

Kentucky State University's Strategic Plan  
*"Racing Toward KSU's Brightest Future"*  
2016 – 2021

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## Message from the President

I am honored to lead Kentucky State University's 2016-2021 strategic planning process. During my short time as your Interim President, I have been inspired by those around me: students, faculty, staff and administrators, board members, community leaders and alumni. I have also been inspired by the history and heritage of KSU. In this important process we are about to embark upon, my role is twofold: to lead us toward a better future and to protect this great institution's past. Our past, in many ways, frames the road ahead. In moving forward, we must build upon our historic strengths while concurrently harnessing our best strategic thinking. Our predecessors worked tirelessly, often during uncertain times, and we must do the same. The road to our brightest future requires our collective intellectual capital, and a commitment to organizational agility and informed decision-making.

The KSU mascot, the *Thorobred*, is a symbol of hard work and discipline. *Thorobreds* love to run and they live to win. They are beautiful creatures nurtured and trained to finish first. The informal meaning of Thorobred is "of outstanding quality" and it is this meaning that undergirds the University's motto: "*In all Things Excellence*". KSU has a 130-year history of investments made by loyal, hardworking student scholars, faculty, administrators, and alumni--all who were dedicated to making KSU a better place. And so today, together, we are poised to *Race Toward KSU's Brightest Future*.

Many members of the KSU community have invested their time and talent in the development of this map to the future. The process began, as many planning processes do, with a planning committee and focus groups, colleagues working together to develop an initial draft. Their efforts laid the groundwork that serves as this plan's foundation. The early draft was broad in scope, and in some ways represented all things to all people. But today, we need to focus on those goals that are mission-central. Once our foundation is strong, we can then move to higher ground.

The initial draft was in some ways usual and customary, heavy on development and light on deployment. Over the past several months, however, we have come to realize that the task before us is not usual or customary. This awareness has led us to this revised document. The strategic processes and targeted outcomes included in this plan represent our greatest expectations--~~expectations~~ that can only be realized through a combination of shared governance, shared accountability, and shared self-discipline. I invite all KSU stakeholders to embrace this vision of our future and dedicate themselves to the task ahead.

Sincerely,

Aaron Thompson, Ph.D.  
Interim President

## **Introduction to KSU's Strategic Plan**

Kentucky State University began its strategic planning initiative in 2015. The strategic planning process included the establishment of a planning committee, the collection of data, a review of organizational structure, and discussions concerning overall institutional functions. The planning committee was engaged in the development of an initial draft plan that resulted after many focus groups were held and data from Institutional Research were analyzed. A record of meetings and focus group activities can be found on KCU's shared drive.

The early work of the planning committee resulted in more than an initial draft plan as those engaged in the process realized that KSU needed to begin immediately to increase expectations and shore up existing processes across the institution. As a result, work began related to admissions and enrollment management, student services and student life, academic persistence and student career development, and refined and informed student advising. Articulation agreements were revisited and creative new transfer processes were discussed and developed. State and regional occupational outlook data were reviewed and utilized to focus on recruiting and reinstating transfer agreements.

University faculty and administrators declared a need to review and up-date handbooks and the catalog, develop new academic policies, and build a faculty development program focused on the skills required for mastery teaching. It was clear we needed to review academic programs, refine the General Education Core, and more accurately map curricula and program specific outcomes in order to enhance student success. Assessment and Institutional Effectiveness processes were refined and deployed. The organizational structure of Academic Affairs was also reviewed and a new structure implemented. The university committee structure and individual committee responsibilities have been reviewed and substantive changes have been proposed. In addition, the processes required to launch a successful SACS reaffirmation process have begun.

Since last year, the research capacity of the University has been enhanced by proposed new policies and procedures that improve compliance and encourage incentives for faculty engaged in research. . Software was purchased to assist faculty and administrators in identifying grant funding to cover the costs of existing programs, new research endeavors, student support, and other new valuable ventures. Programs and incentives to support grantsmanship will soon be underway.

Since this process began, an emphasis has been on business efficiency resulting in a comprehensive review of campus technology, the elimination of unnecessary redundancies and the implementation of better and more efficient hardware and software. Business units have been challenged to consider the impact of service quality and satisfaction across campus. In addition, all units have been encouraged to establish benchmarks and five-year trending data to improve their efficiency and effectiveness.

In the area of External Relations and Development, talented individuals have been hired, and processes have been redesigned and launched that are intended to increase alumni and

community support. Robust development and community engagement projects are underway. Improvements in marketing and University communications are also under review for rapid deployment.

Though some of the hard work that has been accomplished over the past year has not been celebrated, make no mistake it was *all* appreciated.

### *Strategic Planning vs. Strategic Thinking and Agility*

Strategic planning has long been criticized as a process that generally ends with a plan in a file, or a plan on a shelf. Organizations often embark on robust strategic planning ventures, but then fall short when it comes to deploying the processes required to actually change the future of the organization. We know, however, that we can't change the future without carefully crafted goals and the action steps necessary to accomplish each goal. Much like teaching a course, terminal goals are developed along with the enabling objectives necessary to achieve the intended outcomes. KSU's plan has been developed much the same way. Its ultimate success rests in the accomplishment of each strategic objective. This plan then is different from other plans in that each goal includes carefully crafted objectives with detailed strategies to move toward the future.

As with any good planning processes, stakeholders must have the freedom to think strategically and embrace agility. The landscape of higher education is a rapidly changing scene that has become increasingly more competitive. To meet the demands of today's marketplace, KSU must move quickly to realize the goals and objectives of this strategic plan. As the landscape moves and changes, so must KSU. This plan is a call to action that requires collegiality and consensus, transparency and communication. Our future depends on what we *do*, not just what we *say*.

### *Strengths, Opportunities, Weaknesses and Threats*

Typical strategic planning processes include an assessment of institutional Strengths, Opportunities, Weaknesses and Threats. This is called the *SWOT* process. Most strategic plans include this analytic process up front. It is from this process that goals and objectives are crafted. Strengths and Weaknesses are internally focused, while Opportunities and Threats are externally focused, each is defined below:

- *Strengths*: KSU characteristics that give it an advantage over other Universities.
- *Weaknesses*: Characteristics that place KSU at a disadvantage relative to other Universities.
- *Opportunities*: External elements that the University could use to its advantage given its strengths.
- *Threats*: External elements that could impact KSU success if not strategically managed.

After the early SWOT process, which included an analysis of institutional and market data, KSU stakeholders reviewed the history of KSU knowing it was not wise to move forward without an

appreciation for the past. After much consideration, KSU's MISSION statement was revised. Early planning also allowed those involved to craft a new VISION STATEMENT and a new set of INSTITUTIONAL VALUES—all grounded in the history and heritage of KSU.

## **History, Mission, Vision and Values**

### *Organizational History and Structure*

From its modest beginnings as a small normal school that trained Black teachers for Black schools in Kentucky, Kentucky State University has evolved to become a unique liberal studies institution serving students without regard to race, age, sex, national origin, or economic status.

The University was chartered in May 1886 as the State Normal School for Colored Persons, the second state-supported institution of higher learning in Kentucky. During the euphoria of Frankfort's 1886 centennial celebration, when vivid recollections of the Civil War remained, the city's 4,000 residents were keenly interested in having the new institution located in Frankfort. Toward that end, the city donated \$1,500—a considerable amount in those days—and a site on a scenic bluff overlooking the town. This united display of community enthusiasm and commitment won the day. The new college was located in Frankfort in spite of competition from several other cities.

Recitation Hall (now Jackson Hall), the college's first building, was erected in 1887. The new school opened on October 11, 1887, with three teachers, 55 students, and John H. Jackson as president. In 1890, the institution became a Land Grant college with the departments of home economics, agriculture, and mechanics added to the school's curriculum. The school produced its first graduating class of five students in the spring of that year. A high school was organized in 1893. This expansion continued into the twentieth century in both name and program. In 1902, the name was changed to Kentucky Normal and Industrial Institute for Colored Persons. The name was changed again in 1926 to Kentucky State College for Colored Persons. In the early 1930s, the high school was discontinued, and, in 1938, the school was named the Kentucky State College for Negroes. The term "for Negroes" was dropped in 1952. Kentucky State College became a university in 1972, and, in 1973, the first graduate students enrolled in its School of Public Affairs.

Kentucky State University's 882-acre campus includes a 307-acre agricultural research farm and a 306-acre environmental education center. Kentucky State University has an enrollment of more than 1,700 students and more than 125 full-time instructional faculty members.

Kentucky State University, today, has more than 43 campus structures that support its teaching, research and service missions. Many courses are taught each academic year in off-campus classes throughout Franklin County and the surrounding six-county service area. The University's student-faculty ratio is the lowest among public institutions of higher learning in Kentucky, and a highly prized indicator of program quality. Today's students have the opportunity to receive associate (two-year), baccalaureate (four-year), master's and doctoral degrees. Students may also

elect to prepare for entrance into professional schools through the university's arrangements with other prominent institutions.

### *Mission*

Kentucky State University (KSU) is a public comprehensive, liberal arts, Land Grant institution that provides a nurturing learning environment for the education of critical thinkers who are expected to become transformational societal leaders in the Commonwealth of Kentucky, other regions of the United States, and the world. As a Historically Black College and University, KSU is committed to opportunity and access, and dedicates itself to responsibly preparing a diverse student population for the ever-changing demands of the workplace. Through a student-centered campus focused on experiential learning, students become successful scientists, scholars, and business and community leaders who are academically prepared with the necessary skill sets to contribute and thrive in the 21st century global environment.

### *Vision*

Kentucky State University (KSU) a Historically Black College and University will become a nationally ranked, liberal arts university known for providing students and graduates with the skills necessary to thrive in life and career. KSU will be renowned for the leadership of our graduates, the excellence of our programs, the quality of our instruction, the innovation of our research and outreach, and the significant contributions we make to our community, state, nation, and the world.

### *Values*

The acronym that results from the declarative *values* commitment statements spells INSPIRED. With this strategic initiative, all KSU stakeholders are called to be INSPRIED to *Race Toward KSU's Brightest Future*.

- I Integrity and Ethical Decision-Making
- N Nurturing and Supportive Campus Climate
- S Student-Centered Philosophy and Student Centered Processes
- P Perseverance Today and Every Day
- I Innovation through Creativity and Discovery
- R Responsible Citizenship On and Off Campus
- E Excellence in All Things - through Continuous Quality Improvement
- D Distinctiveness Earned through Discipline and Diversity

All of the decisions that need to be made in order to accomplish the strategic initiatives laid out in this plan, and thus accomplish the university's *Vision*, must be made within the *Values* articulated above. Together, they promise graduates who will be career ready responsible citizens.

### *Framework for the Future - Baldrige Quality Expectations*

KSU is committed to move forward within the Baldrige *Performance Excellence in Education* framework. The "Baldrige" process requires systematic assessment and continuous improvement across all university units. This focus on process improvement links goals and objectives to results. The Baldrige framework is based on the following core values and concepts. These values and concepts represent the beliefs and behaviors that are found in all high-performing Universities:

- Systems perspective and systems improvement
- Visionary leadership
- Student -focused service
- Valuing the people within the university that are mission central
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results

The Baldrige process includes an annual assessment of the University against the following Baldrige performance criteria:

- Leadership - the ability of KSU's senior leaders to lead.
- Strategy - the ability of KSU to develop and deploy strategic initiatives.
- Student Focus - the ability of KSU to meet and exceed the expectations of students and alumni.
- Measurement, Analysis, and Knowledge Management - the ability of KSU to use data to improve university outcomes.
- Workforce - the ability of KSU to demonstrate that it values its workforce.
- Operations - the ability of KSU to continuously improve all operational processes.
- Results - the ability of KSU to use data in decision-making in order to increase all institutional outcomes. Results data must demonstrate progress toward improvement.

The goals and strategies included in this plan represent the next steps toward meeting the *Baldrige Criteria for Excellence in Education*. The Baldrige Criteria, can be found in Appendix A

### **KSU Strategic Goals and Objectives and Plans for Deployment**

KSU's Strategic Goals and Objectives have been crafted to align with the KSU chart of organization. This type of alignment was utilized to ensure there is no confusion regarding positional authority, and the accountability for results.

Kentucky State University’s Strategic Plan “*Racing Toward KSU’s Brightest Future*” 2016-2021 includes five goals. The Goals are:

- Goal 1        Enhance Student Enrollment, Improve Student Life and Engagement, and Improve Student Advising and Career Development.**
- Goal 2        Achieve Academic Excellence Across all Programs and Colleges, Increase Student General Education Skills, Degree Persistence, Career Readiness and Graduation Rates.**
- Goal 3        Increase the University's Financial Strength and Operational Efficiency.**
- Goal 4        Enhance the Impact of External Relations and Development.**
- Goal 5        Obtain Maximum Institutional Effectiveness through the Implementation of a Continuous Quality Improvement Process framed within the seven *Baldrige Performance Excellence in Education* criteria.**

*Goals, Objectives, Timelines for Deployment and Results, and Responsibilities*

Under the President's direction, KSU's senior leaders are responsible for the data analysis that is required to accomplish each goal as well as the tactical deployment of each objective assigned to them. Each senior leader shall work with the appropriate KSU committees, departments, colleges, and business units to accomplish his/her respective goals, and to ensure shared governance where appropriate. Each senior leader will routinely report progress to the University President and Cabinet colleagues. Each senior leader will provide quarterly progress reports to the President. These reports will be utilized to develop biannual reports to the Board of Regents and the campus community. A table of progress report due dates can be found in Appendix B.

For simplicity, a legend was utilized to code the individual or group responsible for developing and deploying each tactic as well as those responsible for reviewing and approving tactics and results. The legend can be found in the table below.

<b>Group, Position, Committee Responsible for Tactics, Approval and Results</b>	<b>Responsibility Code</b>
Board of Regents	BOR
Board of Regents - Academic Affairs Committee	BOR - AAC
Board of Regents - Student Affairs Committee	BOR - SAC
Board of Regents - Finance and Audit Committee	BOR - F&AC
Board of Regents - External Relations and Development Committee	BOR - ER&DC

University President	UP
Provost/Vice President for Academic Affairs	PVPAA
Chief Information Officer	CIO
Vice President for Student Affairs	VPSA
Internal Auditor	IA
General Counsel	GC
Vice President for Business Affairs	VPBA
Administrative Assistant to the President	AAP
Vice President for External Relations and Development	VPER&D
Academic Chairs & Deans	AC&D
Faculty Senate	FS
University Staff	US
Student Government	SG
Associate Provost for Institutional Effectiveness	APIE
Assistant Provost Educational Support	APES
Institutional Research	IR

It is expected that the decisions in support of institutional goals and objectives will be made using data. Where none exist, processes should be launched to either secure the data necessary from external sources (CPE, KCTCS, KY Occupational Outlook & Breaking Glass, etc.) or internally from Institutional Research. Some of the information necessary to deploy this plan will require data collection from constituent groups through surveys, focus groups or other means. The KSU senior leaders responsible for each goal shall immediately assess all relevant data resources to establish benchmarks along with multi-year trend lines and growth targets.

Each Institutional goal and associated strategic objectives shall be tracked and reported in a uniform manner. Strategic objectives are included in Gantt charts to assist in timely work and strategic outcomes. Each strategic objective should be mapped using the electronic form found in Attachment C. An example of a condensed form can be found in the figure that follows. The University "Dashboard" should be utilized to track progress on all goals and related objectives.

<b><i>Kentucky State University Strategic Goals, Objectives, Tasks, Timelines, Progress and Results Tracking Form</i></b>
Goal 1 Enhance Student Enrollment, Improve Student Life and Engagement, and Improve student Advising and Career Development.
Goal 2 Achieve Academic Excellence Across all Programs and Colleges, Increase Student General Education Skills, Degree Persistence, Career Readiness and Graduation Rates.
Goal 3 Increase the University's Financial Strength and Operational Efficiency
Goal 4 Enhance the Impact of External Relations and Development.
Goal 5 Obtain Maximum Institutional Effectiveness through the Implementation of a Continuous Quality Improvement Process framed within the seven <i>Baldrige Performance Excellence in Education</i> criteria.
<b>University Strategic Goal:</b>

Objective :			
Strategy or Tactics with Deadlines:			
Performance Measures: (These should be data driven and measurable)			
Primary Responsibility:		Other Responsible Individuals:	
Action Taken/Results to Date:			
Deadlines:		Resources:	
Comments:			

*KSU's Strategic Goals, Objectives and Timelines*

Each of KSU’s strategic goals includes objectives and timelines for activity completion. The Gantt charts that correspond with each goal are plotted out over eight quarters or two years. Midcourse corrections, if any, should be made at the end of the 4<sup>th</sup> quarter and at the end of the 8<sup>th</sup> quarter.

**Goal 1 Enhance Student Enrollment, Improve Student Life and Engagement, and Improve Student Advising and Career Development.**

**Objectives**

1. a Enhance student enrollment (Target enrollment 1,800 Fall of 17 & 2,100 by Fall 2018). Track the impact of each new tactic below to provide enrollment impact data that will be utilized to continuously improve enrollment processes and resulting yield. The *Student Enrollment Management Plan* (September 2016) should be used to guide enrollment processes.

1.b Identify a list of high enrollment yield high schools and develop a high school recruitment plan with admission and enrollment targets. Identify new recruiting territories to foster relationships in unlikely places, especially cities that have significant African American populations in states that do not have an HBCU; Minnesota (Minneapolis), Wisconsin (Madison, Milwaukee, Green Bay), Nebraska (Omaha), Iowa (Des Moines, Waterloo), and more. Test new markets with new recruitment tactics.

1.c Identify KY workforce needs and link programs of study to employment promise. Utilize employment promise as an enrollment management tactic.

1.d Identify the driving forces that compel students to enroll at KSU and the barriers to enrolling. Develop processes that enhance the driving forces and reduce the barriers.

- 1.e Design and utilize cutting edge technology (dynamic web content, cell phone blasts, text messages that entice, student success information and student testimonies) to push information about KSU out to perspective students.
- 1.f Design robust AP transfer, and cross enrollment agreements with area high schools.
- 1.g Work with all KY community colleges (first priority: Bluegrass CC, Jefferson CC, Elizabethtown CC) to offer early conditional admission to well qualified CC students, and automatic admission to graduates that meet valid and reliable admission metrics.
- 1.h Craft and utilize admissions counseling messages that are data driven (i.e., for students who are academically qualified, and those who are not).
- 1.i Develop and deploy early admission processes to conditionally admit high school students during their junior year.
- 1.j Continually work with Institutional Research to hone admission metrics that are valid and reliable. Utilize multiple year trend lines to identify problems and establish targets.
- 1.k Identify strategies to increase the enrollment of students who are well qualified academically. Assess international recruiting opportunities and develop tactics that respond to the opportunities revealed by the assessment of international markets. Those countries that have large international U.S. company presence may be a starting point and could serve to support international travel and internships abroad.
- 1.l Review admissions processes to ensure rapid response to perspective students across the admission process continuum.
- 1.m Identify methods to "stay close" to admitted students in order to ensure matriculation and decrease the number of students who enroll elsewhere. Contact admitted students who enroll elsewhere to assess KSU's barriers to enrollment.
- 1.n Deploy a student life survey (overall satisfaction, health and wellness, safety and security, student activities and engagement, career counseling, advising, academic support, academic rigor, and more) and use the results to rapidly deploy student life improvement tactics.
- 1.o Utilize NSSE data to identify opportunities that bolster student engagement.
- 1.p Design and deploy advising processes focused on student success, career counseling, career development, and career readiness.
- 1.q Design opportunities in each discipline for student research, internships, employment, service, international travel or study abroad.
- 1.r Appoint and utilize an advisory committee of KY employers able to provide advice on curricula, career development, internships and employment opportunities.
- 1.s Identify Frankfort community continuing education needs and launch plans for robust evening, weekend and enhanced on-line programming.

1.t Identify all area companies that provide a tuition benefit, and identify ways to support business owner’s employee development and educational needs.

Goal 1 tactics, responsibilities and deadlines for progress are found in the table below.

<b>Goal 1 Enhance Student Enrollment, Improve Student Life and Engagement, and Improve Student Advising and Career Development.</b>									
<b>Primary Responsibility: VPSA</b>	<b>Approval: UP, BOR, BOR-SAC</b>								
<b>Objectives</b>	<i>Resp. Code</i>	<i>1st Q</i>	<i>2nd Q</i>	<i>3rd Q</i>	<i>4th Q</i>	<i>5th Q</i>	<i>6th Q</i>	<i>7th Q</i>	<i>8th Q</i>
1.a Enhance student enrollment (Target enrollment 1,800 Fall of 17 & 2,100 by Fall 2018). Track the impact of each new tactic below to provide enrollment impact data that will be utilized to continuously improve enrollment processes and resulting yield. The <i>Student Enrollment Management Plan</i> (September 2016) should be used to guide enrollment processes.	VPSA								
1.b Identify high enrollment yield high schools and develop a high school recruitment plan with admission and enrollment targets. Identify new recruiting territories to foster relationships in unlikely places, especially cities that have significant African American populations in states that do not have an HBCU; Minnesota (Minneapolis), Wisconsin (Madison, Milwaukee, Green Bay), Nebraska (Omaha), Iowa (Des Moines, Waterloo), and more. Test new markets with new recruitment tactics.	VPSA								
1.c Identify KY workforce needs and link programs of study to employment promise. Utilize employment promise as an enrollment management tactic.	VPSA VPAA								
1.d Identify the driving forces that compel students to enroll at KSU and the barriers to enrolling, develop	VPSA APIE IR								

processes that enhance the driving forces and reduce the barriers. Utilize a follow-up survey process.									
1.e Design and utilize cutting edge technology (dynamic web content, cell phone blasts, text messages that entice, student success information and student testimonies) to push information about KSU out to perspective students.	VPSA CIO VPER&D								
1.f Design robust AP transfer, and cross enrollment agreements with area high schools.	VPSA VPAA								
1.g Work with all KY community colleges (first priority: Bluegrass CC, Jefferson CC, Elizabethtown CC), and offer early conditional admission to well qualified CC students, and automatic admission to graduates that meet valid and reliable admission metrics.	VPSA VPAA								
1.h Craft and utilize admissions counseling messages that are data driven ie: for students who are academically qualified, and those who are not.	VPSA VPAA								
1.i Develop early admission processes to conditionally admit high school students during their junior year.	VPSA VPAA								
1.j Continually work with Institutional Research in hone admission metrics that are valid and reliable.	VPSA VPAA VPIE IR								
1.k Identify strategies to increase the enrollment of students of who are extremely well qualified academically. Assess international recruiting opportunities and develop tactics that respond to the opportunities revealed by the assessment of international markets. The countries that have large international U.S. company presence may be a starting point and could serve to support international travel and internships abroad.	VPSA VPAA AC&D FS								

1.l Review admissions processes to ensure rapid responses to perspective students across the admission process continuum on admission decisions.	VPSA								
1.m Identify methods to "stay close" to admitted students in order to ensure enrollment and decrease the number of students who enrollment elsewhere. Contact admitted students who enroll elsewhere to assess KSU's barriers to enrollment.	VPSA								
1.n Deploy a student life survey (overall satisfaction, health and wellness, safety and security, student activities and engagement, career counseling, advising, academic support, academic rigor, and more), use the results to rapidly deploy student life improvement tactics.	VPSA VPIE IR								
1.o Utilize NSSE data to identify opportunities to bolster student engagement.	VPSA VPIE								
1.p Design and deploy advising processes focused on student success, career counseling and career development.	VPSA VPAA								
1.q Design opportunities for student research, internships, employment, international travel or study abroad.	VPSA VPAA								
1.r Appoint and utilize an advisory committee of KY employers who will be able to provide advice on career development, internships and employment opportunities.	VPSA								
1.s Identify Frankfort community continuing education needs and launch plans for robust evening and on-line course offerings	VPSA VPER&D								
1.t Identify all area companies that provide a tuition benefit, and identify ways to support business owner's employee development and educational needs.	VPSA VPER&D								
<b>Data and other resources to be utilized in Goal 1, Goal 1 resources can be found in Appendix D: KY Occupational Outlook, Breaking Glass Database, Application and</b>									

Enrollment Data, Directory of Local and KY Major Employers, Registry Enrollment Policy and Process Recommendations, Kentucky Community College Data Report, Bachelor Cohort "Last Institution" Report, KY Community College Enrollment and Degrees awarded and Adult Education Enrollment Report, Monthly and Annual Enrollment Management Reports, IR Quick Facts Reports, KY Postsecondary Feedback Reports, Schools Attended by Admitted Students Who Did Not Attend KSU Report, The Student Enrollment Management Plan (2016). ACT/HS GPA Report (Sept 2016)

**Goal 2      Achieve Academic Excellence Across all Programs and Colleges, Increase Student General Education Skills, Degree Persistence, Career Readiness and Graduation Rates.**

**Objectives**

2.a Launch the Assessment and Institutional Effectiveness Plan ensuring that the data required to support Goal 2 objectives are available.

2.b Develop and Deploy a *Quality Enhancement Plan* that when reviewed against the SACS *Indicators of an Acceptable Quality Enhancement Plan* would receive an Exceptional [??] rating on all four indicators (CR2.12, Indicator 1.A, 1.B, 2.A, 2.B).

2.c Launch an effective program review process. Provide development opportunities for the faculty who are responsible for program reviews to ensure all program reviews are meaningful, help in program level decision making and are evaluated as exceptional by KSU administrators and KYCPE and SACS. Problems areas should be identified and undergo more frequent reviews until issues are resolved.

2.d Review all academic programs for sustainability using enrollment and revenue over expenditure data. Identify academic programs that are high yield and those that need to enhance enrollment and yield. Work with IR to establish a common set of program indicators that can be monitored annually using benchmarks and trending data.

2.e Link every academic program to occupation outlook data and review curricula to ensure programs are supporting career readiness. Each discipline should utilize an outside advisory committee to assist in evaluating curricula, especially courses that are targeted to include internships, research and employment opportunities.

2.f Deploy alumni surveys in order determine the return on student's tuition investment.

2.g Develop specific plans to increase the number of bachelor's degrees conferred per 100 FTE student by 20 %.

2.h Develop specific plans to increase the enrolled student progression rate to 41%.

2.i Develop specific plans to increase the student retention rate to 71%, the URM retention rate to 65% and the low income retention rate to 65%.

2.j Develop specific plans to increase the overall graduation rate to 46%, the URM graduation rate to 34% and the low income graduation rate to 35%.

2.k Develop strategies to double the rate of STEM program enrollment, retention and graduation.

2.l Develop and deploy plans to significantly increase post-graduate opportunities.

2.m Develop a plan to enhance faculty professional development opportunities with a focus on developing teaching skills and engaging students through high-impact teaching and learning strategies. Deploy a Faculty Development Survey process to inform a faculty development program. Develop a robust faculty development program that supports on campus and off campus training for faculty.

2.n Develop a process to update promotion and tenure policies to reflect the increased importance of engaging students using innovative teaching methods, advising, and the opportunities for scholarship in the areas of teaching and learning, research and service.

2.o Develop strategies to increase opportunities for faculty scholarship, research and creative endeavors, especially faculty-student collaborations. Launch formal faculty incentives to engage in undergraduate student/faculty research programs.

2.p Deploy programs that support academic leadership growth among faculty. Ensure that such programs contribute to leadership skill development through follow-up assessment processes. This should include the ACE Fellows Program and HBCU faculty exchanges.

2.q Design and implement a comprehensive recruitment and retention plan for diverse faculty. Utilize the HBCU Faculty Exchange program. Deploy the Faculty *Life Survey* and annually address faculty life issues as faculty life satisfaction contributes to retention.

2.r Recognize faculty who are exemplary teachers.

2.s Develop and deploy ~~processes~~ workshops and mentoring programs to help faculty prepare for promotion and tenure. Include the use of electronic portfolios that are linked to assessment and faculty evaluation data. Engage faculty in revising the annual faculty evaluation process to ensure equity across all programs and disciplines.

2.t Develop a more robust undergraduate research program for students through seed money incentive programs in each of the disciplines.

2.u Increase research quality and productivity among individual faculty, across departments, and within academic programs through investments in infrastructure, the development of additional graduate assistantships and fellowships and the recruitment of additional successful research faculty.

2.v Work collaboratively and with partner institutions and alumni to develop research programs and research and service centers that result in regional and national recognition for KSU. Research programs and research centers should build on existing strengths.

2.q Develop a plan to invest in state-of-the-art, cutting-edge teaching and learning technology across all programs. Develop and ensure information literacy skills among students.

2.r Utilize General Education assessment processes to improve general education teaching and learning outcomes. Add general education content related to African Studies and Diaspora to honor the history and heritage of KSU. Adding such content will bolster student's ability to contribute as global citizens.

2.s Develop processes to bolster the University's General Education Core in order to foster cross-disciplinary, experiential, and inquiry-based learning. In addition; increase cross-listing of courses and co-teaching, integrate critical and analytical thinking skills, integrate computational and design thinking, integrate technical writing skills, and promote environmental awareness.

2.t Conduct a "General Education Symposium" that provides a platform to showcase the best practices in cross-disciplinary General Education.

2.u Processes will be put into place to ensure all faculty are engaged in their professional associations and participate in professional or discipline related association activities.

2.v Bolster faculty distinctiveness by encouraging extramural support for research and program development. Develop extramural funding portfolios for every academic program and its faculty by 2017. 2.w Increase the number of faculty involved in interdisciplinary research and research collaboration with external institutions. Deploy the *Research Culture Survey* in order to identify the factors that drive and restrain research activity at KSU. Use survey results to improve the research culture across campus.

2.x Develop a plan to promote opportunities for faculty, staff, and students to participate in significant and conscientious shared governance.

2.y Design a process to increase student engagement in community service, service learning experiences, and study abroad.

2.z In collaboration with other HBCU's host a national conference on African American/Africana/Diasporic studies.

2.aa Design a process to strengthen and promote the Aquaculture Program.

2.bb Design tactics to promote the teacher education program as a program of distinction built on a culturally responsive curriculum. The School will graduate teachers who are competent and skilled at teaching in any cross-cultural or multicultural setting and who contribute to the workforce needs of Kentucky.

2.cc Design processes to promote the Whitney Young Center for Leadership program.

2.dd Design and launch a plan to promote the School of Business to offer a Business Management program of distinction that collaborates with businesses to prepare graduates as leaders for positions in business economics/investment banking, enterprise systems and data analytics, and supply chain management.

2.ee Form a group of faculty and research supervisors in charge of capstone courses to develop multidisciplinary, cross functional projects. Teams of seniors from across disciplines will form the Capstone Project teams. Team members with different interests and skills will contribute to various aspects of the project such as business aspects, environmental impact, community impact, aesthetic aspects, technical requirements, and the like.

2.ff Develop a process to catalyze exemplary and relevant Land Grant research programs to resolve agricultural, educational, economic, and social problems for the people of the Commonwealth of Kentucky, especially economically and socially disadvantaged persons and families.

2.gg Design and deploy a plan to strengthen the relationship between the Land Grant Program the other colleges in setting research, education, and extension programming goals.

2.hh Launch the processes necessary to ensure an exemplary SACS Reaffirmation process. Assess all academic programs to ensure programmatic accreditation where applicable.

2.ii Increase the number of students, alumni, faculty, and staff engaged in volunteer activities.

Goal 2 tactics, responsibilities and deadlines for progress are found in the table below.

<b>Goal 2 Achieve Academic Excellence Across all Programs and Colleges, Increase Student General Education Skills, Degree Persistence, Career Readiness and Graduation Rates.</b>									
<b>Primary Responsibility: VPAA</b>	<b>Approval: UP, BOR, BOR-AAC</b>								
<b>Objectives</b>	<i>Resp. Code</i>	<i>1st Q</i>	<i>2nd Q</i>	<i>3rd Q</i>	<i>4th Q</i>	<i>5th Q</i>	<i>6th Q</i>	<i>7th Q</i>	<i>8th Q</i>
2.a Launch the Assessment and Institutional Effectiveness Plan ensuring that the data required to support Goal 2 objectives are available.	VPAA VPIE IR								
2.b Develop and Deploy a <i>Quality Enhancement Plan</i> that when reviewed against the SACS Indicators of an <i>Acceptable Quality Enhancement Plan</i> would receive an	VPAA APIE COI IR								

<i>Exceptional</i> rating on all four indicators (CR2.12, Indicator 1.A, 1.B, 2.A, 2.B).									
2.c Launch an effective program review process. Provide development opportunities for the faculty who are responsible for program reviews to ensure all program reviews are meaningful, help in program level decision making and are evaluated as exceptional by KSU administrators and KYCPE and SACS.	VPAA VPIE AC&D								
2.d Review all academic programs for sustainability using degree program enrollment and revenue over expenditure data. Identify academic programs that are high yield and those that need to be developed to enhance enrollment and yield.	VPAA VPBA								
2.e Link every academic program to occupation outlook data and review curricula to ensure programs are supporting career readiness. Utilize outside advisory committees to assist in evaluating curricula especially courses that are targeted to include internships, and research and employment opportunities.	VPAA AC&D								
2.f Develop and deploy alumni surveys in order determine Graduate satisfaction and the return on students' tuition investment.	VPAA VPER&D								
2.g Develop specific plans to increase the number of bachelor's degrees conferred per 100 FTE student to 20 %.	VPAA								
2.h Develop specific plans to increase the enrolled student progression rate to 41%.	VPAA APES AC&D FS								
2.i Develop specific plans to increase the student retention rate to 71%, the URM retention rate to 65% and the low income retention rate to 65%.	VPAA APES AC&D FS								
2.j Develop specific plans to increase the overall graduation rate to 46%, the	VPAA AC&D								

URM graduation rate to 34% and the low income graduation rate to 35%.	FS								
2.k Develop tactics to double the rate of STEM program enrollment, retention and graduation.	VPAA AC&D								
2.l Develop and deploy plans to significantly increase post graduate opportunities.	VPAA								
2.m Develop a plan to enhance faculty professional development opportunities with a focus on developing teaching skills and engaging students through high-impact teaching and learning strategies. Deploy a Faculty Development Survey process to inform a faculty development program. Develop a robust faculty development program that supports on campus and off campus training for faculty.	VPAA VPIE FS AC&D IR								
2.n Develop a process to update promotion and tenure policies to reflect the increased importance of engaging students, using innovative teaching methods, advising, scholarship of teaching and learning, research and service.	VPAA FS AC&D								
2.o Develop tactics to increase opportunities for faculty scholarship, research and creative endeavors, and faculty-student collaborations. Launch formal faculty incentives to engage in research.	VPAA FS AC&D								
2.p Deploy programs to support academic leadership growth and capacity among faculty. Ensure that such programs are on target and contribute to leadership skill development through follow-up assessment processes.	VPAA FS AC&D								
2.q Design and implement a comprehensive recruitment and retention plan for diverse faculty. Utilize the HBCU Faculty Exchange program. Deploy the <i>Faculty Life</i>	VPAA FS AC&D								

Survey and annually address faculty life issues as faculty life satisfaction contributes to retention.									
2.r Develop a process that recognizes faculty who are exemplary teachers.	VPAA FS AC&D								
2.s Develop and deploy processes to help faculty prepare for promotion and tenure. Include the use of electronic portfolios that are linked to assessment and faculty evaluation data. Engage faculty in revising the annual faculty evaluation process to ensure equity across all programs and disciplines.	VPAA AC&D								
2.t Develop and deploy a process to recognize both faculty and students who are doing exemplary work in research. Support faculty through seed money investments and improved research management processes. Develop a more robust undergraduate research program for students.	VPAA AC&D								
2.u Processes will be put into place to ensure all faculty are engaged in their professional associations and participate in professional or discipline related association activities.	VPAA AC&D								
2.v Bolster faculty distinctiveness by encouraging extramural support for research and program development. Develop extramural funding portfolios for every academic program and its faculty by 2017.	VPAA AC&D								
2.w Increase the number of faculty involved in interdisciplinary research and research collaboration with external institutions. Deploy the <i>Research Culture Survey</i> in order to identify the factors that drive and restrain research activity at KSU. Use survey results to improve the research culture across campus.	VPAA AC&D								
2.x Develop a plan to promote opportunities for faculty, staff, and	VPAA FS								

students to participate in significant and conscientious shared governance.	AC&D								
2.y Design a process to increase student engagement in community service, service learning experiences, and study abroad.	VPAA VPSA VPER&D SG								
2.z In collaboration with other HBCU's host a national conference on African American/Africana/Diasporic studies.	VPAA AC&D								
2.aa Design a process to strengthen and promote the Aquaculture Program.	VPAA AC&D								
2.bb Design tactics to promote the teacher education program as a program of distinction built on a culturally responsive curriculum. The School will graduate teachers who are competent and skilled at teaching in any cross-cultural or multicultural setting and who contribute to the workforce needs of Kentucky.	VPAA AC&D								
2.cc Design processes to promote the Whitney Young Center for Leadership program.	VPAA AC&D								
2.dd Design and launch a plan to promote the School of Business to offer a Business Management program of distinction that collaborates with businesses to prepare graduates as leaders for positions in business economics/investment banking, enterprise systems and data analytics, and supply chain management.	VPAA AC&D								
2.ee Form a group of faculty and research supervisors in charge of capstone courses to develop multidisciplinary, cross functional projects. Teams of seniors from across disciplines will form the Capstone Project teams. Team members with different interests and skills will contribute to various aspects of the project such as business aspects, environmental impact, community	VPAA AC&D								

impact, aesthetic aspects, technical requirements, and the like.									
2.ff Develop a process to catalyze exemplary and relevant Land Grant research programs to resolve agricultural, educational, economic, and social problems of the people of the Commonwealth of Kentucky, especially economically and socially disadvantaged persons and families.	VPAA AC&D								
2.gg Design and deploy a plan to strengthen relationships between the Land Grant Program and partners, and stakeholders in setting research, education, and extension programming goals.	VPAA AC&D								
2.hh Launch the processes necessary to ensure an exemplary SACS Reaffirmation process. Assess all academic programs to ensure programmatic accreditation where applicable.	VPAA VPIE								
2.ii Design a process to increase the number of students, alumni, faculty, and staff engaged in volunteer activities.	VPAA VPSA VPER&D								
<p><b>Data and other resources to be utilized in Goal 2. Goal 2 resources can be found in Appendix E Academic Support Action Plan (Sept 2016), AIEP Plan, Reaffirmation Launch Plan, Registry reports regarding Whitney Young Center, Shared Governance Issue Paper, KYCPE Scorecard Data, IPEDS Aspirational Peer Group Feedback Report, Faculty Development Survey, Projected 2 Year Faculty Development Plan, KYCPE Performance Metrics for Budgeting, SACS QEP Criteria, Degree Program Enrollment Report with R/E Data, KY Occupational Outlook Report, Breaking Glass Database Information, Registry Enrollment Based Budgeting Policy, Registry Program Review Recommendations, Registry Promotion and Tenure Recommendations, Draft IDC Rate Policy, Draft Research Incentive Plan, Sponsored Programs Development Plan, Research Culture Survey.</b></p>									

**Goal 3: Increase the University's Financial Strength and Operational Efficiency.**

**Objectives**

3.a Develop a plan to ensure quality and efficiency in all University operations by implementing process improvements that are measured routinely using standard operational metrics.

3.b Develop new budgeting processes focused on funding strategic initiatives, State performance based funding realities, and enrollment based performance.

3.c Develop processes to assess and fund administrative departments based on administrative performance.

3.d Conduct an annual departmental faculty workload analysis to ensure responsible stewardship of resources and to determine capacity across all programs.

3.e With the VPAA develop formal plans to enhance resources through grants and contracts from federal and state agencies, corporations, and foundations.

3.f Implement a campus master plan, including a comprehensive analysis of space. Identify teaching capacity based on space availability. Identify opportunities to maximize space utilization, especially space that can generate revenue.

3.g Develop and deploy a plan to address deferred maintenance.

3.h Develop and launch a plan to increase the efficiency and user satisfaction of all business units.

3.i Create and launch a sustainability plan for the KSU campus to reduce energy use (electrical power, water, gas, and coal) by using environmentally sustainable methods.

Goal 3 tactics, responsibilities and deadlines for progress are found in the table below.

<b>Goal 3: Increase the University's Financial Strength and Operational Efficiency.</b>									
<b>Primary Responsibility: VPBA</b>	<b>Approval: UP, BOR, BOR-F&amp;AC</b>								
<b>Objectives</b>	<i>Resp. Code</i>	<i>1st Q</i>	<i>2nd Q</i>	<i>3rd Q</i>	<i>4th Q</i>	<i>5th Q</i>	<i>6th Q</i>	<i>7th Q</i>	<i>8th Q</i>
3.a Develop a plan to ensure quality and efficiency in all University operations by implementing process improvements that are measured routinely using standard operational metrics.	VPBA IA								
3.b Develop new budgeting processes focused on funding strategic initiatives, State performance based funding realities, and enrollment based performance.	VPBA IA								
3.c Develop processes to assess and fund administrative departments based on administrative performance.	VPBA								
3.d Conduct an annual departmental faculty workload analysis to ensure	VPBA								

responsible stewardship of resources and to determine capacity across all programs.									
3.e With the VPAA develop formal plans to enhance resources through grants and contracts from federal and state agencies, corporations, and foundations.	VPBA								
3.f Implement a campus master plan, including a comprehensive analysis of space. Identify teaching capacity based on space availability. Identify opportunities to maximize space utilization, especially space that can generate revenue.	VPBA								
3.g Develop and deploy a plan to address deferred maintenance.	VPBA								
3.h Develop and launch a plan to increase the efficiency and user satisfaction of all business units.	VPBA AVPIE								
3.i Create and launch a sustainability plan for the KSU campus to reduce energy use (electrical power, water, gas, and coal) by using environmentally sustainable methods.	VPBA								
3.a Develop a plan to ensure quality and efficiency in all University operations by implementing process improvements that are measured routinely using standard operational metrics.	VPBA								
<b>Data and other resources to be utilized in Goal 3. Goal 3 Resources can be found in Appendix G. Registry Enrollment Based Budgeting Plan, CPE March 2016 Benchmarks for Performance, Degree Program Enrollment Report, Registry Enrollment and R/E Data by Academic Department and Program, Grants and Contracts Report, Extramural Funding Plan.</b>									

**Goal 4 Enhance the Impact of External Relations and Development.**

**Objectives**

4.a Develop a plan to continue to increase brand awareness and the image of the KSU brand.

4.b Assess internal and external communication processes and develop a plan that will result in improved communications.

4.c Develop and launch a plan to foster pride in KSU by developing a distinctive University experience for all students, faculty, staff, and visitors.

4.d Develop and launch a plan to bolster the engagement of alumni, include Alumni in recruiting, mentoring, and supporting students through formal programs and informal processes.

4.e Invest in processes that result in KSU's ability to better track its alumni.

4.f Solicit feedback from alumni on degree program satisfaction, employment, KSU loyalty and opportunities for engagement.

4.g Using the strategic plan, identify and develop case statements that can be utilized to solicit giving. Develop a plan that supports various types of giving from a variety of potential donors with a goal of 2.9 million by Fall 2018.

4.h Develop and deploy a plan to enhance relationships between the University and the local community.

Goal 4 tactics, responsibilities and deadlines for progress are found in the table below.

<b>Goal 4 Enhance the Impact of External Relations and Development.</b>									
<b>Primary Responsibility: VPER&amp;D</b>	<b>Approval: UP, BOR, BOR-ER&amp;DC</b>								
<b>Objectives</b>	<i>Resp. Code</i>	<i>1st Q</i>	<i>2nd Q</i>	<i>3rd Q</i>	<i>4th Q</i>	<i>5th Q</i>	<i>6th Q</i>	<i>7th Q</i>	<i>8th Q</i>
4.a Develop a plan to continue to increase brand awareness and the image of the KSU brand.	VPER&D								
4.b Assess internal and external communication processes and develop a plan that will result in improved communications.	VPER&D VPAA VPSA CIO US SG								
4.c Develop and launch a plan to foster pride in KSU by developing a distinctive University experience for all students, faculty, staff, and visitors.	VPER&D								

4.d Develop and launch a plan to bolster the engagement of alumni, include Alumni in recruiting, mentoring, and supporting students through formal programs and informal processes.	VPER&D							
4.e Invest in processes that result in KSU's ability to better tracking alumni.	VPER&D AVPIE							
4.f Launch processes to solicit feedback from alumni on degree program satisfaction, employment, KSU loyalty and opportunities for engagement.	VPER&D AVPIE							
4.g Using the strategic plan, identify and develop case statements that can be utilized to solicit giving. Develop a plan that supports various types of giving from a variety of potential donors with a goal of 2.9 million by Fall 2018.	UP VPER&D							
4.h Develop and deploy a plan to enhance relationships between the University and the local community.	VPER&D							
<p><b>Data and other resources to be utilized in Goal 4. Goal 4 Resources can be found in Appendix G. Benchmark Development Data form IPEDS Peer Group Feedback Report, Development Data for KSU and All KY Public Institutions, KSU Development Trends, Sample Alumni Feedback Survey.</b></p>								

**Goal 5 Obtain Maximum Institutional Effectiveness through the Implementation of a Continuous Quality Improvement Process framed within the seven *Baldrige Performance Excellence in Education* criteria.**

**Objectives**

5.a Launch an Employee Perceptions Survey that measures perceptions of: institutional leadership, Strategic planning and deployment, strategic engagement, student centeredness, KSU's ability to analyze data and utilize data in process improvement, KSU's ability to manage by fact, KSU's operational efficiency, workforce satisfaction, and overall campus culture.

5.b Using the results from the Employee Perceptions Survey, develop processes to improve perceptions and prioritize campus culture investments.

5.c Assess KSU’s ability to meet all seven Baldrige Criteria. Develop a report to the Board on KSU’s potential to apply for a Baldrige Quality Award.

5.e Evaluate KSU Ranking among HBCU and develop a plan to move KSU up in rankings (15<sup>th</sup>-17<sup>th</sup>)

5.f Create an institutional diversity plan that develops and implements comprehensive initiatives ~~to~~ promote access, diversity, intercultural competence, equity, inclusiveness and mutual respect for all members of the campus community.

Goal 5 tactics, responsibilities and deadlines for progress are found in the table below.

<b>Goal 5 Obtain Maximum Institutional Effectiveness through the Implementation of a Continuous Quality Improvement Process framed within the seven <i>Baldrige Performance Excellence in Education</i> criteria.</b>									
<b>Primary Responsibility: UP, APIE</b>					<b>Approval: UP BOR</b>				
<b>Objectives</b>	<i>Resp. Code</i>	<i>1st Q</i>	<i>2nd Q</i>	<i>3rd Q</i>	<i>4th Q</i>	<i>5th Q</i>	<i>6th Q</i>	<i>7th Q</i>	<i>8th Q</i>
5.a Launch an Employee Perceptions Survey that measures perceptions of: institutional leadership, Strategic planning and deployment, Strategic engagement, Student Centeredness, KSU’s ability to analyze data and utilize data in process improvement, KSU’s ability to manage by fact, KSU’s operational efficiency, workforce satisfaction, and overall campus culture.									
5.b Using the results from the Employee Perceptions Survey, develop processes to improve perceptions and prioritize campus culture investments.									
5.c Assess KSU’s ability to meet all seven Baldrige Criteria. Develop a report to the Board on KSU’s potential to apply for a Baldrige Quality Award.									
5.e Evaluate KSU Ranking among HBCU and develop a plan to move KSU up in rankings (15 <sup>th</sup> -17 <sup>th</sup> )									
5.f Create an institutional diversity plan that develops and implements comprehensive initiatives to promote access, diversity, intercultural competence, equity, inclusiveness and									

mutual respect for all members of the campus community.									
<b>Data and other resources to be utilized in Goal 5. Resources for Goal 5 can be found in Appendix H.</b> Campus Culture Survey, Campus Cultural Competence Instruments, Baldrige Criteria, and the Baldrige <i>ARE WE MAKING PROGRESS INSTRUMENT</i> .									

*Plans for Reviewing and Refining the Plan*

Successful strategic planning processes include opportunities to make midcourse revisions. As both the internal and external environments change, so must institutional strategies. With this in mind, midcourse revisions, where appropriate, should be entertained following the 4<sup>th</sup> quarter and the 8<sup>th</sup> quarter.

**Acknowledgement**

Many dedicated individuals took the time and used their talent in crafting this strategic plan. The plan was developed as a road map to move KSU toward its vision. Many of those involved have invested their professional careers in the mission and values of the KSU experience, and for that, they are greatly appreciated. All of the individuals who contributed to this plan are listed in Appendix H.

## **Appendices**

Appendix A	Baldrige Criteria for Excellence in Education
Appendix B	Progress Report Due Dates
Appendix C	Goal and Objectives Tracking and Reporting Form
Appendix D	Goal 1 Resources
Appendix E	Goal 2 Resources
Appendix F	Goal 3 Resources
Appendix G	Goal 4 Resources
Appendix H	Goal 5 Resources
Appendix	List of those who were involved in KSU's Planning Process