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Challenging the Spirit Strategic Plan for 2007/08-2011/12
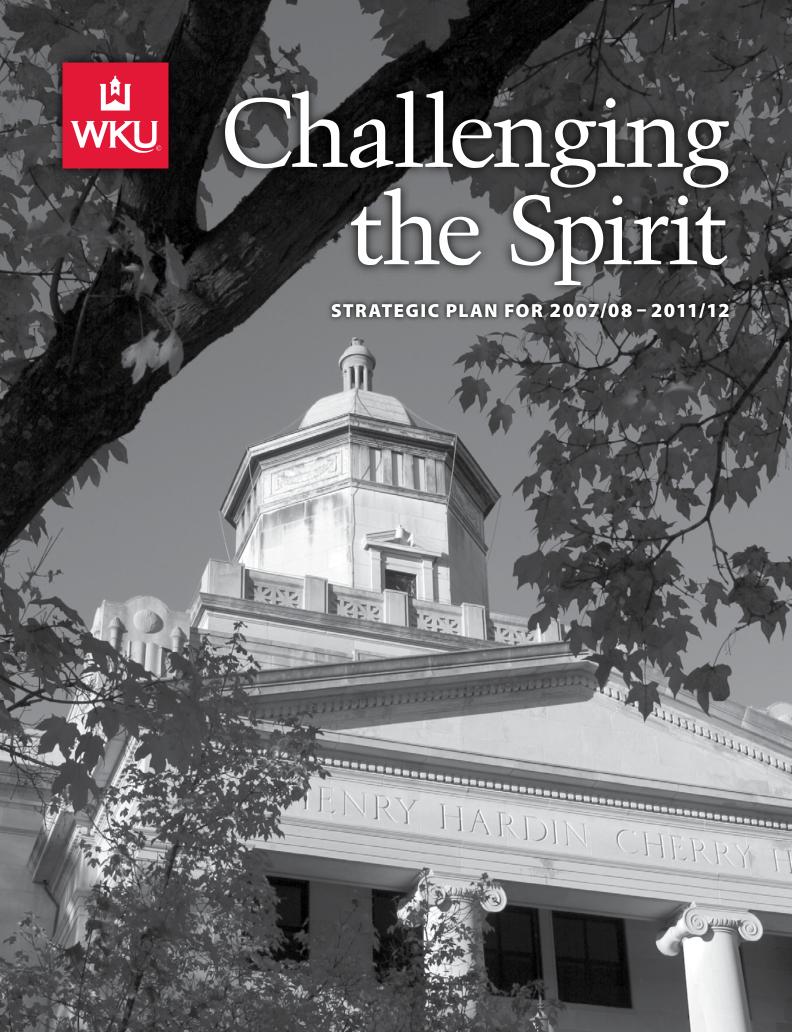
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Challenging the Spirit

HENRY HARDIN CHERRY H

Challenging the Spirit

STRATEGIC PLAN FOR 2007/08 – 2011/12

VISION

WKU – A leading American university with international reach.

MISSION

Western Kentucky University prepares students to be productive, engaged, and socially responsible citizen-leaders of a global society. It provides research, service and lifelong learning opportunities for its constituents. WKU is responsible for stewarding a high quality of life for those within its reach.

STATEMENT OF PURPOSE

As a nationally prominent university, WKU is engaged internationally in acclaimed, technologically driven academic programs. An inspiring and talented faculty promotes a high level of scholarship and an entrepreneurial attitude leading to success for all within WKU's reach. The WKU experience occurs on a unique campus and through a spirit which attracts an intellectually exciting and diverse family of the nation's best students.

WKU provides students with rigorous academic programs in education, the liberal arts and sciences, business, and traditional and emerging professional programs, with emphasis at the baccalaureate level, complemented by relevant associate and graduate-level programs.

The University places a premium on teaching and student learning. Its faculty engage in creative activity and diverse scholarship, including basic and applied research, designed to expand knowledge, improve instruction, increase learning, and provide optimum service to the state and nation. The University directly supports its constituents in its designated service areas of Kentucky with professional and technical expertise, cultural enrichment, and educational assistance. The University encourages applied research and public service in support of economic development, quality of life, and improvement of education at all levels, especially elementary and secondary schools. In particular, WKU faculty and staff contribute to the identification and solution of key social, economic, scientific, health, and environmental problems within its reach, but particularly throughout its primary service area.

Maintaining a campus of distinctive history and character, WKU sustains a student population of increasing quality. It fulfills its responsibility for access through its community college, extended campus programs, and distance learning.

WKU's commitment is to ensure value in a holistic learning experience through high standards for student achievement and conduct, a strong faculty, technological innovation, personalized attention, broad access, and public accountability for actions and outcomes. Out-of-classroom experiences are intentionally created to enhance learning, to promote diversity, and to contribute to the success of students.

WKU recognizes that its mission continues to evolve in response to regional, national, and global changes, and the need for lifelong learning.

CORE VALUES

Shared purposes and beliefs drive the decisions and actions of any organization or institution. The core values that undergird the foundations of WKU are reflected in the University's vision, mission, and purpose statements, and in the goals of the strategic plan. The rich heritage that is WKU's has been built upon a foundation of shared values that have withstood the test of time and the challenges of many changes. These values are deeply embedded in the words of WKU's first President, Dr. Henry Hardin Cherry, as he set forth a vision for this University –

- to be a live school and to impart to its students a burning zeal to do and be something...

- to be progressive, to use modern methods and equipment, but reject all worthless educational fads...

- to let the reputation of the school be sustained by real merit...

- to "ring the rising bell in the human soul" by inspiring all students who come in touch with the work of the institution...

This vision is further reflected in Dr. Cherry's oft-quoted reminder that "It's what's above the rim that counts" and in the two University ideals expressed in the University seal: " Life More Life " and the University motto: " The Spirit Makes the Master. "

Building upon these long-lasting values, the following core values represent a reaffirmation of the shared purposes and beliefs upon which this Strategic Plan is built:

- Emphasis on cooperation, teamwork, and mutual respect for individual differences in scholarship, diversity, and culture.

- Expectation for all conduct to be characterized by integrity, honesty, and commitment to high moral and ethical values and principles.

- Commitment to assuring quality of programs, competence of graduates, and opportunities for lifelong learning.

- A view of scholarly endeavors that includes teaching, research, and creative activities as mutually supportive.

- Encouragement of meaningful and active partnerships among students, faculty, staff, and constituents to strengthen the learning environment.

- Nurturing of innovative and creative activities of faculty, staff, and students that advance University mission and goals.

- Dedication to the importance of achieving excellence in all programs and for adding value to the degrees and credentials of our students.

- Commitment to providing a collegiate experience that prepares students to be informed, engaged, and dedicated citizens.

- Commitment to contributing to improved quality of life and economic well-being of Kentuckians, especially those in our primary service area, as well as other constituents and stakeholders.

- Commitment to developing empowered, informed, and responsible learners who recognize both the personal and shared responsibility to actively participate in university life by upholding the principles of the University Creed.

DEFINING PRINCIPLES OF THE STRATEGIC PLAN

Strategic planning is an open, dynamic, and continuing process, which ensures that any organization remains flexible and responsive to a changing environment. In a university setting in particular, the planning process is highly dependent upon broad university acceptance and participation. The resulting strategic plan charts a course for the future and a means of developing priorities and actions to achieve intended outcomes.

WKU's Strategic Plan is about enhancing academics--the strength of our faculty, students and programs--and the WKU experience. The Plan will guide program decisions and direct allocation of resources.

The five Strategic Goals are consistent with the University's mission to prepare students to be productive, engaged leaders in a global society, provide service and lifelong learning opportunities for its constituents, and steward a high quality of life throughout its region. Following each Goal is a list of key Performance Indicators by which the institution will measure its progress toward achieving that particular Goal. Collectively, these Strategic Goals, their Performance Indicators, as well as unit and departmental Action Plans, will focus institutional energies; sustain the vision of the Commonwealth's reconceptualized postsecondary education system; and guide us in achieving the vision to be "a leading American university with international reach."

STRATEGIC GOALS

1. Increase Student Learning
2. Grow a High Quality, Diverse, and Engaged Student Body
3. Enhance Academic Excellence through Premier Faculty and Staff
4. Improve the Quality of Life in Kentucky and Beyond
5. Enhance the Financial, Physical, and Resource Capacities of the University

FINANCIAL EXPECTATIONS

A bold vision and a progressive plan for a complex university have financial implications. The last section of this plan outlines the increased cost variables and the likely financial sources necessary to achieve the overall vision and the strategic goals outlined herein. This is the critical business aspect of a pragmatic WKU process in which outcomes are measured and achievement is documented.

Strategic Goal 1: Increase Student Learning

Promote learning that fully develops individual potential and produces graduates who can successfully live, work, lead, and contribute to society in a global context.

Objectives and Performance Indicators to be achieved by 2012:

1a. Enhance the academic culture.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of Prestigious and Nationally Competitive Awards earned.	9	20
Number of National Merit Scholars.	3	15
US News and World Report Ranking of WKU among Top Public Universities – Masters in the South.	14	10

1b. Develop socially and culturally responsible citizens.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of undergraduate students participating in learning activities designed to enhance their capacity as socially and culturally responsible citizens (Quality Enhancement Plan outcomes 2 and 3).[1]	N/A (Not Yet Available)	13,600
Total number of cultural, global, and diversity experiences reported by students.[1]	N/A	27,200
Percentage of students indicating they are prepared to be socially and culturally responsible citizens.[2]	75.2%	80%

1 - As reported on WKU Student Engagement Activities Transcript (to be piloted in 2007/08).
2 - WKU Student Engagement Survey.

1c. Create a global learning environment.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of students engaged in study abroad experiences.	213	600
Number of countries represented in the WKU student population.	56	60
Number of faculty involved in international teaching/research/ service experiences.[1]	96	150
Percentage of academic programs implementing Quality Enhancement Plan Outcomes 2 and 3.	13%	100%

1 - 2006/07 baseline data includes faculty involved in international research only. Subsequent years will include teaching, research, and service activity.

1d. Develop and empower future leaders.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of students completing the Leadership Studies Certificate.	23 (2005/06)	75
Number of students completing the Dynamic Leadership Institute.	500	850
Number of students involved in Minority Student Leadership Retreat.	30	75
Number of students participating in leadership development activities.[1]	N/A	3,000

1 - As reported on WKU Student Engagement Activities Transcript (to be piloted in 2007/08).

1e. Enhance opportunities for learning through student engagement (both credit and non-credit).

Performance Indicators	2006/07 Baseline	2011/12 Target
Total number of students enrolled in living/learning communities and themed living options.	451	1,400
Percentage of students reporting participation in practicum courses, internships, co-ops, clinical assignments, or field experiences.[1]	84.8%	90%
Percentage of students participating in a research or creative project with a faculty member.[1]	52.9%	60%
Number of students involved in volunteerism and citizenship activities annually.[2]	N/A	11,000

1 - WKU Student Engagement Survey.
2 - As reported on WKU Student Engagement Activities Transcript (to be piloted in 2007/08).

1f. Strengthen support systems contributing to academic success.

Performance Indicators	2006/07 Baseline	2011/12 Target
Pass rate in first English course beyond developmental English.	73%	86%
Pass rate in first Math course beyond developmental Math.	72%	76%
Pass rate in first designated Reading course beyond developmental Reading.	62%	78%
Percentage of students who are pleased with the overall quality of advising.[1]	71.9%	90%
Percentage of students who are pleased with the availability of their advisor.[1]	75.3%	90%

1 - WKU Student Engagement Survey.

1g. Enhance technology capabilities that support student learning.

Performance Indicators	2006/07 Baseline	2011/12 Target
Percentage of students indicating adequate technology to meet their learning needs.[1]	N/A	60%
Number of semester computer seat hours available.	1,208,460	1,450,000
Percentage of available semester computer seat hours utilized.	26%	50%

1 - WKU Student Engagement Survey. Question to be added on 2007/08 survey.

Strategic Goal 2: Grow a High Quality, Diverse, and Engaged Student Body

Attract, retain, and graduate an increasingly diverse, academically-talented, and achievement-oriented student population.

Objectives and Performance Indicators to be achieved by 2012:

2a. Increase access to, participation in, and completion of the WKU experience.

Performance Indicators	2006/07 Baseline	2011/12 Target
Total bachelor's degrees awarded.	2,313 (2005/06)	2,478
Total bachelor's degrees awarded to racial and ethnic minorities.[1]	185 (2005/06)	198
Six-year graduation rate (the percentage of full-time, baccalaureate degree-seeking students who graduate within six years).	49.1%	55%
Retention rate (fall to fall first-time, full-time baccalaureate degree-seeking students).	72.1% (2005/06)	75%
Undergraduate student enrollment.	16,067	17,217
Yield rate (percentage of students admitted as an undergraduate who actually enroll).	51.2%	60%
KCTCS transfer students enrolled (full and part time).	527	625

1 - **This category includes African-American, American Indian/Alaskan, Asian/Pacific Islander, and Hispanic. With the exception of permanent resident aliens and refugees, this category excludes non-US citizens regardless of race.**

2b. Enhance quality and competitiveness of graduate programs.

Performance Indicators	2006/07 Baseline	2011/12 Target
Total master's degrees awarded.	713 (2005/06)	760
Total master's degrees awarded to racial and ethnic minorities.[1]	32 (2005/06)	40
Graduate student enrollment.	2,597	2,783
Yield rate (percentage of students admitted to graduate programs who actually enroll).	43.4%	50%
Number of graduate students receiving assistantships.	250	300
Full tuition waiver capacity.	29	200

1 - This category includes African-American, American Indian/Alaskan, Asian/Pacific Islander, and Hispanic. With the exception of permanent resident aliens and refugees, this category excludes non-US citizens regardless of race.

2c. Establish a fully-developed WKU Honors College.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of students enrolled in Honors College.	504	1,000
Number of students graduating from the Honors Program College.	11 (2005/06)	200
Average composite ACT (or SAT equivalent) of freshman Honors College class.	27.32	28.5

2d. Establish the Academy of Math and Science in Kentucky as the state's premier center for gifted and talented education.

Performance Indicators	2006/07 Baseline	2011/12 Target
Total Academy applicant pool.[1]	N/A	200
Average ACT score of Academy students.[1]	N/A	28
Percentage of Kentucky counties represented in the Academy.[1]	N/A	75%

1 - Baseline indicators for the academy to be established for 2007/08.

2e. Ensure that the WKU educational experience adequately prepares graduates for graduate school and employment.

Performance Indicators	2006/07 Baseline	2011/12 Target
Percent of alumni indicating that they were satisfied or very satisfied with the overall quality of their education at WKU.[1]	91.7% (graduate)	95%
Percent of alumni who would recommend WKU to a close friend or family member.[1]	92.1% (graduate)	95%

1 - WKU Alumni Survey (Note: graduate and undergraduate alumni are surveyed in alternate years. Data shown are from 2005/06 graduate survey).

2f. Decrease students' economic burden of pursuing higher education.

Performance Indicator	2006/07 Baseline	2011/12 Target
Total scholarship dollars awarded per FTE.	$846	$942

2g. Increase the diversity of the WKU student population.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of international students enrolled.[1]	578	640
Number of students who are members of racial and ethnic minority groups.[2]	2,091	2,200

1 - An international student is defined as someone who is not a U.S. citizen, a permanent resident alien, or refugee. For the purpose of this indicator, "international" is synonymous with the non-resident alien category.

2 - This category includes African-American, American Indian/Alaskan, Asian/Pacific Islander, and Hispanic. With the exception of permanent resident aliens and refugees, this category excludes non-US citizens regardless of race.

2h. Achieve or exceed all of the institution's diversity goals for students as set forth in the Kentucky Plan for Equal Opportunities.

Performance Indicators	2006/07 Baseline[1]	2011/12 Target	Kentucky Plan[2]
KY Resident African-American undergraduate student enrollment as a percent of total undergraduate enrollment.	9.0%	9.0%	7.0%
Retention of first-year KY Resident African-American students.	56.4%	65.9%	65.9%
KY Resident African-American graduate student enrollments as a percent of total graduate enrollment.	5.6%	5.6%	5.2%
Retention of KY Resident African-American undergraduate students.	69.7%	74.5%	74.5%
Six-year graduation rate for degree-seeking KY Resident African-American students.	48.6%	48.6%	44.1%

1 - Data shown represent the most current data available (Fall 2005).

2 - Goals set by the Commonwealth of Kentucky in the Kentucky Plan for Kentucky African-Americans only.

Strategic Goal 3: Enhance Academic Excellence through Premier Faculty and Staff

Attract, retain, and support high quality, diverse, and technologically competent faculty and staff.

Objectives and Performance Indicators to be achieved by 2012:

3a. Achieve competitive compensation for faculty and staff.

Performance Indicators	2006/07 Baseline	2011/12 Target
Salary level for Professors (percentile referenced to CPE benchmark).	35th	55th
Salary level for Associate Professors (percentile referenced to CPE benchmark).	35th	55th
Salary level for Assistant Professors (percentile referenced to CPE benchmark).	35th	55th
Salary level for Instructors (percentile referenced to CPE benchmark).	35th	55th
Salary level for administrative/professional staff (percentile referenced to CPE benchmark).	95% of mean (est.) [1]	55th
Salary level for support staff as a percent of estimated local market mean.	95% of mean (est.)	105%
Optional Retirement Plan (ORP) fixed rate for ORP employees.	6.64%	8.74%
Summer teaching stipend (per course).	$4,000	$5,500

1 - 2006/07 baseline data given as percent of benchmark mean salary. Transitioning from mean-referenced to percentile-referenced in subsequent years.

3b. Develop the professional, instructional, and technological competence of faculty and staff.

Performance Indicators	2006/07 Baseline	2011/12 Target
Training hours available to faculty and staff through Information Technology.	307	400
Training hours (i.e. person-hours) utilized by faculty and staff through Information Technology.	2,164	3,200
Percentage of full-time faculty that utilize Faculty Center for Excellence in Teaching (FaCET) resources.	51%	75%
Percentage of full-time faculty who have participated in "Critical Thinking" development initiatives.[1]	0%	90%
Number of faculty participating in technology-based instructional design training through the Distance Learning Office.	64	124
Percentage of supervisors and department heads receiving best practice training on employment interviews, reference checking, and hiring techniques.	0%	80%
Percentage of clerical staff enrolled in an administrative support leadership program (best practices in office operations).	0%	80%

1 - Critical Thinking initiatives to be piloted in 2007/08.

3c. Recruit and maintain a high-quality faculty.

Performance Indicators	2006/07 Baseline	2011/12 Target
Percent of faculty who are full time.	65.5%	67.0%
Support for faculty professional development per FTE.	$921	$1,500
Relocation expenses and laboratory start-up costs per FTE.	$0	$5,000
Number of scholarly contributions by full time faculty.[1]	N/A	3,200
Number of professional development activities by full time faculty.[1]	N/A	4,125

1 - To be collected via Digital Measures database beginning fall 2007. Baseline to be established in 2007/08.

3d. Continuously improve diversity of faculty, staff and administrators.

Performance Indicators	2006/07 Baseline	2011/12 Target	Kentucky Plan
International faculty (as percent of total).[1]	7.4%	7.5%	Not Addressed
Faculty who are members of racial or ethnic minority groups (as percent of total).[2]	7.6%	8.2%	Not Addressed
Executive/Administrative/Managerial personnel who are members of racial or ethnic minority groups (as percent of total).[2]	11.8%	12.0%	Not Addressed
Other Professionals who are members of racial or ethnic minority groups (as percent of total).[2]	12.4%	12.7%	Not Addressed
Executive/Administrative/Managerial African-American (as percent of total).[3]	10.3%	10.3%	5.0%[4]
Faculty African-American (as percent of total).[3]	5.7%	6.0%	3.8%[4]
Other Professionals African-American (as percent of total).[3]	9.6%	9.6%	5.6%[4]

1 - An international faculty member is defined as someone who is not a US citizen, a Permanent Resident Alien, or Refugee.
   For the purpose of this indicator, "international" is synonymous with the non-resident alien racial category.

2 - This category includes African-American, American Indian/Alaskan, Asian/Pacific Islander, and Hispanic. With the
   exception of Permanent Resident Aliens and Refugees, this category excludes non-US citizens, regardless of race.

3 - Data shown represent the most current data available (Fall 2005).

4 - Goals set by the Commonwealth of Kentucky in the Kentucky Plan for Kentucky African-Americans only.

3e. Promote wellness programs and a healthy lifestyle among faculty and staff.

Performance Indicators	2006/07 Baseline	2011/12 Target
Participation rate of full time faculty and staff in Employee Wellness Program (excluding Health Risk Assessment).	5% – 15%	30%
Participation rate of full time faculty and staff in Health Risk Assessment Program.	36%	70%

Strategic Goal 4: Improve the Quality of Life in Kentucky and Beyond

Respond to educational, social, cultural, and economic development needs through increased outreach, applied scholarship, research, public service, and innovative opportunities for lifelong learning.

Objectives and Performance Indicators to be achieved by 2012:

4a. Increase relevant sponsored research and economic development initiatives.

Performance Indicators	2006/07 Baseline	2011/12 Target
Annual sponsored research funding.	$23 million	$50 million
Intellectual property disclosures (cumulative total).	20	75
Patent applications filed (cumulative total).	0	20
Licenses/options executed (cumulative total).	1	20
Licensing revenue generated (cumulative total).	0	$500,000
Number of research funding proposals funded.	348	450

4b. Define and expand role in regional stewardship.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of partnerships with industry for workforce development and training developed through the Division of Extended Learning and Outreach (DELO).	24	100
Percentage of faculty involved in community partnerships and regional stewardship efforts.[1]	N/A	30%
Percentage of academic departments with faculty involved in community partnerships and stewardship efforts.[1]	N/A	80%
Percentage of regional counties impacted by WKU community partnerships and stewardship efforts.[1]	N/A	50%
Number of DELO partnership projects for education and training.	24	100

1 - To be collected via Digital Measures database beginning fall 2007.

4c. Respond to economic and demographic opportunities on our three regional campuses in Elizabethtown, Glasgow, and Owensboro.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of resident faculty at Elizabethtown regional campus.	3	20
Number of resident faculty at Glasgow regional campus.	20	24
Number of resident faculty at Owensboro regional campus.	2	10
Number of full time equivalent faculty at Elizabethtown regional campus.	11.5	24.5
Number of full time equivalent faculty at Glasgow regional campus.	44.7	52.7
Number of full time equivalent faculty at Owensboro regional campus.	14.5	23.0
Combined regional campus enrollment.	3,614	7,000
Number of student support service positions at regional campuses.	16	23

4d. Provide innovative delivery systems and programs to accommodate place-bound and lifelong learners.

Performance Indicators	2006/07 Baseline	2011/12 Target
On-line student enrollments.	13,132	25,000
Number of programs offered totally on-line.	20	30
Number of +2 (completer degree) programs.	2	10
Number of endpoints[1] used for Interactive Video System classes.	188	274
IVS student enrollments.	4,534	6,425

1 - An endpoint is any location (classroom, conference room, mobile cart) that is capable
of sending/receiving interactive audio and video real-time communications with WKU.

4e. Increase academic participation in state priority areas.

Performance Indicators	2006/07 Baseline	2011/12 Target
Number of Science, Technology, Engineering, and Math (STEM) majors (baccalaureate).	3,804	4,076
Number of Science, Technology, Engineering, and Math (STEM) majors (master's).	684	733
STEM discipline degrees awarded (baccalaureate).	612 (2005/06)	656
STEM discipline degrees awarded (master's).	248 (2005/06)	266
Number of nursing program enrollments (admitted students, all levels).	580	640
Number of nursing degrees awarded (all levels).	244 (2005/06)	320

4f. Implement an Educational Leadership doctoral program.

Performance Indicator	2006/07 Baseline	2011/12 Target
Number of Educational Leadership doctoral program enrollments.[1]	0	120

1 - Doctoral program to begin spring 2008.

4g. Encourage graduates to live and work in Kentucky.

Performance Indicators	2006/07	2011/12
Number of Kentucky employers listing positions with WKU Career Services Center.	105	180
Number of Kentucky employers conducting interviews within the Career Services Center.	26	52
Number of Kentucky employers attending Career Services sponsored recruiting events (Job Fairs, Expo, etc.).	133	187
Number of employers participating in the Kentucky Work Study Program (KWSP) administered by Career Services Center.	99	124
Percentage of respondents to Career Services Center alumni survey who are employed in Kentucky.	67%	72%

4h. Ensure financial stability, academic value, and performance success of the WKU athletic program.

Performance Indicators	2006/07	2011/12
Meet minimum average actual or paid attendance at WKU home football games as specified by NCAA membership standards.[1]	N/A	Attendance Met
Participate in post-season play in each of the Sun Belt Conference core sports (football, men's and women's basketball, baseball, volleyball, and softball) and participate as individual student-athletes or as full WKU team in at least six of WKU's other sports.	Post Season Play Not Achieved	Post Season Play Achieved
Exceed the required NCAA Academic Progress Rate (APR) of 925 for each WKU sport.	APR Exceeded	APR Exceeded
Rank in Sun Belt Conference all sports title (Vic Bubas Cup).	2	1

1 - To be established beginning in the 2007/08 season.

Strategic Goal 5: Enhance the Financial, Physical, and Resource Capacities of the University

Expand institutional capacity and commit to continuous improvement of institutional effectiveness and efficiency in all programs and services.

Objectives and Performance Indicators to be achieved by 2012:

5a. Build financial capacity through private giving.

Performance Indicators	2006/07 Baseline	2011/12 Target
Annual gift deposits.	$14.5 million	$20 million
WKU Endowment.	$85.7 million	$200 million
Combined new gifts and pledges from "A New Century of Spirit" capital campaign.	$68.5 million	$200 million

5b. Complete the physical transformation/regeneration of the campus in accordance with the Master Plan.

Performance Indicators	2006/07 Baseline	2011/12 Target
Total investment in new and renovated facilities since campus rebuilding plan began in 1998.[1]	$183 million	$656 million
Update campus Master Plan to include Parking and Transportation.	Master Plan Not Updated	Master Plan Updated

1 - Please see addendum for specific projects.

5c. Address facility renewal (deferred maintenance) needs.

Performance Indicator	2006/07 Baseline	2011/12 Target
Recurring investment in facility renewal (deferred maintenance) as identified by the statewide facilities assessment.	$3.5 million	$6 million

5d. Provide infrastructure and operating support to Information Technology to accommodate improved technology and enrollment growth.

Performance Indicators	2006/07 Baseline	2011/12 Target
Capacity of WKU network backbone and systems to support student learning, faculty research, and teaching.	2 GB	10 GB
Move WKYU-PBS from analog to hi-definition.	Analog/HD	HD
Move WKYU-NPR from analog to digital.	Analog	Digital

5e. Expand capacity to accommodate growth on WKU regional campuses.

Performance Indicators	2006/07 Baseline	2011/12 Target
Establish needed capacity, in collaboration with Elizabethtown Community and Technical College, to respond to demographic impacts of Base Realignment and Closing (BRAC).	Capacity Not Established	Capacity Established
Create growth capacity in Glasgow to respond to enrollment growth.	Capacity Not Established	Capacity Established
Build dedicated WKU facilities in Owensboro, in collaboration with Owensboro Community and Technical College, to grow baccalaureate and graduate degree holder population.	Facility Not Built	Facility Built

5f. Increase efficiency of use of instructional space.

Performance Indicators	2006/07 Baseline	2011/12 Target
Percentage of classroom space utilized (hours used per week out of 45 hours averaged across all classrooms).	41%	80%
Percentage of laboratory space utilized (hours used per week out of 45 hours averaged across all lab spaces).	32%	51%
Average classroom occupancy rate.	61%	67%
Average laboratory occupancy rate.	79%	80%

5g. Increase quality and quantity of library resources.

Performance Indicators	2006/07 Baseline	2011/12 Target
Total number of books acquired.	11,000	17,715
Total number of internet accessible databases.	99	120
Total number of print and electronic subscriptions.	3,423	6,303

5h. Enhance the climate for diversity and collegiality.

Performance Indicators	2006/07 Baseline	2011/12 Target
Create an ombudsman-type mechanism for independent, non-threatening, and objective guidance for employees who have particular employment concerns and who seek counsel with a peer.	Mechanism Not Created	Mechanism Created
Fully engage a Chief Diversity Officer and a Diversity Enhancement Committee with direct access to the President.	Diversity Officer and Committee Not Engaged	Diversity Officer and Committee Engaged
Percentage of diversity offices/initiatives with measurable diversity goals.[1]	N/A	100%
Percentage of diversity offices/initiatives showing continuous improvement in meeting their diversity goals.[1]	N/A	90%

1 - Baselines to be established 2007/08 upon the appointment of the Chief Diversity Officer.

Priority Projects to be Completed by 2012

Priority	Project	Cost
1	Math and Science Academy[1]	$ 11,000,000
2	Health Services Center[1]	$ 5,750,000
3	Student Publications Facility[1]	$ 1,600,000
4	Electrical Distribution Phase IV[1]	$ 2,000,000
5	South Campus Expansion[1]	$ 8,500,000
6	Renovate AA#2 L.T. Smith Stadium[1]	$ 49,000,000
7	Snell Hall Replacement Building[1]	$ 26,000,000
8	Student Life Foundation, Residence Hall Renovation (McCormack, Keen, PFT)[1]	$ 20,000,000
9	Replace College of Education Building (Tate Page Hall)[1]	$ 35,000,000
10	Faculty House[1]	$ 300,000
11	Construct Owensboro Technology Center Phase II[2]	$ 14,000,000
12	Build North Campus Parking Lots[2]	$ 4,000,000
13	Renovate Science Campus Phases III and IV (STH, TCCW, and Planetarium) [2]	$ 24,000,000
14	Construct Materials Characterization/ICET Phase II[2]	$ 5,200,000
15	Van Meter Hall Renovation[2]	$ 16,000,000
16	Ivan Wilson Fine Arts Center Expansion[2]	$ 8,000,000
17	Expand Preston Center[2]	$ 10,000,000
18	Replace Gordon Ford College of Business (Planning/Design)[2]	$ 5,800,000
19	Upgrade Steam Plant and Distribution	$ 7,000,000
20	Construct Elizabethtown Central Region Postsecondary Education Center (BRAC)	$ 39,500,000
21	Renovate Electrical Distribution Complete	$ 24,000,000
22	Replace Gordon Ford College of Business Phase II	$ 46,000,000
23	Carroll Knicely Conference Center Renovation	$ 4,000,000
24	Renovate Downing University Center and Ballroom	$ 42,000,000
25	Renovate Academic Complex Design and Construction	$ 18,000,000
26	Repair and Renovate Craig Alumni Center	$ 750,000
27	Construct Glasgow South Region Postsecondary Education Center Phase II	$ 14,000,000
28	Renovate Garrett Center	$ 9,000,000
29	Construct Agriculture Research Services Lab	$ 22,800,000
	Total	**$473,200,000***

1 - Projects currently underway.

2 - Projects awaiting restoration of veto.

* **To be funded from state, federal, private, and institutional sources.**

Financial Implications

Additional Investments Needed to Achieve Goals by 2012
(Federal and State Appropriations, Private Support, and Campus Budget)

1	Strategic Goal 1: Increase Student Learning	Nonrecurring	Recurring
1b	Develop socially and culturally responsible citizens	X	$500,000
1c	Create a global learning environment	X	$1,000,000
1d	Develop and empower future leaders	X	$250,000
1g	Enhance technology capabilities that support student learning	X	$150,000

2	Strategic Goal 2: Grow a High Quality, Diverse and Engaged Student Body	Nonrecurring	Recurring
2a	Increase access to, participation in, and completion of the WKU experience	X	$4,600,000
2b	Enhance quality and competitiveness of graduate programs	X	$2,600,000
2c	Establish a fully developed WKU Honors College	X	$2,500,000
2d	Establish the Academy of Math and Science in Kentucky as the state's premier center for gifted and talented education	X	$3,000,000
2f	Decrease students' economic burden of pursuing higher education	X	$3,000,000

3	Strategic Goal 3: Enrich Academic Excellence through Premier Faculty and Staff	Nonrecurring	Recurring
3a	Achieve competitive compensation for faculty and staff	X	$7,200,000
3c	Recruit and maintain a high quality faculty	$600,000	$1,200,000

4	Strategic Goal 4: Improve the Quality of Life in Kentucky and Beyond	Nonrecurring	Recurring
4a	Increase relevant sponsored research and economic development initiatives	X	$500,000
4b	Define and expand role in regional stewardship	X	$500,000
4c	Respond to economic and demographic opportunities on our three regional campuses in Elizabethtown, Glasgow, and Owensboro	X	$2,500,000
4d	Provide innovative delivery systems and programs to accommodate place-bound and lifelong learners	X	$250,000
4e	Increase academic participation in state priority areas	X	$500,000
4f	Implement an Educational Leadership doctoral program	X	$750,000

5	Strategic Goal 5: Enhance the Financial, Physical, and Resource Capacities of the University	Nonrecurring	Recurring
5a	Build financial capacity through private giving	X	$400,000
5b	Complete the physical transformation / rebuilding of the main campus in accordance with the Campus Master Plan (see addendum for specific projects to be completed 2007 – 2012)	$473,200,000	X
5c	Address facility renewal (deferred maintenance) needs	X	$2,500,000
5d	Provide infrastructure capital and operating support to Information Technology to accommodate improved technology and enrollment growth	$4,300,000	$615,000
5e	Expand capacity to accommodate growth on WKU regional campuses	$70,000,000	500,000
5g	Increase quality and quantity of library resources	X	$675,000
	Total 2012	**$548,100,000**	**$35,690,000**

Strategic Plan Financial Assumptions

	2007-08	2008-09	2009-10	2010-11	2011-12	
FUNDING						
Tuition, Fall/Spring*	96,310,000	103,108,600	110,376,100	118,144,700	126,448,400	
Projected Base Increase (6 pct annually)	5,680,000	5,778,600	6,186,500	6,622,600	7,088,700	
Projected Enrollment Increase @ 150FTE		1,020,000	1,081,000	1,146,000	1,215,000	
Subtotal	5,680,000	6,798,600	7,267,500	7,768,600	8,303,700	
State Appropriation*	82,315,600	88,489,000	95,126,000	102,260,000	109,930,000	
State Appropriation Increase* (7.5% annually)	5,762,400	6,173,400	6,637,000	7,134,000	7,670,000	
Full Funding in 2012					1,464,600	
Public Funds Increase	11,442,400	12,972,000	13,904,500	14,902,600	17,438,300	
PROJECTED EXPENDITURES						
Base Operations						
Fixed Costs Increase	3,634,000	3,816,000	4,007,000	4,207,000	4,417,000	
Merit Increase, 4 Pct.						
(Market Adjustments in Strategic Initiatives)	4,474,400	4,983,000	5,232,000	5,494,000	5,768,000	
Subtotal	8,108,400	8,799,000	9,239,000	9,701,000	10,185,000	
Strategic Initiatives Funding	**3,334,000**	**4,173,000**	**4,665,500**	**5,201,600**	**7,253,300**	**24,627,400****

* Excludes Academy for Math and Science and Trust Funds (e.g. Regional Stewardship).

** The sum of recurring budget intentions for the priorities outlined on the previous two pages is $35,690,000. The margin between strategic initiatives funding of $24,627,400 is $11,062,600. This margin will be funded with revenue from private gift support, endowment income, grants and contracts, internal efficiencies, federal support, and campus business practices.

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