancing professional development opportunities, career pathways, and implementing a comprehensive recruitment and retention plan for diverse staff and administrators. Additionally, EKU seeks to create a dynamic, diverse, and inclusive university culture that fosters pride in EKU, supports positive learning, work, and living environments, and rewards, recognizes, and promotes faculty, staff, and student achievements. Institutional distinction will also be achieved by enhancing the EKU Brand, including crafting a compelling brand identity and communication strategy, implementing a five-year, integrated marketing campaign, and assessing and sharing the impact of the University's brand initiative.

GOAL 3: Institutional Distinction		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
3.1	Invest in Our Staff							
3.2	Advance the EKU Brand							
3.3	Create a Dynamic, Diverse, and Inclusive University Culture							

Invest in Our Staff

- To improve its customer service to the University, Human Resources restructured its Business Partner division with the creation of an Assistant Director position that allows for more streamlined processes and improved communication by Human Resources staff with its constituents, including faculty, staff, and the University community. The University-wide disruption due to the COVID-19 pandemic emergency delayed Human Resources' planned implementation of a supervisor training, but Human Resources is back on track with preparations to launch the training in early Spring 2021. Additionally, Human Resource has begun the review process of its policies and processes to improve functionality and efficiency.
- State pension expenses and continued cuts in state appropriations again resulted in constraints to the University during academic year 19-20. Regardless, the University continued to provide popular benefits to faculty and staff, including the tuition waiver and tuition reimbursement programs, and the University worked to limit any significant increases to its benefit premiums. Additionally, the University launched the Professional Education Initiative, a program implemented by EKU Human Resources in conjunction with EKU's Workforce Education Department to provide additional education opportunities for employees to expand their knowledge and hone their expertise. Also, the University implemented a new Summer Schedule, which allowed for most University employees to have time off on Fridays during the summer months.

Advance the EKU Brand

- A brand analysis was complete in 2015-2016, however, the institution did not complete the redesign due to funding issues.
- EKU created an office of marketing and brand management, changed the focus to digital marketing to print marketing; and is now conducting an analysis of marketing expenses university-wide.

Create a Dynamic, Diverse, and Inclusive University Culture

- EKU exceeded its CPE Statewide Strategic Agenda goal of 8.9% for Workforce Diversity in the Management Occupations, reaching 11.2% in 2017-18, up from 8.5% the prior year. For Tenure/Tenure-Track Faculty, EKU is reporting 7.3%, progressing toward the goal of 8.7%.
- In the most recent Campus Climate Safety Survey, the majority of EKU students *Strongly Agree or Agree* with the following:
    - EKU cares about my personal safety - 92.7%
    - I generally feel safe when I am on campus during the day - 96.3%

- I generally feel safe when I am on campus at night – 70.3%

Goal 4: Financial Strength

Obtaining financial strength centers around optimizing campus resources by ensuring quality and efficiency of University operations and programs, and annual reviews/evaluation of funding levels and workload analyses; as well as increasing external support by increasing revenues, building an expansive network of advocates and partners, and enhance resources through grants and contracts.

GOAL 4: Financial Strength		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
4.1	Optimize Campus Resources							
4.2	Increase External Support							

Optimize Campus Resources

Address Shrinking Resources

- In FY 19, the Budget Advisory Committee recommended wide-spread strategies to reduce the university budget by $25M in an effort to address financial challenges. EKU continued work to successfully implement these strategies in FY 20 with the remaining strategies earmarked for FY 21.

Structural Efficiencies

- Through a continued effort to identify opportunities for efficiency and savings, EKU partnered with a third party vendor to provide Mail Services in FY 20. This process allowed EKU Mail Services to move to a centralized Mail Center in the Powell Student Center, and most importantly take over the responsibility of all student mail delivery in EKU Housing. Having this service controlled by a professional and knowledgeable staff has alleviated the issues that Housing faced of package chain of custody, overall service, and also security of packages.
- The University also identified seven new areas of campus that will be reporting as auxiliary units. This will allow for much stronger financial oversite and reporting function. It is the goal of the University to allow these units to realize their own revenue to cover the expenses associated with the unit.

JAGGAER Procurement System

- In FY 20, the University implemented the JAGGAER Procurement System. This comprehensive procurement system will allow the University to realize savings and efficiencies throughout the purchasing process. During the implementation of JAGGAER, several University policies and procedures were modified to facilitate a more efficient process that will significantly reduce the time required to complete the purchasing process.

Fringe Benefits Cost

- The University enhanced in-house professional education training in order to ensure staff received the necessary credentials for certain job-specific tasks and were then also reasonably associated with the proper benefits package.

Performance Funding

- EKU has sustained continued cuts and reductions in state funding allocations (both fiscal and mid-year cuts); yet, has been able to meet CPE Strategic Agenda Metrics earning $3,387,300 in performance funding in FY19 and $3,578,400 in FY20. This award has declined to $394,200 in FY21 mainly as a result of no new Performance Funding being added to the Performance Pool by the legislature.

Increase External Support

- EKU has seen increases in revenue from private sources by engaging alumni, friends, and corporate partners to expand support for the people, places, and programs of EKU:
  - Total commitments in F20 were $3,284,235

    - The Make No Little Plans campaign total now exceeds $41.5 million toward the $50 million goal
    - 1.7% increase in total money raised in annual giving for FY20.
    - President's Circle donors (over $1,000 annually) has grown from 199 five years ago to 350 in F20
    - Increase in faculty/staff donors each year since FY18 -- 16.75% of faculty/staff made a gift in FY20
- Foundation scholarships awarded increased for the sixth consecutive year awarding 1,797 student $1.3 million in F20.
- The Foundation endowment is $70 million for the first time.
- EKU has built an expansive network of advocates, partners and champions for EKU by communication effectively with external stakeholders and involving them meaningfully the life of the University, particularly through distribution (both print and digital) of the Alumni
  Magazine and newsletters.
- EKU has increased donor accessibility to gift impact and performance information through Foundation Annual report distributed to over 14,000 donors and endowment supporters.
- Introduction of Annual Giving Impact Report for FY20 donors to increase transparency and heighten awareness about impact of giving (report published in early FY21)
- Improved transparency by introducing a new report for all non-endowed scholarship donors (50 new reports) that we will produce each year. The report outlines current fund balance and the number of awards that were given to students this fiscal year.
- Improved stewardship by recognizing all first time donors with a postcard and a keyboard E sticker.
- Improved stewardship by increasing the number of handwritten birthday and holiday cards are sent each year for $1,000+ donors and by rolling out a donor happy birthday email for all donors that give less than $1,000 each year.
- Improved stewardship by recognizing faculty/staff donors with a letter and an 'I Support EKU' sticker. This program will continue annually.
- Rolled out a new donor thank you letter process for students to contact their scholarship donors via email.
- Improved virtual engagement through increased use of social media and virtual events.
- Expanded methods of connecting with alumni and donors, including introduction of text messaging as tool for donor communications in FY20
- Revamped calendar, process, and design of EKU Athletics appeals in an effort to increase alumni and community financial support of student-athletes
- Creation of Student Assistance Fund for Eastern (SAFE) that allows donors to directly support the immediate needs of students. As Giving Day was cancelled due to the COVID-19 pandemic, EKU focused on Giving Tuesday Now instead to raise support for SAFE.

Goal 5: Campus Revitalization

EKU will initiate and complete a revitalization plan, which includes rehabilitation of existing facilities and construction of new ones with a focus on the EKU student experience.

GOAL 5: Campus Revitalization		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
5.1	Initiate EKU Revitalization Plan	●	●	●	●	●		
5.1	Complete EKU Revitalization Plan	●	●	●	●	●		

- Since the establishment of this Strategic Plan, EKU has seen the completion or begun construction/renovation of the following projects:
    - A second pedestrian walkway connecting campus across the Eastern By-Pass
    - Kit Carson Commons, a housing complex for single mothers

- Veterans Center
- Solar Farm installation
- Carloftis Garden
- Case Dining Hall
- Football Athletic Facilities Renovation
- New Residence Hall
- Parking Garage
- Powell Building Renovation
- Scholar House
- Science Building Phase 2
- Student Recreation Center Construction
- Turner Gate

- Efforts to better the student experience via quality classrooms continued with furniture, equipment, and technology updates to Combs, Wallace, Burrier, Cammack, Campbell, Keith, Memorial Science, University Building, Business and Technology Center, Carter, and Whalin Buildings. EKU budgeted a total $911,610 for these upgrades/renovations. NOTE: Melinda can only confirm $282,765.60 for BTC, Combs, University Building, and Wallace as they are the only ones that went through her office (evidently, there was some confusion in the process and some folks bypassed her) but she said the budgeted items were on point with the expenditures for the ones she can confirm. Ellen Reeves in facilities will have exact expenditures vs the budgeted totals, if we need them.
- Deferred maintenance has been an issue that has been ongoing for many years at Eastern Kentucky University. Given the timeline of the expansion of our campus most buildings and infrastructure have begun to need maintenance at the same time. While more than $9 million have been spent toward deferred maintenance since 2015, in the last three years, the deferred maintenance allocations have decreased significantly with the accounts being suspended in FY 18 as an effort to fill gaps from budget reductions and reallocations.
- Information Technology continues to provide and service EKU's technology needs. In 2019-20, IT refreshed campus WiFi equipment, added another security layer by requiring two-factor authentication, transitioned to a new password reset and recovery solution, and completed migration to the new Jaggaer procurement software.
- Eastern Kentucky University is one of only four schools in Kentucky, and 412 total, to be lauded for its commitment to sustainability by a leading academic consultancy group. The Princeton Review named EKU to its 2019 Guide to Green Colleges list. "These schools are standouts for their exemplary commitments to sustainability," said Princeton Review's Editor-in-Chief, Rob Franek, in a news release. "With initiatives ranging from solar-powered residence halls and tray-less dining halls to robust offerings in environmental studies, they are, each in their own ways, outstanding institutions for students seeking to study and live at a green college. We recommend these schools highly and we are especially pleased to salute them during National Campus Sustainability Month." The criteria for being named a Green School include measurements on:
    - Sustainability policies and practices on campus
    - Opportunities for students to participate in and prepare for careers in a global green economy through their education and campus activities
    - A healthy and sustainable campus quality of life

  Additions include the construction of LEED-certified buildings, increased sustainability in dining and housing, and the development of a Climate Action and Resiliency Plan that sets a goal to achieve carbon neutrality by 2036. EKU also participates in the Sustainability Tracking, Assessment & Rating System (STARS) through the Advancement of Sustainability in Higher Education (AASHE), an organization dedicated to empowering universities to go green.

Goal 6: Service to Communities and Region

In expanding service to communities and region, EKU strives to become a first choice partner in educational, economic, cultural, and social development; a nationally prominent in fields with regional relevance, and bring EKU to its service region.

	GOAL 6: Service to Communities and Region	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
6.1	Become the 1st Choice Partner in Regional Educational, Economic, Cultural, and Social Development	●	●	●	●	●		
6.2	Become Nationally Prominent in Fields with Regional Relevance	●	●	●	●	●		
6.3	Bring EKU to Our Service Region	●	◐	◐	◐	●		
6.4	Bring Our Service Region to EKU	●	●	●	●	●		

Become First Choice Partner

- Eastern Kentucky University, in partnership with Eastern Kentucky Concentrated Employment Program, Inc. (EKCEP) launched a new Teleworks USA Digital Career Center at its Manchester Campus to bring new remote-work preparation and job-placement opportunities in the digital economy to Clay and surrounding counties. The new Teleworks USA Digital Career Center offers a fully equipped workshop training space for prospective teleworkers to complete Teleworks USA's self-paced customer service and digital literacy workshops. The program allows students to get expert support in preparing to and applying for telework job opportunities that allow them to work at home using a computer over the internet.
- The Manchester Campus was able to partner with EKU's Workforce Development staff to successfully navigate the State Registered Nurse Aid (SRNA) application process and obtain approval from the Commonwealth of Kentucky to offer the program at the Manchester Regional Campus. Ten students with varying backgrounds enrolled in our first-ever SRNA Training Program in 2019 here at the EKU Manchester Campus. Students ranged from high-school age, to those with years of occupational experience.
- The teacher pathway at Corbin High School began by offering two courses per year to qualifying dual credit students. At the end of their two year involvement in the program, students would leave with three education courses and one general education requirement. We are investigating the involvement of Knox Central and Barbourville City Schools in the program based on interest surveys and approval from the College of Education. Corbin High School reports student interest and satisfaction with the program. They will continue the program and students that complete the two year pathway will have 12 hours toward their degree for teacher certification.

Become Nationally Prominent

International and National Awards

- Online course created for the Master of Arts in teaching (MAT) program wins a 2019 Catalyst Award from Blackboard, Inc.
- EKU Online Rural Health Family Nurse Practitioner Program wins a 2019 Blackboard Catalyst Award in Teaching and Learning for the exemplary design, quality and performance
- Online RN-to-BSN degree program earns national No. 14 ranking among 440 such programs from RegisteredNursing.org
- EKU Accounting program has earned endorsement by IMA® (Institute of Management Accountants), one of the largest and most respected associations focused exclusively on advancing the management

accounting profession. IMA®, named 2017 Professional Body of the Year by The Accountant /International Accounting Bulletin, is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) program, continuing education, networking and advocacy of the highest ethical business practices. IMA has a global network of more than 100,000 members in 140 countries and 300 professional and student chapters Headquartered in Montvale, N.J., USA, IMA provides localized services through its four global regions: The Americas, Asia/Pacific, Europe, and Middle East/India.

- Eastern Kentucky University's top-ranked Criminal Justice program made history as the first EKU program to be offered completely on-site and out of state. The program is now available to students attending Mountain Empire Community College (MECC) in Virginia.
- Eastern Kentucky University faculty member has earned a prestigious national honor in the field of critical criminology. Dr. Victoria Collins, associate professor and graduate program coordinator in the School of Justice Studies at EKU, was named Critical Criminologist of the Year for 2019 by the American Society of Criminology's Division on Critical Criminology and Social Justice.
- The "Military Times: Best for Vets" 2020 rankings once again placed EKU in the top 10 percent of public universities in the nation and number one in Kentucky as the University prepares to offer new services and grants for its military and veteran students.
- Eastern Kentucky University's Psychiatric Mental Health Nurse Practitioner Program won the UPCEA South Region Program of Excellence Award for quality teaching and learning. The 100-percent online program, which was introduced in 2013, has built a reputation for academic rigor and student support.
- UPCEA is a leading national, nonprofit professional organization with more than 400 member institutions. Established in 1915, it supports the enhancement of quality standards, promotes academic excellence and furthers awareness about the importance of professional, continuing and online education.
- EKU was recently named a First-gen Forward institution by the Center for First-generation Student Success, an initiative of the National Association of Student Personnel Administrators (NASPA) and The Suder Foundation. The First-gen Forward designation recognizes institutions of higher education who have demonstrated a commitment to improving experiences and advancing outcomes of first-generation college students. Selected institutions receive professional development, community-building experiences, and a first look at the Center's research and resources.
- Eastern Kentucky University has been recognized as the best RN-BSN program in the southeast region of the United States according to Nursing Process. Consistently recognized as a leading institution in nursing education, EKU ranked number 1 out of the 169 accredited RN-BSN programs in the region when evaluated on academic quality, the nursing school's overall reputation, and affordability.
- EKU received three 2020 Blackboard Catalyst Awards and a 2020 Blackboard Exemplary Course Award. Ten programs were honored with the Blackboard Catalyst Award for Teaching and Learning, including schools in Spain, Saudi Arabia and the United Kingdom. EKU faculty and staff received two awards in this category. Reviewers applauded schools that promoted flexibility, effectiveness and efficiency for both students and instructors. The University has received a total of eight awards from Blackboard since 2014.

- EKU boasts programs with national rankings including, Veterans and Online Programs. EKU's online graduate nursing programs are ranked in the top 30 by U.S. News & World Report.
- As the only program of its kind in Kentucky, EKU Aviation provides the aerospace industry with the best trained and safest professional pilots. To meet the growing need of pilots, EKU now boasts one of the nation's first FAA-approved 1,000-hour power.
- EKU is the only university in Kentucky and one of only 72 nationwide to earn Gold distinction in the 2020-21 rankings released recently by Military Friendly® (militaryfriendly.com). Of nearly 1,700 institutions that completed the annual survey, only 625 were deemed Military Friendly®, with Gold medals going only to the highest-performing schools in six categories: Academic Policies and Compliance, Admissions and Orientation,

Culture and Commitment, Financial Aid and Assistance, Graduation and Career, and Military Student Support and Retention.

Bring EKU to Our Service Region/Bring Our Service Region to EKU

- The U.S. Department of Defense and the U.S. Military's reserve forces, in partnership with the Kentucky Department for Local Government, hosted Operation Coal Country Medical IRT for the counties of Clay, Jackson, Knox and Leslie. Operation Coal Country was an Innovative Readiness Training event supported by more than 150 members of the Air Force Reserve, Air National Guard, Navy Reserve, active-duty Navy, Army Reserve and active-duty Army. Over the course of this medically focused mission, from 30 July to 12 August, 2019, 1,805 civilian patients were treated. Overall, 12,762 procedures were administered to the patients on a first-come, first-served basis and a total value of $1,175,137 of services were provided at no cost to the patients. EKU Manchester served as the Command Center, Distinguished Visitors Day, etc. for the event. The clinics provided medical screenings, dental exams, optical exams and one pair of single-prescription glasses at no cost to the patient. Manchester hosted a community partners meeting for several of the region's leaders, including Senator Stivers, State Representative Lewis and many others.
- EKU Corbin hosted summer camps for students in grades 3 - 8. The camps were sponsored by a grant from Promise Neighborhood. The camps were focused on careers. The camps were held three different weeks in the summer. Approximately 50 elementary students from surrounding schools attended each week. Parents were invited in daily to the campus to view students work. The Corbin Campus also host basket weaving classes on a regular basis for community members. One of our science courses that is taught in Corbin held a Science Fair where community members were invited to attend.

Workforce Development & Community Engagement

- The O'Donnell Scholarship, in accordance with KRS 164.284, allows persons ages 65 or older to enroll in EKU classes at no cost. In the past, O'Donnell scholarship participants only applied the scholarship to classroom-based classes. Beginning in the Spring of 2020, we extended this opportunity to those interested in our EKU online courses. We have had several Community Education participants take advantage of this program expansion, especially during the pandemic where students were not meeting in a face-to-face classroom setting.
- Reentry/Corrections: EKU works with several state and federal partners to better equip prisoners approaching reentry. EKU regularly attends community relations board meetings with the USP McCreary in Pine Knot, KY and FCI in Manchester, KY. EKU has met with Reentry Coordinators and Supervisors of Education at both federal institutions to offer reentry programming. EKU conducted OSHA training for prisoners nearing reentry at USP McCreary. EKU also assisted FCI Manchester with a mock job interview for prisoners nearing reentry. Additionally, EKU has trained and authorized multiple instructors within the KY Department of Corrections to teach the OSHA 10 and 30 hour classes to inmates enrolled in vocational trade programs. Since 2018 EKU's Authorized OSHA Outreach instructors have trained 1,306 students
- ATC/Kentucky Department of Education: EKU trains and authorizes Area Technology Center (ATC) instructors to teach OSHA 10 and 30 Hour classes to students within Kentucky ATCs. At the end of FY20 more than 2,000 Kentucky students had received their OSHA 10/30 Hour credential. Students receiving this training will be better equipped to enter the workforce when they have completed their technical education programming.
- Workforce Development offered free online Creativity and Innovation Certificate Program. This program was approved through KDE for 11 EILA hours. The total enrollment for the program was 1,475.
- Introduction to Critical Thinking: Critical thinking is an intellectual model for reasoning through issues to reach well-founded conclusions. It may be the single-most valuable skill that one can bring to any job, profession, or life challenge. Being able to ask the right questions, critique an argument, and logically dissect an issue occur constantly in the workplace and our lives. This introductory-level course is designed to help learners define and identify critical thinking and reasoning skills and develop those skills.
- Personal Creativity: This course addresses Personal Creativity. Through tools and exercises drawn from Adrian Brown's book, Creativity & Innovation, it seeks to help unlock the creativity within individuals. By stimulating creativity through various techniques (mind-mapping, DO-IT, SCAMPER, right and left brain thinking) participants

learn to tap into their personal creativity and apply it to organizational challenges. Chapters of the book are included in the course as PDF downloads. No additional purchase is necessary.

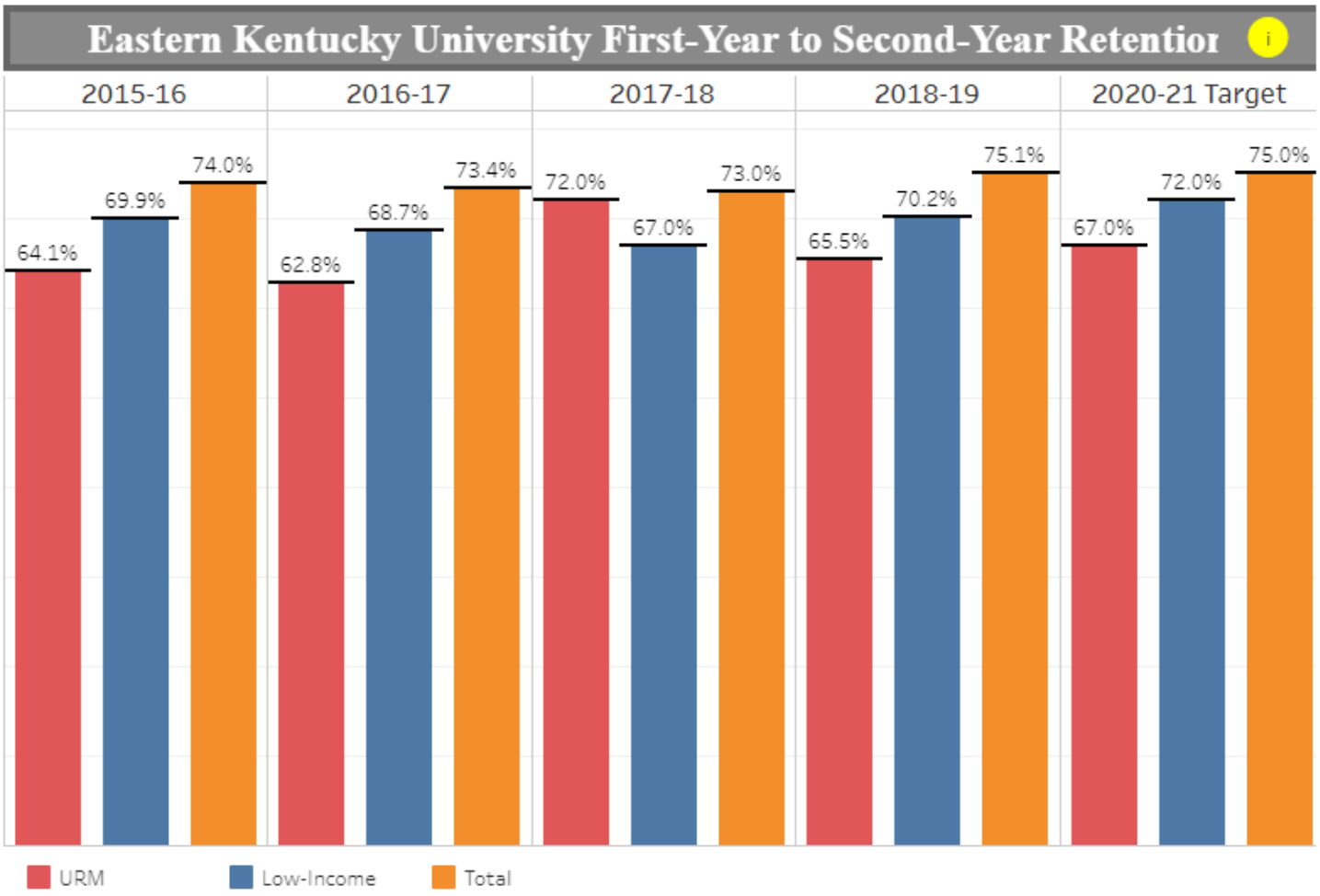
- Creativity in Teams and Organizations: Innovation can make or break an organization in terms of its ability to win and keep customers. This course looks at innovation in corporations and the public sector. It reviews the latest academic thinking on innovation, including Clay Christensen's seminal thinking on disruptive technology and the proper response to the disruption. Further, it explores some of the internal responses to the need for creativity, including idea champions, idea incubators, new venture teams and skunk works, and the process of moving from innovation to commercialization. This course also covers some of the more successful corporate innovators as a way of illustrating the principles of effective innovation in large organizations.
- Last spring, Eastern Kentucky University founded a State Registered Nurse Aide (SRNA) training program on its Manchester, Kentucky campus. Now, with demand for healthcare professionals at an all-time high, EKU Workforce Development has partnered with the Madison County Area Technology Center to offer the program in Richmond.

Regional Stewardship/Programming

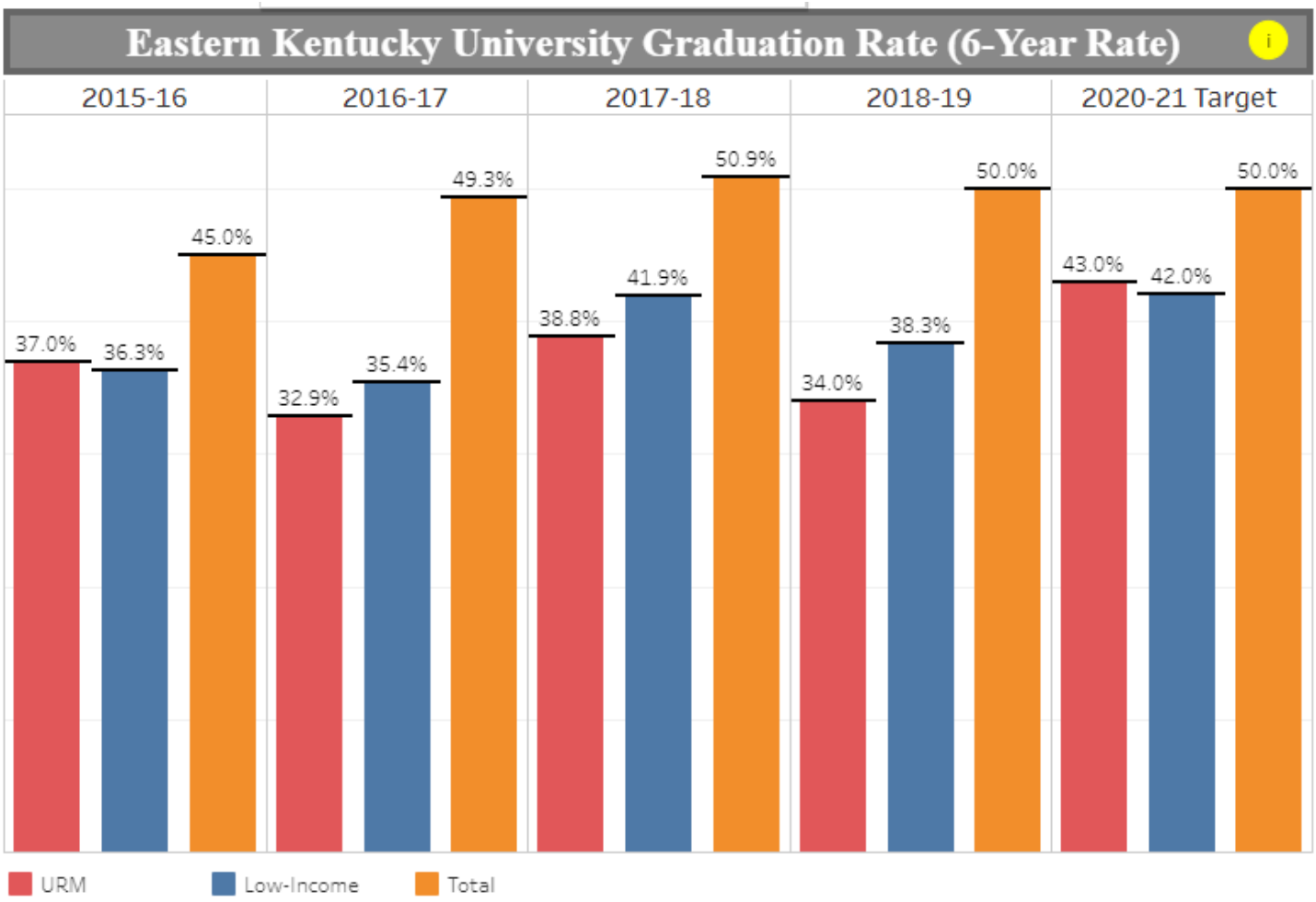
- **The LINC Internship Program** provided internship opportunities to six EKU students during the 2019-2020 academic year. Berea Partners for Education's Knox Promise Neighborhood program partnered with the Office of Regional Stewardship to hire an EKU student as an Event Planner and PR Intern, the student worked to plan EKU campus visits and activities for middle school students at schools served by Knox Promise Neighborhood. The intern was responsible for hosting campus visits, giving tours, engaging with EKU Academic Departments for tours and speakers, and using social media to promote such events before, during and after visits.
- **E-Mentor Program**: A separate partnership with Berea Partners for Education hired 5 EKU student interns to serve as E-Mentors. The Promise Neighborhood E-Mentoring Program is a college and career readiness program designed to give students a better understanding of themselves and their future opportunities in an interactive, online setting. Students can learn valuable, applicable information about themselves and their future potential from people who seem cool and relatable -- like college students (the e-mentors)! Currently, Knox Central High School, Lynn Camp Middle and High, and Corbin Middle school participate in the program. The program is open to all middle and high schools served by Knox Promise Neighborhood.
- **SOAR**: The Office of Regional Stewardship continues to be one of SOAR's (Shaping Our Appalachian Region) regional partners. EKU Regional Stewardship remains a part of the marketing and public relations team within SOAR and handles media dissemination for news and events.
- **EKLF**: Regional Stewardship continues to maintain a board member seat for the East Kentucky Leadership Foundation (EKLF) which allows EKU to continue to be a part of the leadership conversation as Kentucky's Appalachian counties seek to diversify the health and economy of the region. The Office of Regional Stewardship, with the help of its student interns, maintains the EKLF website and social media posts. The interns also work to promote and support the Foundation's annual leadership conference.
- **All "A"**: The office of Regional Stewardship continues to work alongside Conferencing at Events at EKU to support the KY ALL "A" Classic. Regional Stewardship has one student intern dedicated to supporting the All "A" classic social media platforms not only during the tournament, but throughout the year. The intern makes multiple weekly posts to promote the organization's various events. This work intensifies during the basketball tournament – the intern provides onsite support live tweeting scores, stats and photos with backup as needed from Regional Stewardship staff.

Appendix A
EKU Data Charts
(Source: EKU IE&R and CPE: most recent data published on reports.ky.gov)

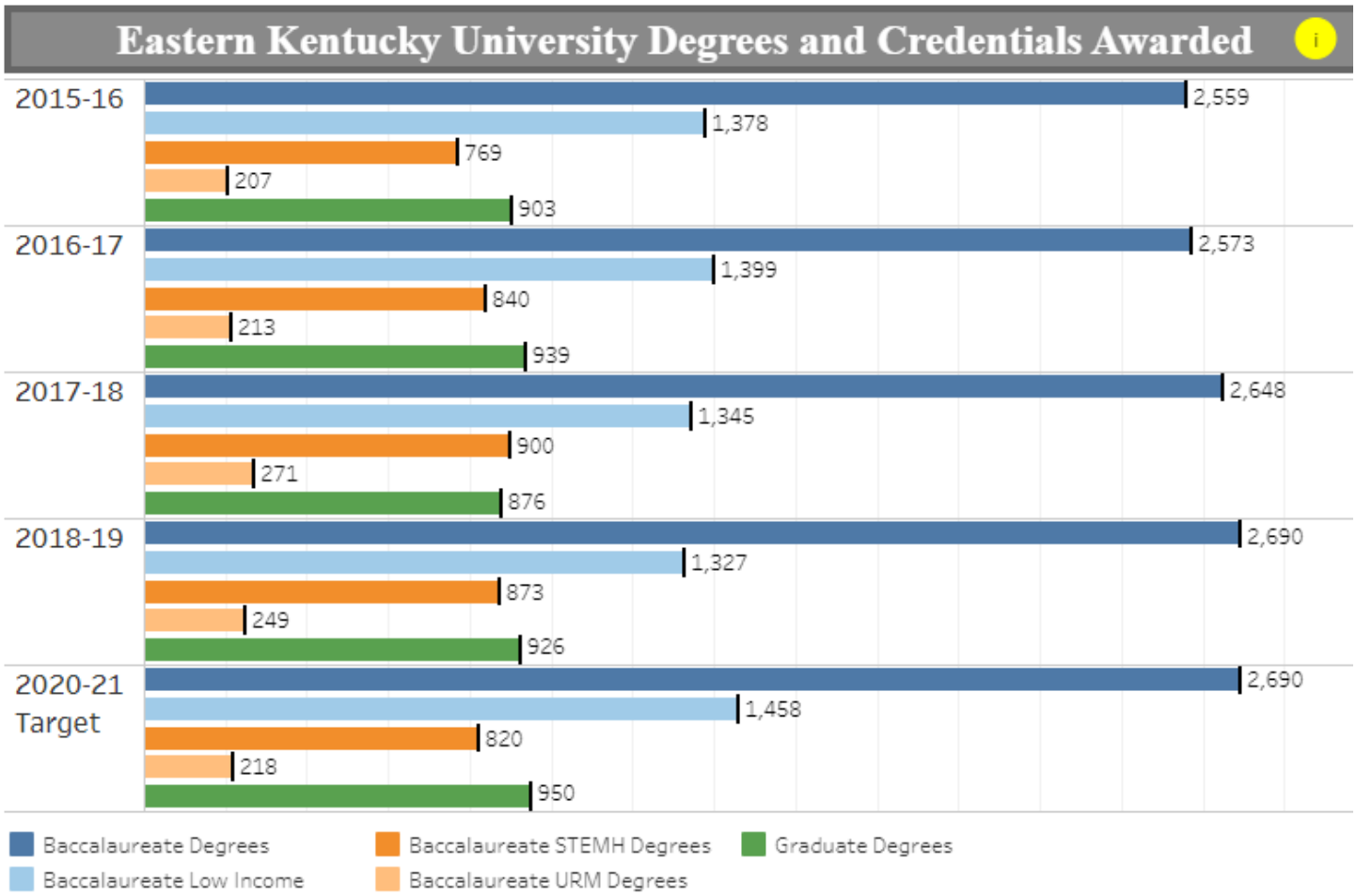
EKU Student Retention Rate (first to second year)



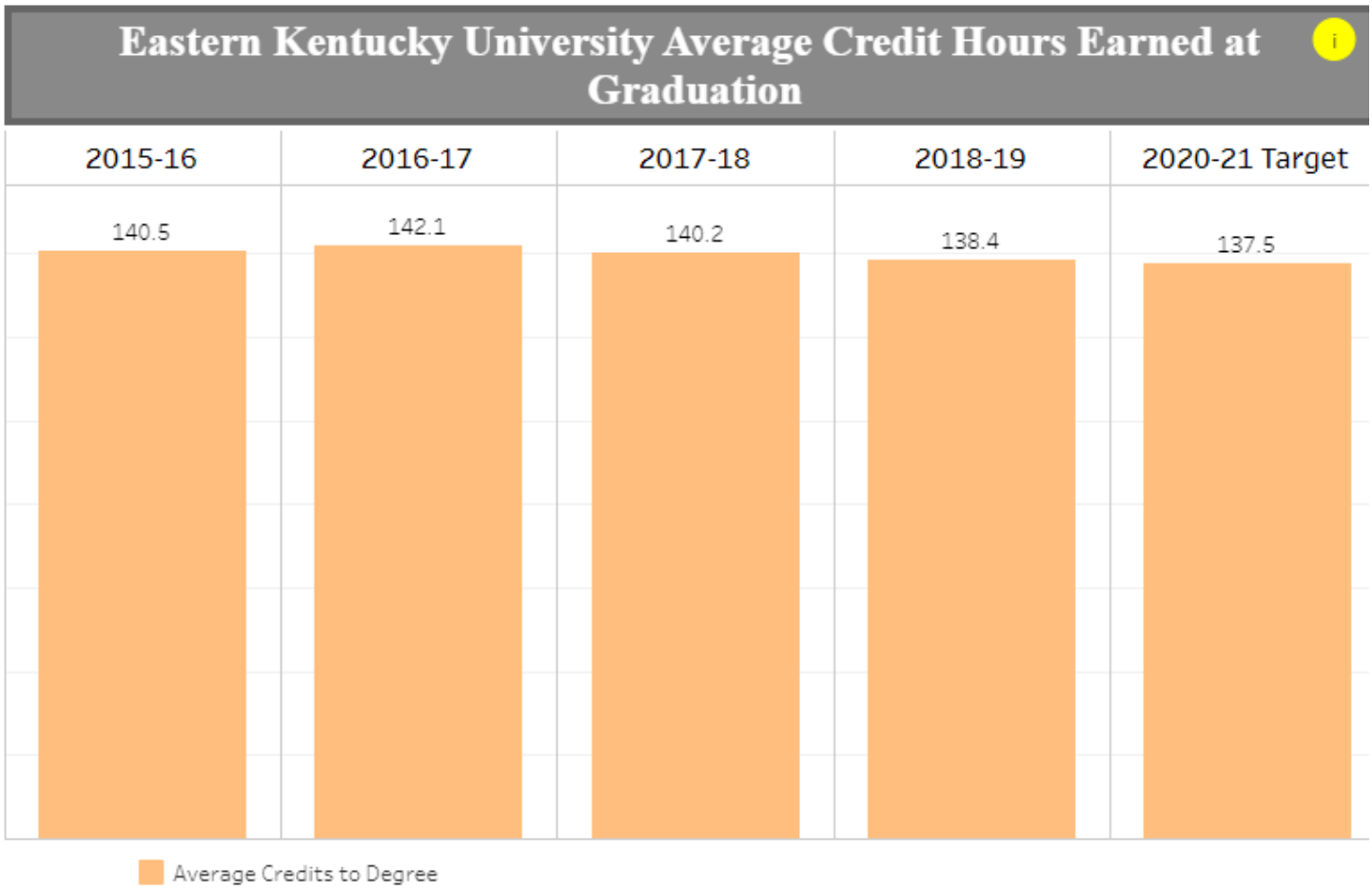
EKU Student Graduation Rates (six-year cohort)



EKU Degrees Awarded



EKU Average Credit Hours Earned



EKU Financial Aid

What In-State Students Pay

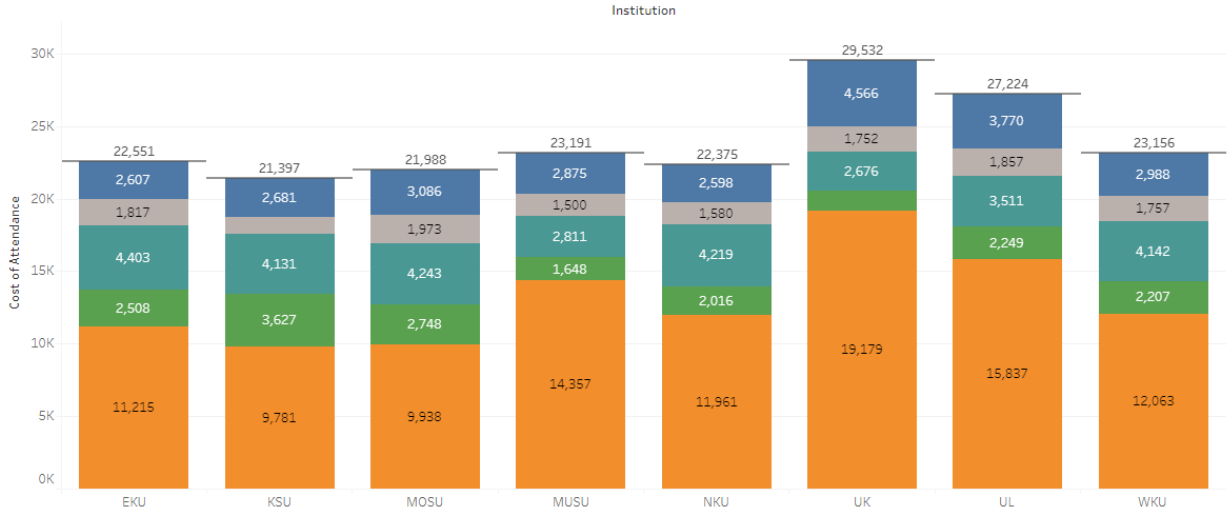
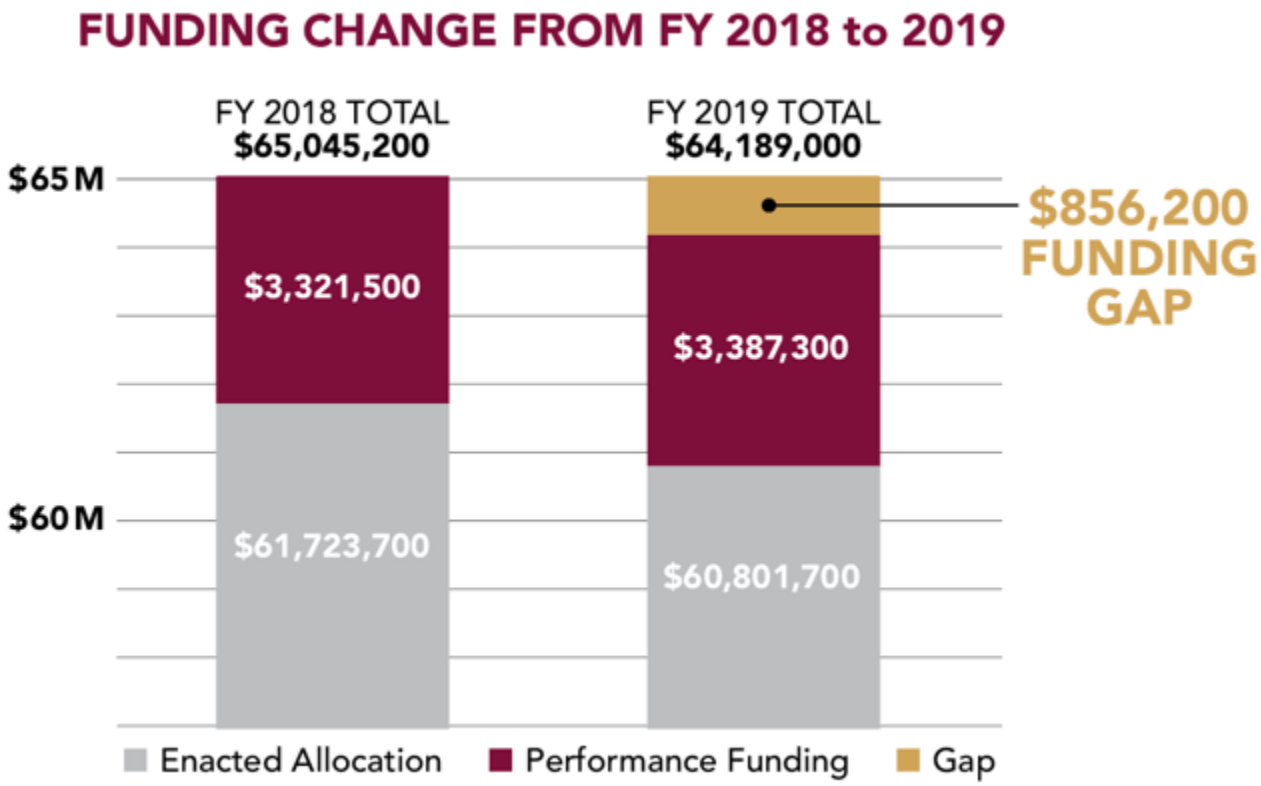
Institution	Cost Of Attendance	Median COA In State	Inst Fin Aid I-S	State Grants/Sch	Fed Grant/Sch	Fed Student Loans
Eastern Kentucky University	22,551	23,409	2,607	1,817	2,508	4,403
Kentucky State University	21,397	22,350	2,681	1,176	3,627	4,131
Morehead State University	21,988	22,964	3,086	1,973	2,748	4,243
Murray State University	23,191	23,472	2,875	1,500	1,648	2,811
Northern Kentucky University	22,375	19,984	2,598	1,580	2,016	4,219
University of Kentucky	29,532	30,100	4,566	1,752	1,359	2,676
University of Louisville	27,224	28,400	3,770	1,857	2,249	3,511
Western Kentucky University	23,156	22,881	2,988	1,757	2,207	4,142

Institution: (All)

Income: (All)

Academic Year: 2018-19

Measure Names
- Inst Fin Aid
- State Grants/Sch
- Fed Student Loans
- Fed Grant/Sch
- Remaining Student Cost



State Funding Changes for EKU