

Strategic Plan Process Update

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- Unrealistic goals / disconnected from external trends
- Focus on fads / ideas not based on evidence
- Incremental ideas / emphasis on existing strategies
- Loudest voices win / large groups, narrow discussion
- False precision / focus on metrics rather than strategy
- Traditional approaches to learning / poor fit in increasingly diverse campus community



Meet our students where they are; get them to where Kentucky needs them to be.

- Tailor High-Impact, Goal-Oriented Experiences
- Evaluate and Cultivate Tools for Success
- Make Academics Challenging; Navigation Easy
- Redefine Achievement; Consistently Reward It
- Leverage the Value of Diversity
- Harness the Power of Technology
- Engage Within and Beyond the Campus
- Prepare for the First Job and the Next Job



Innovation in Research, Education, and Engagement

- Anticipate future education delivery models and innovate from traditional models.
- Recognize and leverage unique opportunities and advantages as the flagship, land-grant, and leading research university in Kentucky.
- Continue emphasis on path-breaking, world-renowned research in areas that benefit the Commonwealth.
- Continue to improve telling the story of our impact on Kentucky and the world in a way that resonates clearly with all constituencies, but especially emphasizes the advantages of an education from a leading research institution to students, families, and the Commonwealth.



Innovation in Research, Education, and Engagement

- With a myriad of technological innovations in higher education, we should apply them mindfully with an awareness of what students want and need.
- If we do not satisfy the life-long learning needs of citizens of the Commonwealth, other entities will fill the void and we will lose our competitive advantage.
- We must have deeper, more meaningful, and more visible engagement with the Commonwealth.



Strategic Planning Process Ideas

- We must not create a false dichotomy between agility and strength. We can be nimble and innovate without departing from our core strengths.
- Seriously consider how far we can depart from traditional delivery models.
- Be aware that much of the perceived desire for radical innovation and transformation is being driven by those from outside the academy. Be aware of political, social, cultural, and economic forces driving us to change.
- Do not lose sight of the traditional outcomes: teaching and research quality.



Strategic Planning Process Ideas

- Some elements of the plan should be innovative stretch goals, but we also should focus on improving areas in which we already have strength or a need for continued steepening of trajectory.
- “Student-of-the-future” scenarios focus on unbundling elements of our mission—specifically undergraduate education, but as the flagship, land-grant institution, we should keep all of our missions bundled with research.
- Consider next frontiers in graduate education, internationalization, and building on the culture of belonging and inclusiveness.



- Affordability and access—especially for non-traditional students, minority students, international students, and first-generation students
- Collaborations of four-year institutions with community colleges and high schools to facilitate affordability, access, and educational attainment
- Creative collaborations with business, government, and non-governmental organizations for talent development
- Creation of credentials of value
- Laser sharp focus on addressing achievement gaps for minority students
- Innovations to improve diversity of faculty and leadership



- State of the union in higher education
- Strategic enrollment management
- Growth strategies to address adult learners
- Strategies to overcome equity barriers in student success
- Organization and leadership of the student success enterprise



- Finalize structure for process of generating themes and priorities; process will be faculty-driven
- Revisit mission, vision, and institutional values
- Conduct initial research into challenges and opportunities
- Present ideas to campus, receive input, and draft plan (spring 2020 semester)

