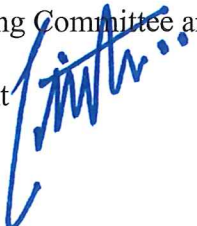




OFFICE OF THE PRESIDENT
Telephone: 270.745.4346

MEMORANDUM

TO: Members of Strategic Planning Committee and Working Groups
FROM: Timothy C. Caboni, President 
DATE: October 9, 2017
RE: Strategic Planning Charge

The strategic planning process in which we will engage as a community will provide a roadmap for Western Kentucky University for the next decade. However, more than a work-plan, the final document will capture our shared aspirations for the university and how we will make those a reality.

Together, we will create a plan for WKU that carves out a place for us nationally and allows us to confidently claim our role as a leader among public institutions in the US. This presents a tremendous opportunity and I want us to seize the moment and be aggressive, creative and bold as we craft a compelling vision for our university. We will leverage all of the possibilities available to us as a student-centered applied research university.

Thank you in advance for your service and contributions to this process. As you consider the charge below and your service as a member of the steering committee or working group, I need your commitment to put aside your departmental, academic unit and role affiliations. Your purpose is to craft goals and strategies to enhance the entire institution, elevate its trajectory and ensure an even brighter future for WKU.

Here is your charge:

After collecting data; assessing our strengths, challenges, opportunities and weaknesses; and detailing emerging themes; each working group will create an overarching goal statement for their area of focus. Additionally, underlying strategies should be created to support the pursuit of the larger goal. The optimal number of strategies will vary by group, but a reasonable target number is 5-7. For each strategy, you should create action steps and outcome metrics we will use to measure our progress and successes.

In January, each working group will hold open forums to share their draft goal, strategies and action items, collect feedback and compile draft recommendations to the steering committee.

Additionally, these draft papers will be posted on the strategic planning website to provide members of the university community an opportunity to comment on and refine the working group draft goal and strategies.

In February, each working group will provide to the steering committee a white paper of approximately ten pages in length describing their group's suggested goal, strategies and action items. Additionally, each group will create a goal-map capturing the strategies and action items on a single page.

The steering committee will then distill the working group white papers and recommended goals, strategies and action items into a draft strategic plan document which we will share in the late spring with the university community for additional feedback and comment.

During this process, we will hold a monthly "check-in" (please hold the evenings of November 9 and December 6) where working groups will have time to share with the group their progress, things they have learned and solicit feedback.

Below are some guiding questions to consider throughout the process:

- What institutional changes will position WKU as a national leader in our areas of intellectual strength, both in instruction and inquiry?
- How might we arrange ourselves differently to pursue exciting, cross-disciplinary collaborations that are attractive to students, industry and ourselves?
- What budget model will allow us to be more nimble, reward performance and allocate resources to new priorities while focusing on student attraction, retention and graduation?
- How do we ensure every student we admit has a reasonable chance to graduate in four years, and how do we support them financially and academically to help enable their success?
- Are there good things that we are doing now that are no longer core to our mission or that have outlived their usefulness?

We have an aggressive, but achievable timeline for how we will build our plan. We will present our final plan to the Board of Regents for approval at their summer meeting in early August and will launch our new strategic plan as the new academic year begins.

Thank you for participating in the effort and helping to shape the future of WKU!