2014-2015 University Priorities

Building on the momentum of the excellence in action strategic priorities of the last six years, Kent State University is poised to determine a distinctive future of impact, influence and interaction.

Our work will be focused on advancing academic quality and student success, while maximizing our considerable resources to move forward as one university, and to assume an engaged leadership position in higher education, both locally and globally.

Since my arrival last July, I have been immersed in getting to know Kent State’s superb faculty, staff, students, alumni and engaged communities and in learning about the remarkable range of your talents, achievements and contributions.

I’ve had the pleasure of meeting with many members of the Kent State family on my Presidential Listening Tour and of hearing your shared feelings about “the heart of Kent State.”

It is with all of this in mind and through my interactions with the university’s Board of Trustees that I have developed five primary priorities that define Kent State’s strategic actions for 2014-2015. They are and will continue to be a valuable guide as we create a shared vision for our university’s future.

Several common threads connect the five priorities in a unified focus for this year. The common threads include: a spirit of collaboration based on respectful and civil interaction; a commitment to diversity as a prime institutional asset; and a recognition that the creation and translation of new knowledge and the development of innovative ideas are the responsibility of all public research universities.

Beverly J. Warren
President
Priority 1

Ensure a “Students First” focus: Kent State’s top priority is to ensure that students have the education, experiences and inclusive environment and support they need to graduate and to live successful, satisfying lives in their work and in their communities as engaged citizens and informed leaders.

A key component of our “Students First” priority is a focus on actions targeted to improve retention and graduation rates.

For a successful “Students First” priority, all students at all levels must have access to high-impact engagement activities that enhance teaching and learning and entry into meaningful career and graduate education opportunities.

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<th>YEAR I TACTICAL GOALS</th>
<th>2014-2015 STRATEGIC ACTIONS</th>
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| Increase the percentage of students who are on track to graduate in < 6 years | • Launch the “Got 15 – Formula to Finish” Campaign  
• Increase the percentage of students enrolled in > 15 credit hours per semester  
• Launch ARMS (Access, Retention, Matriculation, Success) Program  
• Extend mandatory advising for all students  
• Present Diversity Scorecard Report |

| Refine the 2015 enrollment strategy | • Recruit the Class of 2019 and meet size, mix and profile expectations  
• Leverage TRIO community relationships to cultivate a diverse student pipeline  
• Engage with major urban school districts to recruit high-achieving students to Kent State  
• Expand recruitment marketing strategies beyond Northeast Ohio  
• Grow university endowment for scholarship support |
Priority 2

Define and communicate the distinctive Kent State identity: Kent State’s wealth of intellectual, physical and cultural resources makes it a whole that has a far greater impact than the sum of its parts. The knowledge, talent and experiences that exist among Kent State’s students, faculty, staff, alumni and engaged communities are a distinct strength and source of pride for the university. Each constituent has a role in and responsibility for creating Kent State’s future. A distinctive shared vision must define Kent State’s unique contribution to higher education and the citizens we serve.

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| Complete Presidential Listening Tour events and analyze findings | • Complete a six-month Listening Tour and identify key thematic perceptions of Kent State  
• Present Listening Tour findings to Kent State community  
• Announce formation of a Strategic Visioning Advisory Committee |
| Convene a “One University” Commission | • Convene and charge a broadly representative 1 University Commission (1UC)  
• Receive commission report by March 2015 |
| Launch a Strategic Visioning Initiative | • Form and convene a Strategic Visioning Advisory Committee  
• Complete a broad-based environmental assessment, including analysis of university strengths and challenges  
• Include reports of 1UC, research capacity and priorities assessment and athletics assessment  
• Engage university community in visioning discussions  
• Provide a framework for a distinctive Kent State vision, goals and branded identity |
**Priority 3**

Increase Kent State’s global competitiveness: Kent State is connected to every corner of the world and is thus positioned to further influence the global competitiveness of Ohio and our region. In the delivery of our public service mission, global connections are important for several reasons.

First and foremost, we must prepare students to compete, collaborate and serve as leaders in a truly global and ever-changing work environment.

Second, the production of world-class research and scholarship from talented faculty serves as the catalyst for new ideas, new knowledge and creative solutions to some of the world’s most complex challenges.

To become a leading research university, Kent State must contribute to the global competitiveness of our graduates and the resolution of the most pervasive world challenges.

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| Conduct a strategic assessment of research capacity and priorities | • Launch and complete a search for a cabinet-level vice president for research  
• Seek broad input regarding status of research, opportunities and challenges  
• Engage a national consultant to seek broad input and develop an assessment report of Kent State’s research capacity and potential priorities for advancing research |
**Priority 4**

Leverage Kent State's global reach for local impact: As one of Ohio’s largest public universities, it is imperative that Kent State engage its worldwide assets and relationships to contribute in significant ways to the growth and prosperity of the state and Northeast Ohio.

### YEAR I GOALS

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<th>2014-2015 STRATEGIC ACTIONS</th>
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<td><strong>Assess government relations efforts</strong></td>
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<td>• Conduct a full assessment of the university’s government relations program and develop a comprehensive strategic plan that advocates for Kent State priorities and addresses alignment with local, state and federal priorities</td>
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<tr>
<td>• Establish a Kent State Delegation in Ohio</td>
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<tr>
<td>• Realign an Office of Government and Community Relations and search for an executive director to lead the restructured office</td>
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| **Determine next-generation strategies of the Kent State/City of Kent partnership** |
| • Work with city leadership to define next-generation priorities |
| • Produce a joint housing analysis and recommended action items to be presented to the Board of Trustees and Kent City Council |
**Priority 5**

Plan for a sustainable and vibrant future: Higher education is society’s greatest transformation agent. Addressing and resolving the challenges of college affordability, access and support for success have never been more important to the nation’s prosperity.

To ensure financial stability and sustainability, Kent State is committed to evaluating and implementing strategies that increase operational efficiencies, enhancing services for students that lead to successful and timely academic progress, and expanding the institution’s outreach as a destination university for the next generation of academically motivated students.

The institution’s vitality depends on the development of a diversified portfolio of resources. With declines likely to continue in the public funding of higher education, additional resources must be secured from research, foundations and individual philanthropy that support the university’s mission and vision.

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<td>Develop a multiyear budget forecast</td>
<td>• Present a five-year budget forecast that identifies internal and external impacts on institutional revenues and expenses</td>
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| Strengthen support for Kent State | • Finalize search and hire next vice president for advancement  
• Analyze advancement infrastructure requirements for enhanced engagement  
• Identify campaign priorities  
• Meet or exceed 2013-2014 annual giving |
| Conduct a strategic assessment of athletics | • Review national implications for athletics  
• Engage a national consultant to assist in broadly inclusive assessment of athletics  
• Submit an assessment report by June 2015 |
| Meet annual targets of Foundations of Excellence Master Plan | • Execute the identified projects |
| Meet annual targets for Information Technology infrastructure capacity expansion plan | • Increase capacity by 7 percent through network core upgrade  
• Complete 50 percent of wireless upgrade plan |
| Streamline and improve the effectiveness of university business processes | • Implement new Banner XE modules  
• Update PeopleAdmin software and make other planned system improvements |