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UA3/1/9 Challenging the Spirit, Strategic Plan 2003-2006

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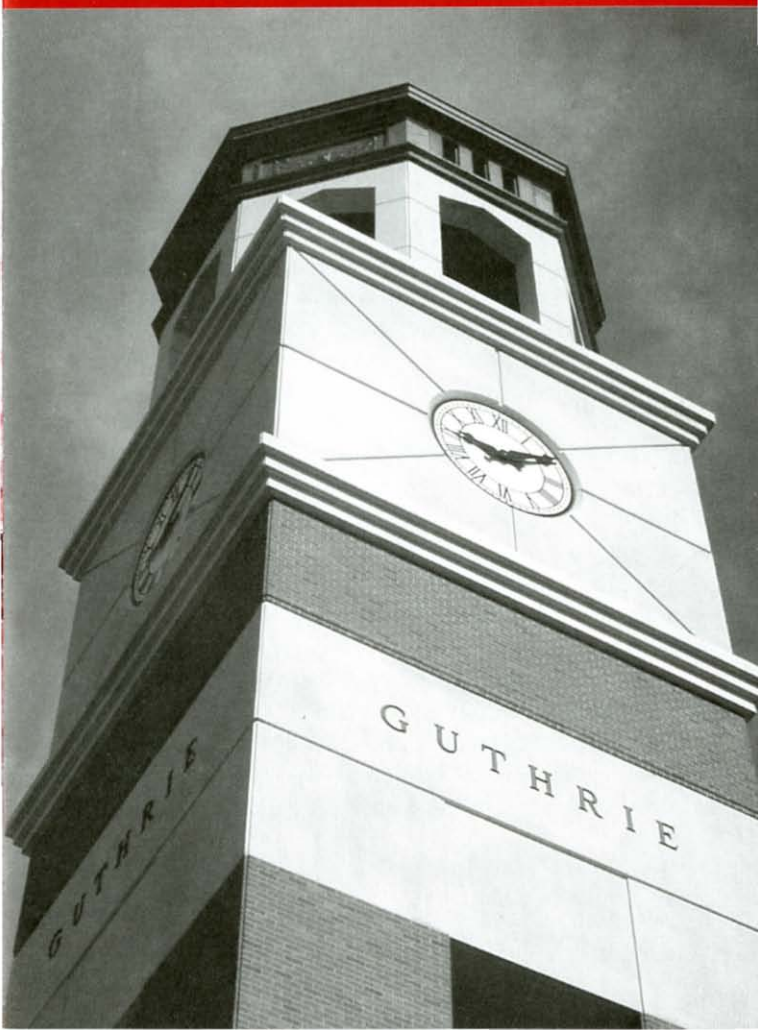
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WESTERN
KENTUCKY
UNIVERSITY

Challenging the Spirit

Strategic Plan 2003-06



VISION

Western Kentucky University aspires to be the best comprehensive public institution in Kentucky and among the best in the nation.

MISSION

Western Kentucky University prepares students to be productive citizens of a global society and provides service and lifelong learning opportunities for its constituents.

STATEMENT OF PURPOSE

Western Kentucky University provides students with rigorous academic programs in the liberal arts and sciences, 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 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 will contribute to the identification and solution of key social, economic, and environmental problems throughout the University's primary service area.

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

Western'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.

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



Western'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.

CORE VALUES

Shared purposes and beliefs drive the decisions and actions of any organization or institution. The core values that undergird the foundations of Western Kentucky University are reflected in the University's vision, mission, and purpose statements, and in the goals of the strategic plan. The rich heritage that is Western'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 Western'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.

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.

Western Kentucky University's strategic plan is about enhancing academics—the strength of our faculty, students and programs—and the Western 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 citizens of a global society and to provide service and lifelong learning opportunities for its constituents. 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 the best comprehensive public institution in Kentucky and among the best in the nation."

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STRATEGIC GOALS

The University's Strategic Plan will be implemented through five Goals:

GOAL 1 – Increase student learning.

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

Performance Indicators to be achieved by 2006 include but will not be limited to the following:

- Ia** Achieve at least 90 percent satisfaction rating with the quality of educational experience at Western, based on alumni survey results.
- Ib** Assess the general education program's impact on students' acquisition of essential skills and competencies.
- Ic** Ensure that assessment mechanisms in each academic major are documented, designed to measure student achievement with respect to stated program learning outcomes, and are used for program improvement.
- Id** Inventory international and culturally diverse learning experiences and use data to set specific targets for curricular and extracurricular involvement that increase students' global understanding.
- Ie** Inventory student engagement in experiences that enhance education (e.g., internships, leadership experiences, community service, undergraduate research, cultural events) and set targets for increased student participation based on survey data.
- If** Enhance the Honors Program as reflected in increasing the number of students who complete the program each year from 22 to 50.
- Ig** Create on-line learning communities for students and faculty, and move toward implementing a laptop university environment.
- Ih** Restore student/faculty ratio to at least 17:1 to reduce disproportionate faculty loading due to recent accelerated growth.
- Ii** Implement fully articulated "Placement for Success" program and assess its effectiveness in enhancing successful student learning.
- Ij** Develop or enhance academic programs that respond to demonstrable needs of the region or state (e.g., professional engineering, health and human services), collaborating with other postsecondary institutions when appropriate.

- Ik** Enhance selected graduate programs meeting quality and productivity criteria recommended by Graduate Studies Task Group and provide financial and other resources needed for the programs to function competitively in comparison with appropriate benchmarks.
- II** Achieve accreditation of electrical, mechanical, and civil engineering programs by 2006.

GOAL 2 – Develop the student population.

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

Performance Indicators to be achieved by 2006 include but will not be limited to the following:

- 2a** Increase student enrollments, contingent upon the state providing reasonable funding increases for enrollment growth, in each of the following areas:
- Maintain overall student enrollment growth consistent with achieving CPE Action Agenda target of 16,880 students by 2006.
 - Increase the annual applicant pool to 8,500.
 - Increase number of international students from 438 to 482 (10 percent increase).
 - Increase number of minority students by 10 percent, consistent with state goals (all minority students from 1,938 to 2,132; African American students from 1,252 to 1,377).
 - Increase annually number of non-traditional student enrollments.
 - Increase annually number of GED completers who enroll.
 - Increase annually number of students from underserved counties who enroll.
 - Increase number of KCTCS/LCC transfers from 252 to 315 (25 percent increase).
 - Increase number of enrollments in distance learning by 50 percent.
 - Increase number of enrollments in extended campus classes by 25 percent.
- 2b** Implement an enrollment management plan that accommodates growth and maintains commitment to high quality education through ensuring that resources needed to hire additional full-time faculty members are identified and secured.



Western's 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.

- 2c** Increase the number of academically talented freshmen students admitted by 25 percent as measured by top quartile of ACT composite scores, eligibility for University Honors Program, top 20 percent of high school class rankings, and class valedictorians or salutatorians.
- 2d** Increase retention rate of first-time, full-time freshmen (FTFTF) to 71.5.
- 2e** Increase graduation rates as reflected in
- increasing six-year graduation rate from 40.5 percent to 44.4 percent, consistent with state CPE goals.
 - increasing five-year graduation rate of transfers to 62.6 percent.
- 2f** Provide 25 new, endowed academic scholarships that will attract high-achieving students.
- 2g** Provide competitive support (assistantship stipends, tuition waivers, or grants) at least equal to those of benchmark institutions in order to increase the number of high-quality graduate students.
- 2h** Ensure that students have access to effective (determined by surveys), affordable (cost to student), and convenient (campus location) health care and ensure sustained adequate funding for the campus Health Center.
- 2i** Increase student capacity to utilize technology through establishing on-line tutorials and training opportunities.
- 2j** Secure commitment for establishment of programs for exceptional junior and senior-level high school students (e.g., the Kentucky Academy of Mathematics and Science) on Western's campus by 2004, with operations to begin in 2006.
- 2k** Implement a user-friendly, streamlined financial billing and processing system (including fee payment policies) that supports one-stop student accounting services.
- 2l** Enhance quality of student campus life through:
- completing renovation of eight residence halls and making quality of life improvements to nine others by 2005;
 - upgrading dining facilities and food access options by 2003.

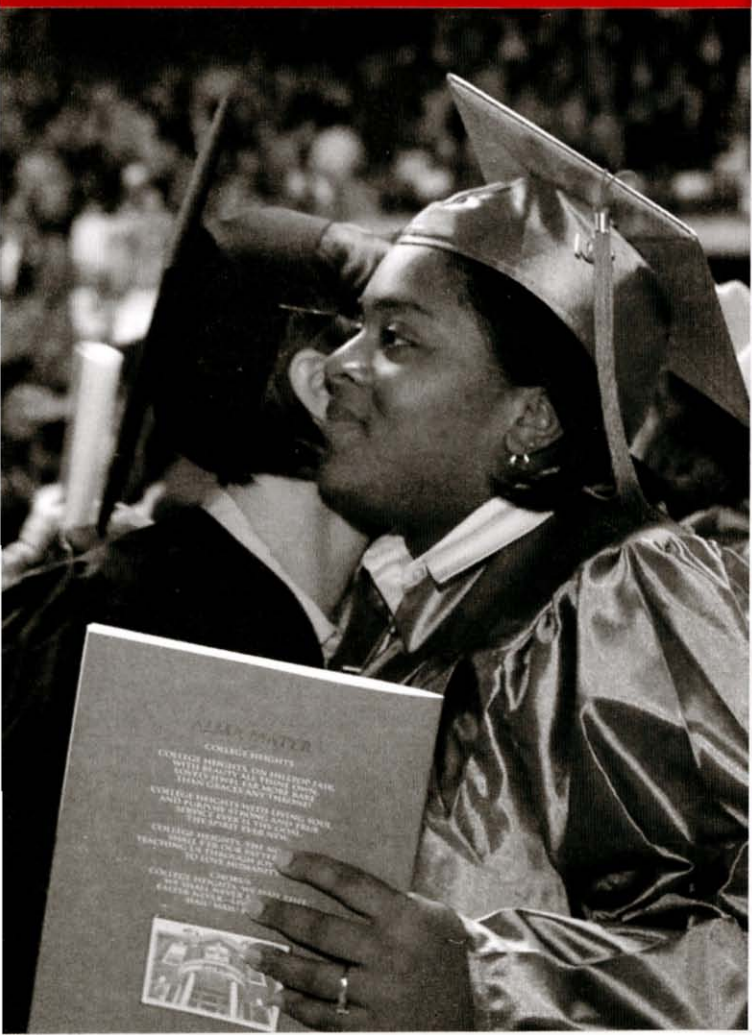
GOAL 3 – Assure high quality faculty and staff.

Attract, retain, and support high-quality faculty and staff.

Performance Indicators to be achieved by 2006 include but will not be limited to the following:

- 3a** Increase the diversity of faculty and administrative/professional staff through continuing to achieve the institution's diversity goals in the Kentucky Plan for Equal Opportunities.
- 3b** Increase faculty development resources, including annual increases that result in doubling of faculty travel budget lines by 2006.
- 3c** Achieve average salary levels for part-time faculty, full-time faculty (by rank), and administrators that are at least equal to the average salaries at benchmark institutions.
- 3d** Achieve average staff salaries at least equal to the average of comparable markets.
- 3e** Provide faculty and staff capacity to use various technologies to enhance teaching, through mentoring and training programs.
- 3f** Ensure that the institution's fringe benefits program is competitive with appropriate benchmarks through development of a benefits master plan, to include specific annual implementation targets.
- 3g** Develop a five-year plan, with targeted activities and timelines, by June 30, 2002, to address staff employees' training and development needs and begin implementation of the plan in FY 2002-03.
- 3h** Identify strategies and incentives needed to recruit and retain high-quality faculty and provide adequate funding to support incentives.
- 3i** Promote equity in hiring, compensation, and personnel actions through conducting a salary equity analysis every three years, monitoring key employment indicators relating to these processes, and addressing any inequities.
- 3j** Promote a high-quality, respectful workplace environment through establishing regular, on-going training sessions/workshops or other initiatives for full-time and part-time employees addressing human relations issues as needed and appropriate (e.g., sexual harassment, racial relations, general employee relations).

The five Strategic Goals are consistent with the University's mission to prepare students to be productive citizens of a global society and to provide service and lifelong learning opportunities for its constituents.



GOAL 4 – Enhance responsiveness to constituents.

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

Performance Indicators to be achieved by 2006 include but will not be limited to the following:

- 4a** Expand collaborations and partnerships in each of the following areas:
- Establish a meaningful, on-going cooperative venture between each academic department contributing to P-12 curriculum and schools (or discipline-specific professional groups) to assist in improving teacher education and professional development.
 - Establish and make operational a regional P-16 Partnership Council, an advisory group with representatives from regional P-16 educational institutions and agencies that will work to improve cooperation and communication among elementary, secondary, and postsecondary teachers and administrators, and other constituent groups and partners.
 - Implement initiatives that connect the University with selected target counties in ways that increase participation in education and enhance quality of life.
 - Establish or enhance at least one significant collaborative partnership between each academic department and an outside educational institution, business, industry, government, or community agency.
- 4b** Ensure the institution's commitment to contributing to the cultural life of the community and region through:
- creating systematic and visible ways to demonstrate the University's significant community impact through public educational, cultural, and artistic events;
 - participating fully in the community planning process for a regional performing arts center.
- 4c** Increase community support for athletics as measured by increasing attendance and ticket revenue for ticketed athletic events by an average of 10 percent annually.
- 4d** Achieve complete renovation of E.A. Diddle Arena by the end of 2003.

- 4e** Recruit and involve 400 alumni volunteers in the life of the institution to increase outreach and service.
- 4f** Enhance alumni programming to conduct a minimum of 225 cultural, social, service and/or educational events that reach a total equivalent to two-thirds of our alumni population.
- 4g** Create at least four new initiatives or programs that provide additional opportunities for alumni and students to be engaged in outreach, service, or lifelong learning.
- 4h** Establish and measure goals for the University's participation in a self-sustaining regional Innovation and Commercialization Center that advances state New Economy initiatives and promotes creative partnerships resulting in new businesses and jobs.
- 4i** Implement a coordinated academic structure that increases faculty engagement with economic development initiatives and expands responsiveness to serving needs of community constituencies in such areas as continuing education, training, distance learning, applied research and technology, and other outreach areas.
- 4j** Develop plans that provide maximum opportunities and support for the Bowling Green Community College to meet the needs of the community and region.

GOAL 5 – Improve institutional effectiveness.

Commit to continuous improvement of institutional effectiveness and efficiency in all programs and services.

Performance Indicators to be achieved by 2006 include but will not be limited to the following:

- 5a** Maintain a strategic planning process that contributes meaningfully to the orderly and creative advance of the University through a formal process of developing departmental/unit plans annually, issuing an annual report card to communicate institutional progress, and updating the plan's Performance Indicators every three years.
- 5b** Increase external financial resources to support the University mission and goals through:
 - raising \$90 million in gifts and pledges through the "Investing in the Spirit" Campaign by 2003, to include
 - increasing University's combined endowment to \$50 million;
 - providing 25 new endowed faculty positions;

- achieving a level of \$10 million a year in private gift support;
 - reaching a level of \$25 million in deferred gift inventory;
 - achieving 20 percent participation among alumni in the University's annual giving program;
 - increasing externally sponsored research grant and contract activities to \$30 million to enhance learning opportunities (an increase of 33 percent);
 - establishing appropriate partnerships with businesses in order to generate revenues or improve facilities.
- 5c** Increase institutional name recognition as evidenced by increased licensing royalties of five percent each of the first three years after the release of new logos.
- 5d** Develop effective and efficient electronic administrative processes and information systems, to include monitoring systems' responsiveness to institutional needs.
- 5e** Create an enterprise portal to replace the University's homepage.
- 5f** Achieve tier 1 ranking in the category Southern Universities—Master's in the annual U.S. News and World Report survey by 2008.
- 5g** Reduce deferred maintenance inventory by maximizing opportunities to access state maintenance matching funds and developing performance contracting.
- 5h** Enhance quality of facilities and campus atmosphere to support student learning through updating the Campus Master Plan and developing a biennially updated facilities plan that includes targeted goals, project timetables, and a progress report.
- 5i** Complete renovation of science buildings by 2006.
- 5j** Achieve SACS re-accreditation in 2005.
- 5k** Improve institutional planning and budgeting processes to more closely align budget allocations with strategic planning priorities, particularly through providing line-item budgets for essential recurring costs and providing information about allocations and expenditures that enables the campus community and other stakeholders to understand budget priorities.
- 5l** Systematically assess all appropriate administrative, academic support, and student services units to ensure continued effectiveness and to promote continuous improvement.

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