



Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Murray State University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Streamline net tuition pricing, which will simplify tuition and fee rates and provide more competitive rates.
- 1b. Monitor and minimize duplicate programs to save costs, which can be passed on to students.
- 1c. Provide students with timely and accurate advising information by establishing a President's Task Force on Advising. Enhanced advising should quicken time-to-graduation and thereby reduce the cost of college.

2. Improve the public's understanding of how to pay for college.

- 2a. Conduct money management sessions for incoming and enrolled students.
- 2b. Work with our regional Campus Advisory Councils and our campuses in Hopkinsville, Madisonville, Paducah and Henderson to offer financial aid workshops and informational sessions on college costs to prospective students and their families.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Through the Road Scholars program, send faculty and professional staff into regional high schools to increase college readiness and recruitment, with special attention to diversity, equity and inclusion.
- 3b. Enhance and expand TRIO initiatives to improve college readiness with a focus on diversity, access and inclusion.
- 3c. Work with CPE to expand summer bridge programming.

4. Increase enrollment in postsecondary education.

- 4a. Use predictive analytics to guide recruitment activities.
- 4b. Provide timely answers to students' and families' foundational questions within and outside of business hours.
- 4c. Collaborate with Admissions, Student Financial Services, Academic Affairs and others to review test optional admissions to promote equity and increase enrollment.
- 4d. Streamline automated admission for populations currently taking courses at the university.
- 4e. With our regional P-12 partners, further invest in high school dual credit initiatives (through the Racer Academy) and create postsecondary pathways to increase yield rates.



SUCCESS

Objectives, Strategies & Targets

5. Increase persistence in and timely completion of postsecondary programs.

- 5a. Deploy internal analytics to increase student progression metrics (at 60 and 90 hours).
- 5b. Enhance discussions and partnerships among and between academic colleges to increase degrees awarded in high need areas.
- 5c. Through enhanced collaboration between the divisions of Student Affairs and Academic Affairs, increase first-to-second year student retention rates via a new retention model with new resources.
- 5d. Promote the benefits of Residential Colleges with living and learning communities to increase student satisfaction, which could lead to enhanced retention.
- 5e. Increase six-year graduation rates through mentoring and coaching, with special attention to diversity, access, and inclusion.

6. Maximize transfer of academic and experiential credit.

- 6a. Increase the number of stackable credentials and programs offered with a focus on adult learners.
- 6b. Working with KCTCS, increase the number of transfer agreements that smooth the transition from two-year to four-year programs.

7. Ensure academic offerings are high-quality, relevant and inclusive.

- 7a. Work with each college/school to ensure at least one of its programs receives certification from the Quality Assurance Commons.
- 7b. Further develop certificates and micro-credentials offered by each of Murray's six academic colleges/schools and the Center for Adult and Regional Education to enhance academic and workforce relevance.
- 7c. Enhance the overall internationalization of campus with faculty involvement in high quality programs in niche markets like Shandong Business and Technology University in China, where over 500 students are enrolled.
- 7d. Continue to focus on STEM+H programs to meet needs of the Commonwealth.
- 7e. Enhance our current academic program inventory of 24 programmatic-accredited offerings, which is the gold-standard for program accreditations across all colleges and schools.
- 7f. Maintain or increase national academic quality rankings, which could enhance graduates' return on investment.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Advance Murray State Athletics' plan to maximize achievement in "The Racer Way," which teaches student athletes leadership, perseverance, grit and successful life skills.
- 8b. Increase university/industry partnerships and advisory committees to strengthen the connection between school and work.
- 8c. Increase internship applications in our Career Services office through Handshake with regional and national companies.

9. Increase research and service to support strong communities and economies.

- 9a. Enhance support, particularly in the School of Engineering, to better address new industries in the Commonwealth (e.g., the new Ford electric battery plant in Glendale, KY).
- 9b. Increase external grant submissions to guide recruitment strategies and help local communities.
- 9c. Support our region in rebuilding efforts from the devastating tornadoes of December 2021.



VALUE

Objectives, Strategies & Targets

10. Increase public belief in the power of postsecondary education.

10a. Enhance Murray State University's brand awareness.

10b. Maximize Murray State University's messages to prospective students and families and track press releases and other communications.

10c. Continue to affirm, communicate and amplify CPE's Higher Education Matters campaign with messages about higher education's return on investment.

11. Build support for greater investment in postsecondary education.

11a. Continue to serve as the cultural hub of the region with regard to the visual and performing arts.

11b. Increase fundraising from private sources through a new comprehensive campaign as Murray State University celebrates our Centennial.

11c. Support further regional economic development initiatives through our Center for Economic and Entrepreneurial Development.



TARGETS

Key Performance Indicators

| Key Performance Indicator | Baseline | Target |
|-----------------------------------|----------|--------|
| Time to Degree | 4.13 | 4.0 |
| Undergraduate Enrollment | 7,939 | 8,047 |
| Undergraduate Degrees/Credentials | 1,614 | 1,670 |
| Graduate Degrees | 623 | 680 |
| Retention Rate | 74.7% | 81.0% |
| Graduation Rate | 56.0% | 60.0% |

This document is Murray State University's Campus Action Plan, which details how the institution will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes campus targets for key performance indicators.

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