Dear Faculty, Staff and Students,

Please find attached for your review a draft of the 2002-2006 Strategic Plan. This draft is the result of the work of the Strategic Planning and Budgeting Council. This broad-based university council, consisting of faculty, staff, administrators and students, has worked since February 2001 on the draft. We look forward to receiving your comments and suggestions to improve and strengthen this important strategic planning document. The primary goal of the strategic plan is to position Eastern Kentucky University to respond effectively and proactively in a rapidly changing higher education environment. This draft is still very much a work in progress and we value your input as we continue our work.

To communicate your comments, suggestions, and concerns about the draft, please feel free to contact any member of the Council. The names of the Council members can be found in the draft itself as well as on the Strategic Planning and Budgeting Council web site at:

You can also post your comments at the Strategic Planning and Budgeting Council discussion web site at: <http://www.academicaffairs.eku.edu/planning/spbc>.
The entire university community can view comments posted at this site.

We would appreciate receiving your feedback by March 6, 2002. An additional review and comment period will occur in the later part of March and early April.

On behalf of the entire Strategic Planning and Budgeting Council, thank you for your support of our work.

Very truly yours,

Elizabeth Rehm Wachtel,
Co-Chair
Strategic Planning and Budgeting Council
Eastern Kentucky University
Strategic Plan 2002-2006

TO DO: NAME OF THE PLAN

EXAMPLES:
- BUILDING THE BEST PLACE TO LEARN, WORK, LIVE AND PLAY
- CHALLENGING THE SPIRIT (WESTERN KENTUCKY UNIVERSITY)
- A VISION FOR A PREMIER METROPOLITAN UNIVERSITY (YOUNGSTOWN STATE U.)
- ACHIEVING DISTINCTION 2000: A STRATEGIC PLAN FOR THE U. OF IOWA
- VISION 2020 (KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION)
<table>
<thead>
<tr>
<th>Eastern Kentucky University Board of Regents</th>
<th>Eastern Kentucky University Administration</th>
<th>Strategic Planning and Budgeting Council 2001-2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. C. Fred Rice</td>
<td>Joanne Glasser</td>
<td>Ken Johnston, Co-chair</td>
</tr>
<tr>
<td>Chair</td>
<td>President</td>
<td>Elizabeth Wachtel, Co-chair</td>
</tr>
<tr>
<td>Dr. Daisy B. French</td>
<td>Michael Marsden</td>
<td>Robert Adams</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Provost and Vice President for</td>
<td>Onda Bennett</td>
</tr>
<tr>
<td></td>
<td>Academic Affairs and Research</td>
<td>Terry Bussan</td>
</tr>
<tr>
<td>Mr. Gary Abney</td>
<td>Doug Whitlock</td>
<td>Karen Carey</td>
</tr>
<tr>
<td>Secretary</td>
<td>Vice President for Administration</td>
<td>James Clark</td>
</tr>
<tr>
<td>Mr. Nick Bertram</td>
<td>Ken Johnston</td>
<td>Larry Collins/Jaleh Rezaie</td>
</tr>
<tr>
<td>President, Student Government Association</td>
<td></td>
<td>Gary Cordon</td>
</tr>
<tr>
<td>Dr. Merita Thompson</td>
<td>James Clark</td>
<td>Rita Davis</td>
</tr>
<tr>
<td>Faculty Member</td>
<td>Vice President for Government Relations</td>
<td>Marty Diebold</td>
</tr>
<tr>
<td>Mr. David Williams</td>
<td>Rita Davis</td>
<td>Charles Fields</td>
</tr>
<tr>
<td>Staff Member</td>
<td>Acting Vice President for Student Affairs</td>
<td>Thom Fisher</td>
</tr>
<tr>
<td>Ms. Jane Boyer</td>
<td>Vern Snyder</td>
<td>John Flanagan</td>
</tr>
<tr>
<td>Mr. J.T. Gilbert</td>
<td></td>
<td>Jessica Frazier</td>
</tr>
<tr>
<td>Ms. Cookie Henson</td>
<td></td>
<td>David Gale</td>
</tr>
<tr>
<td>Mr. Ernest House</td>
<td></td>
<td>Lee Gentry</td>
</tr>
<tr>
<td>Ms. Barbara Ricke</td>
<td></td>
<td>Dominick Hart</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ernie House</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Karen Janssen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mark Jozefowicz</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jay Knight</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ted Lloyd</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Michael Marsden</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kenna Middleton</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marta Miranda</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Richard Rink</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Robert Rogow</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pam Schlamann</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Matt Schumacher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vern Snyder</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cheryl Stone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>James Street</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aaron Thompson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lee Van Orsdel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mark Wastesko</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Doug Whitlock</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paul Wirtz</td>
</tr>
</tbody>
</table>
Acknowledgements

As co-chairs of the Strategic Planning and Budgeting Council we want to thank all of those involved in the development of this plan. A special thank you goes to Shelia Adams and Joyce Gosnell for their work on the various drafts of the plan. We want to thank the members of the Council who attended meetings regularly, giving generously of their time and effort, as we developed the strategic plan. We appreciate the extra efforts of the Council members as they worked in various workgroups, edited drafts and communicated with the university community. We appreciate the thoughtful comments received from the entire university community and we look forward to working with the Council and the entire university community on the plan’s implementation.

Ken Johnston
Vice President
Financial Affairs and Treasurer

Elizabeth Rehm Wachtel
Associate Vice President
Planning and Assessment
The "EKU Strategic Plan" is the result of the hard work and involvement of many individuals at Eastern Kentucky University. The initial draft of the strategic plan was developed by the Strategic Planning and Budgeting Council, shared with the university for comment, revised based on the comments received, and submitted to the Board of Regents for approval.

The plan builds on the foundation of previous strategic plans and delineates the university's mission, values, vision, strategic goals and indicators of performance. The plan addresses the role of Eastern Kentucky University in Kentucky's higher education reform as outlined in the strategic plan of the Council on Postsecondary Education Vision 2020.

The primary goal of the strategic plan is to position Eastern Kentucky University to respond effectively and proactively in a rapidly changing higher education environment. Since strategic planning is about responding to change, the strategic plan will be reviewed and revised on a continuous basis.
Strategic Planning Process

In 1999, the responsibility for the coordination of the strategic planning process was moved to the newly created Office of Planning and Assessment. In 2000, the Strategic Planning and Budgeting Council was created by combining the functions of two existing planning committees, the Institutional Planning Committee and the Planning Analysis Committee. Members of this broad-based university committee, co-chaired by the Associate Vice President for Planning and Assessment and the Vice President for Financial Affairs and Treasurer, include administrators, faculty, students, and alumni. The Council is charged with advising the President on matters concerning planning and budgeting, is responsible for the coordination of planning and budgeting and for the development of recommendations for the allocation of resources consistent with the university’s strategic goals. Additionally, the Council is responsible for ensuring the effective use of university resources through connecting planning and budget and for the development, review and implementation of the strategic planning process.

Beginning in February 2001, the Council worked in meetings and a two-day retreat to develop a mission statement, values statement, practical vision and strategic directions. In early May of 2001 the Council conducted a survey of the university community asking three questions:

1. What can the University do for you to make EKU the best place in which to learn, work, live and play?
2. What are the major things standing in the way of making EKU the best place in which to learn, work, live and play?
3. What can you do for the University to help make EKU the best place in which to learn, work, live and play?

Over two hundred responses were received. When the survey responses were analyzed they were found to reflect content consistent with the working draft of the strategic plan.

The draft plan developed by the Council was circulated to the university community for formal comment in March and April of 2002. Comments were received, reviewed, and revisions were made to the plan. The plan was submitted to the Board of Regents, which approved the plan at its ________ meeting.
The approved plan will be reviewed and updated on an annual basis. Given the on-going nature of planning and review, the Council will meet at least quarterly to monitor progress toward the achievement of strategic directions and goals based on Key Performance Indicators. In order for the Council to establish appropriate linkages between the strategic directions and goals of the university and the university’s priorities and resource allocations, the Council will annually review Key Performance Indicators.

When the Council began its work in February of 2001, our goal was to create a useful and functional document and review process that provides clear directions for the university’s future. We continue to be committed to these goals and believe that “EKU Strategic Plan” provides this direction and challenge.
Strategic Plan Assumptions

There are a variety of models and approaches to strategic planning. In undertaking the development of the 2002-2006 EKU Strategic Plan, the goal of the Strategic Planning and Budgeting Council was to create a useful and functional document which would focus our attention on a limited number of strategic directions. The plan reflects an understanding of our realities but challenges us to grow. It is intended to drive the allocation of resources.

Strategic planning is about mission focused change. It is about

- identifying and understanding “who we are”,
- analyzing the external and internal environments in which we function,
- determining what we want to be,
- guiding how we will accomplish our goals,
- recommending the effective use of resources, and
- measuring our progress in achieving our goals.
Strategic Plan Structure

A mission statement describes and provides clarity regarding an organization’s purpose. Eastern Kentucky University’s Strategic Plan identifies the education and graduation of students as our central mission. The University’s mission is developed further through a values statement that identifies key operating principles. The mission and values statements then provide a foundation for our vision statement that articulates future expectations. Together, these statements are implemented through strategic directions that provide the University community with guidance and focus, backed by specific strategic goals.

The Strategic Plan is linked to resource allocation through the establishment of institutional priorities, expressed as strategic directions and goals. The linkage of planning, budgeting and institutional effectiveness is the ultimate purpose of the strategic planning process. Therefore, the allocation and reallocation of funds will be made in support of the University’s strategic directions and goals delineated in this document.

Progress in implementing the Strategic Plan will be measured by Key Performance Measures. A Key Performance Measure is an assessment of an essential outcome of a particular organizational activity or indicator as a reflection of the University’s strategic goals. Therefore, Key Performance Measures record the movement of the University toward achieving its goals.
**Strategic Directions**

The strategic plan at Eastern Kentucky University is focused on our mission “to graduate educated citizens by creating a learning environment in which students are directly engaged with dedicated faculty and staff in a blend of life-enriching experiences and professional knowledge and skills.”

The plan is built on three strategic directions that reflect our values and visions for Eastern Kentucky University.

**Strategic Direction 1: Helping Students Succeed.**

Eastern Kentucky University is committed to the success of our students through the alignment of quality academic programs and support services with student needs and the promotion of a healthy lifestyle.

**Strategic Direction 2: Building the Eastern Kentucky University Community.**

Eastern Kentucky University is committed to being a vibrant, collaborative community focused on learning and teaching.

**Strategic Direction 3: Expanding Our Outreach.**

Eastern Kentucky University is committed to building and strengthening external partnerships in order to promote educational, economic, cultural and civic development in the region and beyond.
Mission

Eastern Kentucky University seeks to graduate educated citizens by creating a learning environment in which students are directly engaged with dedicated faculty and staff in a blend of life-enriching experiences and professional knowledge and skills.

Purpose

The University offers quality instruction at the baccalaureate level with selected associate and graduate level programs. Through degree programs, consultative services, continuing education and extended campus offerings, the University provides service to the community, the region and beyond. In addition, the University advances knowledge and supports learning and teaching through active participation in scholarly and co-curricular activities.
We Value

- Affordable, accessible and high quality education for our students.
- An environment in which students, faculty and staff are regularly engaged with one another.
- Continuous improvement of the teaching/learning process, our academic programs, service and environment.
- Diversity throughout the university.
- Collaboration with educational, cultural, civic and economic partners.
- External service that promotes educational, economic, cultural and civic development through the work of faculty, staff and students.
- Service to our students including advising/mentoring and out of classroom experiences that connect theory and practice.
- Quality faculty dedicated to excellence in teaching, scholarship and service.
- Shared governance and effective management that supports teaching and learning.
- The power of learning for all people.
Our Vision

We envision a creative, cooperative, integrative University learning and teaching community where:

- Learning and teaching are the most important activities.
- An individual and shared commitment exists to a diverse, collaborative and vibrant university community.
- Faculty, staff and students are involved with the campus and the community in an atmosphere of trust and cooperation.
- We are an institution of choice for students who value the educational opportunity.
- Enrollment, retention and graduation of our students have increased.
- General education provides a coherent foundation for lifelong learning and equips students with skills and knowledge that enable them to become informed, independent thinkers who can comprehend, evaluate and address the issues they will face in their personal lives, in their careers, and in community and public offices.
- Quality distance education is available through our extended campus centers and other distance learning technologies.
- Selected degree programs are available at the extended campus centers and through distance learning technologies.
- Comprehensive out of classroom programs support learning, achievement and personal development.
- Salary, benefits, and opportunities for professional development enable the university to attract and retain high quality faculty and staff.
- The campus environment is attractive, well maintained and modernly equipped.
- Technology enhances the work of the university.
- Strong community partnerships exist to achieve educational progress and economic development.
- Resources available to the university from pledges and gifts have significantly increased.
- Limited doctoral degree programs are available.
Strategic Goals

Strategic Direction 1: Helping Students Succeed

Eastern Kentucky University is committed to the success of our students through the alignment of quality academic programs and support services with student needs and the promotion of a healthy lifestyle.

To achieve these ends the following strategic goals have been identified:

• Increase the quality of academic programs.

• Provide adequate support for the Library to sustain resources and to grow programs that foster student success and support faculty teaching and research.

• Provide adequate support for academic and faculty support services, such as the Teaching and Learning Center, instructional media, and instructional technology services.

• Increase the percentage of first year students who are “fully admitted”.

• Increase scholarship and other financial support for undergraduate and graduate students.

• Increase the enrollment and retention of a diverse student population.

• Increase the diversity of faculty, staff and students.

• Increase the number of graduate students.

• Increase support for retention and student support services such as tutoring, advising, and mentoring programs for undergraduate and graduate students.

• Implement appropriate degree programs at the extended campus.

• Increase the use of distance education and other alternative delivery methods to provide greater flexibility for students to pursue degrees.

• Increase opportunities for experiential and out of class learning.

• Develop learning communities within residential life that emphasize student success in the classroom and in life.

• Develop additional support programs for non-traditional students.

• Develop healthy lifestyle services and programs for students, faculty, and staff.
Strategic Goals

Strategic Direction 2: Building the Eastern Kentucky University Community

Eastern Kentucky University is committed to being a vibrant, collaborative community focused on learning and teaching.

To achieve this end, the following strategic goals have been identified.

- Foster the development of community through student life initiatives.
- Enhance interpersonal and organizational relationships.
- Establish expectations for civil interactions within the university community.
- Expand technological infrastructure and support.
- Implement a planning and budgeting process that clearly ties budgeting to planning in all areas of the university.
- Improve compensation, benefits and professional development opportunities in order to recruit and retain qualified faculty and staff.
- Improve lines of communication within the university.
- Maintain safe, functional, up-to-date, attractive facilities.
- Enhance the scholarly and creative agenda in order to support the mission of the university.
Strategic Goals

Strategic Direction 3: Expanding Our Outreach

Eastern Kentucky University is committed to building and strengthening external partnerships in order to promote educational, economic, cultural and civic development in the region and beyond.

To achieve these ends the following strategic goals have been identified:

- Communicate our mission and strategic directions.
- Develop an effective marketing campaign to increase university and community awareness and support of the institution, its faculty, staff, students and programs.
- Expand and improve the university's involvement with public schools.
- Expand and improve our outreach in support of community and economic development.
- Expand and support outreach for extended campus learning including such areas as technology and life long learning.
- Expand and improve our outreach in the areas of business and leadership development.
- Increase external collaboration in service and research activities to benefit community, economic and civic development.
- Expand partnerships and linkages with community colleges.
- Initiate a multi-year capital campaign.
Performance Indicators for Strategic Directions

I. Helping Students Succeed

a. Increases* in enrollment, retention rate and graduation rates.
   Clearly, the more we contribute to the lives of our students, the more students will choose to attend Eastern. The quality of their initial EKU experiences should result in a stronger commitment to complete their education and to graduate from Eastern Kentucky University. The more students succeed, the greater the University’s contribution to the region and the state.

b. Alumni estimation of EKU’s contribution to their success in achieving life goals as measured on Alumni Survey will remain positive or increase.*
   Some indicators of success are not obvious until students graduate and have more life experience. Once a baseline is established, the expectation is that alumni will report increasingly higher levels.

c. Increased levels of engagement as measured by NSSE.
   In addition to higher levels of engagement, EKU will want to demonstrate value-added over time.

d. University-wide participation in student-focused assessment.
   As all units become involved in continuous evaluation of progress toward improved student learning outcomes, more students will learn even more.

e. Participation in life-long learning
   Increasing numbers of alumni will report (on the alumni survey) attending graduate school, completing graduate degrees, or other forms of further education and professional development.

II. Building the EKU Community

a. Campus Climate Survey
   Over the past several years, various groups have started to conduct campus climate surveys. Adopting one instrument that addresses issues of communication, community, access to information, diversity and other climate
issues, and administering it to faculty, staff and students every three years will enable us to monitor our progress in this area.

b. Graduating senior survey

The Assessment Committee is currently revising the graduating senior survey to capture new information on an ongoing basis. All students complete this survey as part of their application for graduation.

c. NSSE – The most recent administration indicates that EKU students engagement in the University experience could be improved in the areas of “Supportive Campus Environment” and “Enriching Educational Experiences.” This may provide some guidance for freshman year programs. In addition, the CPE now requires the use of the NSSE every other year.

d. Increased levels of diversity in faculty, staff and students

This includes monitoring not only the numbers within populations, but the comfort level of all populations on campus over time through the campus climate survey.

III. Expanding our outreach

a. Increased rate and amount of alumni giving

Both the number of alumni who contribute to the University and the average amount contributed will indicate higher levels of support.

b. Increased benefits from partnership agreements

The University’s agreements with other organizations, agencies and businesses will demonstrably contribute to the quality of academic programs for students, the resources available to EKU faculty, students and staff, and to the University’s influence within the state.

c. Increased revenue from non-legislatively appropriated sources

EKU will see an increase in revenue from Grants and Contracts, Foundations, the Capital Campaign, and other private donor contributions. This is expected to
be a continuing trend, as a lower percentage of funding comes from the Commonwealth.

d. Improved regional image

Through periodic surveys of constituents throughout the region, the University will increasingly be perceived as an import academic, cultural and economic resource.

e. Increased public service outreach

The public service activities of faculty and staff will communicate the University’s mission, values and vision to external publics.

*The desired levels or amount of increase will be determined in conjunction with the CPE’s goals and by continuing conversations within the University community.