In July, 2011, WKU embarked on a year-long, institution-wide strategic planning process. This undertaking was predicated upon several factors:

1. The 2010 retirement of WKU's previous strategic plan, *Challenging the Spirit*;
2. The impending retirement of WKU's current *Strategic Guide for 2010-12*;
3. A September 2011 approval by the Council on Postsecondary Education of a 2011-15 statewide strategic agenda,, *Stronger by Degrees*, and associated institutional performance targets;
4. An institutional desire to return to a more specific and aggressive strategic planning model as we enter the 2012-14 biennium; and
5. The opportunity to reflect on WKU's past, present and future at this critical juncture in the university's history.

The strategic plan which results from this process will guide the university's next phase of growth, from 2012 through 2017 and beyond. It will reinforce the priorities and progress that have undergirded WKU's transformation as an institution over the past 14 years, while accommodating emerging trends, opportunities and responsibilities that continually reshape the higher education landscape.

Timeline and Process to Date

Since July, diverse constituencies across the university have been engaged in development and refinement of a set of proposed institutional strategic goals, objectives, and strategies. This framework has been developed through a 'middle-out' approach, through which constructive input has been solicited from a range of representative groups and incorporated into a series of drafts; these drafts have been subsequently shared with and modified by faculty and staff as well as the upper administration.

On July 28th, a planning process and timeline was presented to the Board of Regents. On August 8th, this process and timeline was shared and discussed with the Administrative Council. Throughout August and September, the Council of Academic Deans worked to draft a set of proposed institutional strategic goals, objectives and associated performance metrics. As part of this effort, deans solicited input from their respective departments, faculty and staff at each stage. The resulting CAD draft served as the basis for discussion by the Administrative Council, beginning in September. Throughout the fall, the Administrative Council continued to refine the goals and objectives, soliciting input from staff from within their respective divisions. This effort led to incorporation of additional strategic objectives and relevant metrics. Over this same period, Academic Affairs and the Office of Institutional Research undertook a study of potential benchmark institutions, in order to both establish an appropriate comparison group of institutions as well as inform the prioritization and target-setting that will occur during the spring semester.

In August, the University Senate, Staff Council, and Student Government Association were invited to participate during the fall semester in the framing of institutional goals and objectives; these groups were encouraged to articulate institutional priorities from the perspectives of their representative bodies and across academic and administrative reporting lines. Responses were received from the Staff Council, which were subsequently aligned with the emerging goals, objectives and strategies.

The document that follows summarizes the best thinking of all of the diverse constituencies. It outlines a set of proposed institutional strategic goals and objectives, and presents possible strategies to address those objectives. In addition, it identifies a range of performance metrics relevant to each goal.

Strategic Goal 1. Foster Academic Excellence

Objectives:

1.1 Sustain a vibrant curricular and co-curricular experience built upon a liberal arts and sciences foundation.

1.2 Attract and support excellent faculty, staff, and students.

1.3 Reinforce a global context for teaching and learning.

1.4 Promote research, creative and scholarly activity by faculty and students.

1.5 Prepare students for lifelong learning and success.

Strategies:

1.a Increase learning opportunities related to internationalization, social responsibility, and sustainability.

1.b Enhance the role of graduate programs within the institutional academic portfolio.

1.c Enhance participation in Honors College among departments, faculty and students across the institution.

1.d Increase competitiveness of salaries and benefits relative to benchmarks.

1.e Strengthen endowed professorships and scholarships.

1.f Expand professional development opportunities for faculty and staff.

1.g Expand and enhance academic program offerings and student services at regional campuses.

1.h Strengthen the role of University Libraries.

1.i Utilize campus infrastructure and operations as a meaningful learning resource.

1.j Further develop leadership training and opportunities.

Potential Metrics:

New teacher excellence, study abroad offerings, undergraduate/graduate theses, doctoral degrees awarded, DLI completions, regional campus capacity, national/international scholarship awardees, graduate/professional success, investments in PD, research doctorates earned by graduates, total compensation

Strategic Goal 2. Promote a Dynamic and Diverse University Community

Objectives:

2.1 Enhance the diversity and international profile of faculty, staff, and student populations.

2.2 Promote the academic and social dimension of diversity.

2.3 Support an intellectual climate of engagement and free exchange of ideas.

2.4 Increase student retention, persistence, and timely graduation.

2.5 Make a college education more economically affordable for students from diverse groups.

Strategies:

2.a Develop a comprehensive approach to diversity programming.

2.b Implement plans for hiring, mentoring, and professional development of underrepresented groups.

2.c Expand and strengthen international partnerships.

2.d Promote forums for cultural and intellectual dialogue among diverse groups.

2.e Expand living/learning community options for incoming students.

2.f Nurture collaboration among Divisions to support student persistence and success.

2.g Support more seamless transfer of students from KCTCS.

2.h Expand use of student information data to support at-risk students.

2.i Direct more institutional aid into targeted need-based programs.

2.j Strengthen student support centers and programs.

Potential Metrics:

Retention rates, graduation rates, achievement gaps, degrees, credits to degree, undergraduate and graduate enrollments, diversity metrics, international enrollments, Navitas enrollments, international partnerships, net direct cost, transfers from KCTCS, cost vs. price, scholarships, NCAA Academic Progress Rate, student-athlete GPA and graduation rates

Strategic Goal 3. Improve Quality of Life for Our Communities

Objectives:

3.1 Expand WKU's economic impact on the region through student, faculty, and staff engagement.

3.2 Engage students, faculty, staff, and alumni in enhancing the cultural milieu of the university, region and world.

3.3 Model environmental stewardship and sustainability.

3.4 Promote healthy lifestyles.

3.5 Provide first-class cultural, artistic and athletic events to engage the community.

Strategies:

3.a Increase reciprocal linkages of campus research and creative activity with the community.

3.b Promote innovation and entrepreneurship.

3.c Develop and highlight best practices in stewardship and sustainability.

3.d Expand health and wellness programs.

3.e Expand lifelong learning opportunities for alumni and the community.

3.f Expand opportunities for alumni to engage in recruitment, outreach, and civic engagement.

3.g Sustain appropriate levels of support for cultural, artistic, and athletic endeavors.

3.h Promote WKU campus as a venue for community events.

Potential Metrics:

STEM+H degrees, economic and cultural impact metrics, online learning, access to campus facilities and resources,

AASHE status, alumni engagement, home athletic event attendance, athletic conference championship titles/post-

season successes

Strategic Goal 4. Support the Core Mission with a Robust Campus Infrastructure

Objectives:

4.1 Continue the physical transformation of WKU campuses.

4.2 Improve the infrastructure for research and creative activity.

4.3 Generate enduring private support for infrastructure and institutional aspirations.

4.4 Enhance efficiency and sustainability in campus facilities and operations.

4.5 Maintain state-of-the-art information technology capacity.

4.6 Align financial management practices to core commitments and priorities.

Strateg ies:

4.a Allocate resources to support institutional priorities.

4.b Maintain strong relationships with government, corporate and educational partners.

4.c Develop strategies and priorities for the next capital campaign.

4.d Assess and address priorities for all campuses as identified in the Campus Capital and Master Plans.

4.e Increase philanthropic support by alumni, friends and the corporate sector.

4.f Continually assess advances in technology, and implement as appropriate to campus needs ands priorities.

4.g Promote entrepreneurial approaches among faculty, staff and students.

4.h Increase revenue from technology transfer.

4.i Increase efficiency through implementation of electronic processes within administration.

Potential Metrics:

Capital projects completed, external R&D expenditures, IP disclosures, publications and presentations, total external funding from all sources, earnings from business ventures, state vs. philanthropic revenue, total endowment, annual private support, deferred gift inventory, alumni participation rate, volunteers in the life of the institution, new scholarship endowments, new endowed faculty positions, energy usage, IT/Communications services, patents, licenses, royalties, ticket revenue, HAF revenue and membership, increased athletic reserve principal

Appendix A. Campus Master Plan Priorities

New Construction

1. Ivan Wilson Fine Arts Center Expansion (Music Building)	$ 9,000,000	Restricted funds; complete Winter 2012
2. Block 12 of T.I.F. District including a new WKU campus police station, parking garage, student housing, retail space, conference center, alumni center, hotel and restaurant	$_____	Leases and bed rentals; complete Summer 2014
3. Complete Phase III Renovation of Downing University Center	$50,000,000	Agency bonds; complete Summer 2014
4. Construct Honors College Facility to include honors, Chinese Flagship, Navitas, Confucius Institute, International Center and Scholar Development	$22,000,000	Agency bond; complete Fall 2014
5. Construct Nursing facility and secure lease from the Medical Center and TIF Revenue for Nursing/Physical Therapy Programs	$20,000,000	Lease; complete Winter 2014

Projects for Which State Funding is Needed

1. Renovate Science Campus Phase IV	$48,000,000
2. Total Underground Infrastructure Repair and Replacement	$35,000,000
3. Gordon Ford College of Business Building/Grise Hall Renovation	$77,200,000
4. Glasgow Campus Facility	$10,000,000
5. Owensboro Campus Phase II Facility	$10,000,000
6. Renovate Radcliff Regional Center	$ 3,300,000
7. Elizabethtown Campus Facility	$10,100,000

Institution		Carnegie Basic Classification
Appalachian State University	Boone, NC	Master's/L
Ball State University	Muncie, IN	RU/H
Bowling Green State University	Bowling Green, OH	RU/H
Central Michigan University	Mount Pleasant, MI	DRU
East Carolina University	Greenville, NC	DRU
East Tennessee State University	Johnson City, TN	DRU
Florida Atlantic University	Boca Raton, FL	RU/H
Illinois State University	Normal, IL	DRU
Indiana State University	Terre Haute, IN	DRU
James Madison University	Harrisonburg, VA	Master's/L
Middle Tennessee State University	Murfreesboro, TN	DRU
Northern Illinois University	Dekalb, IL	RU/H
Ohio University	Athens, OH	RU/H
Towson University	Towson, MD	Master's/L
University of North Carolina at Charlotte	Charlotte, NC	DRU
University of North Carolina at Greensboro	Greensboro, NC	RU/H
University of South Alabama	Mobile, AL	RU/H
University of Southern Mississippi	Hattiesburg, MS	RU/H