



**MURRAY**  
STATE COLLEGE

STRATEGIC PLAN

*EXTENSION*

2025-2030

MURRAY STATE  
COLLEGE

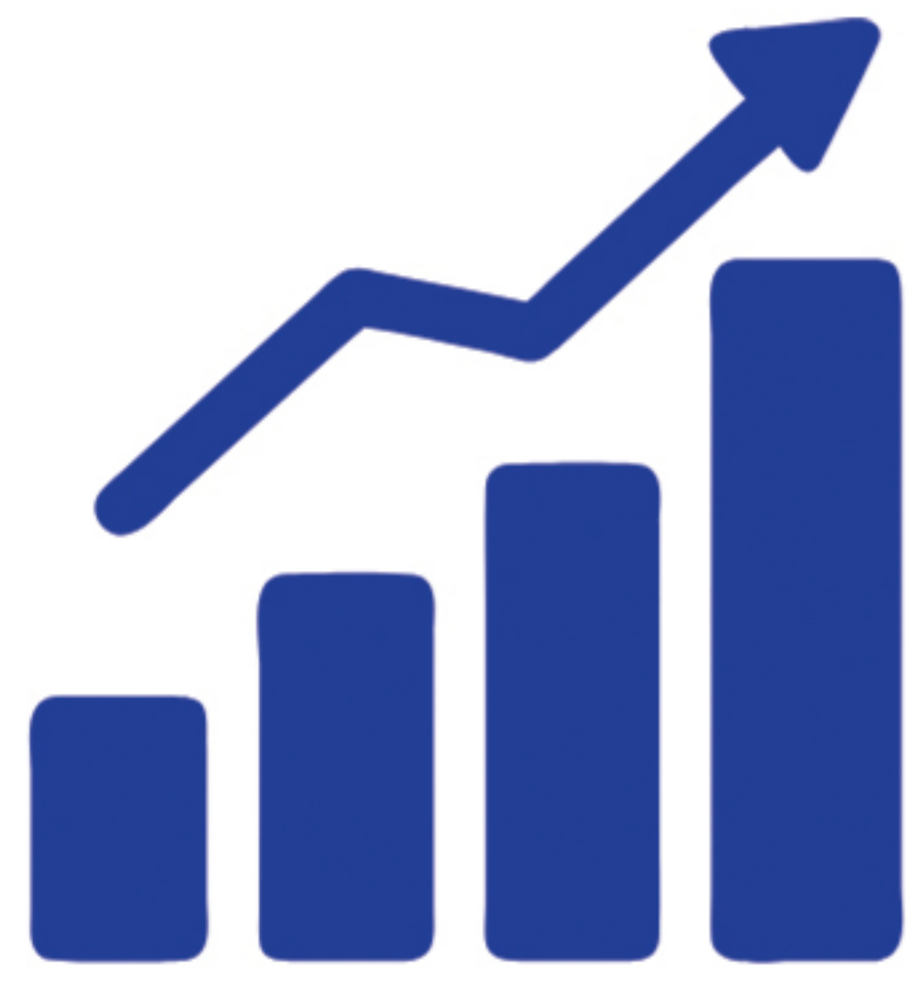
*"FROM HERE, GO ANYWHERE"*



*We stand on the foundation of our past success, and with renewed momentum, we will continue to honor our promises. Together, we are building a future that reflects the strength of our vision and the trust of our community.*

- DR. TIM FALTYN

# ***AT THE FOREFRONT OF EXPANSION AND EXCELLENCE***



**40%**

TOTAL ENROLLMENT  
INCREASE SINCE  
SPRING 2022



**\$45+  
MILLION**

IN EXTERNAL  
FUNDING



**6**

SEMESTERS OF  
CONSECUTIVE  
ENROLLMENT GROWTH



**97%**

OF GRADUATES  
ENTER CRITICAL  
OCCUPATIONS



**\$40+  
MILLION**

IN CONSTRUCTION  
PROJECTS



**HIGHEST**

GRADUATE HEADCOUNT  
IN OUR 117-YEAR  
HISTORY



**39%**

TOTAL EMPLOYEE  
INCREASE SINCE  
FALL 2021



**60%**

STUDENT RETENTION -  
INCREASED 6% FROM 54%  
IN FALL 2017

# STRATEGIC PLAN 2028

## KEY PERFORMANCE INDICATORS UPDATE

### STRATEGY 1

#### STUDENT SUCCESS

GRADUATION RATE

RETENTION

COURSE SUCCESS RATE

CAREER SERVICES

ON TRACK



### STRATEGY 2

#### TEACHING AND LEARNING

HEALTHCARE PROGRAMS

WORKFORCE READINESS

TECHNOLOGY INTEGRATION

ACADEMIC OUTREACH

ONLINE DEGREES

ON TRACK



### STRATEGY 3

#### BELONGING

CAMPUS PREPAREDNESS

CULTURAL ACTIVITIES

BEHAVIORAL HEALTH

SUPPORT NETWORKS

ON TRACK



### STRATEGY 4

#### COMMUNITY

COMMUNITY ENGAGEMENT

COMMUNITY WORKSHOPS

PARTNERSHIP ADVISABILITY

ON TRACK



### STRATEGY 5

#### RESOURCES

REVENUE GROWTH

WIFI EXPANSION

STAFF RETENTION

FACILITIES MASTER PLAN

PROGRAM REVIEW

DATA GOVERNANCE

STRATEGIC PLAN

ON TRACK



SEE HOW WE'RE BUILDING ON THIS SUCCESS.

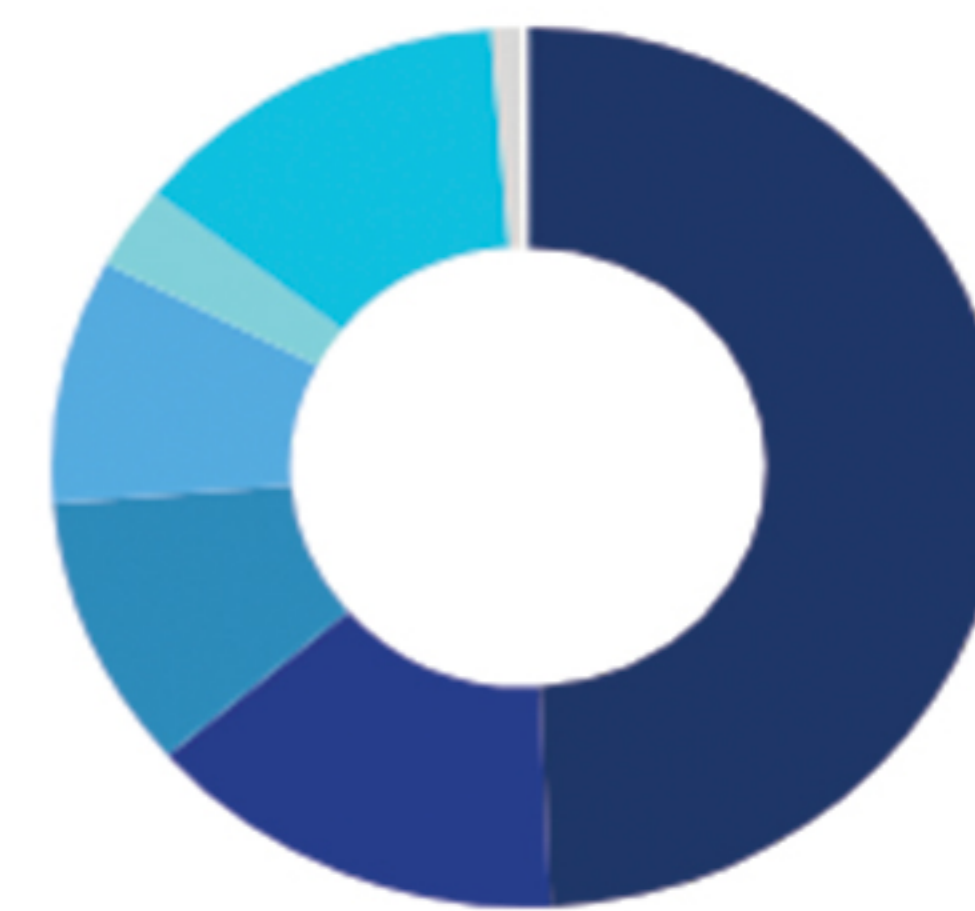
LIFT  
HERE

# INSTITUTIONAL PROFILE

## Student Demographics



White: 49%  
 Two or More: 14%  
 Hispanic: 10%  
 First American/AK Native: 9%  
 Black/African American: 3%  
 Unknown: 13%  
 Asian: 1%  
 Nat. Hawaiian/Pac. Island: >1%



75% Freshmen  
 25% Sophomore  
 91% In-State  
 9% Out-of-State

## Student Population



40% Full-Time  
 60% Part-Time

## Faculty

77 Full-Time  
 84 Adjunct



## Staff

98 Full-Time  
 69 Part-time



- School of Agriculture, Business and Occupational Technology
- School of Arts, Education and Social Sciences
- School of Health and Science
- School of Nursing

## Student Graduation Rates



## Academic Programs



- Bachelor Degree
- Associate Degree
- Certificates
- Early College
- Concurrent



## Competitive Activity Programs

- Academic Team
- Basketball
- Baseball
- Bass Fishing
- Cross Country
- eSports
- Golf
- Livestock Judging
- Livestock Show Team
- Performing Arts
- Rodeo
- Shotgun Team
- Soccer
- Softball
- Wrestling

Annual Total Enrollment: 3,880 Projected Fall 2025

## Headcount By Location

- Ardmore: 213
- Online: 2,648
- Tishomingo: 824
- Off-Campus: 334
- Concurrent Enrollment: 1,089



Campus enrollments are based on all students taking classes offered by that location and should not be summed.

**18:1\***

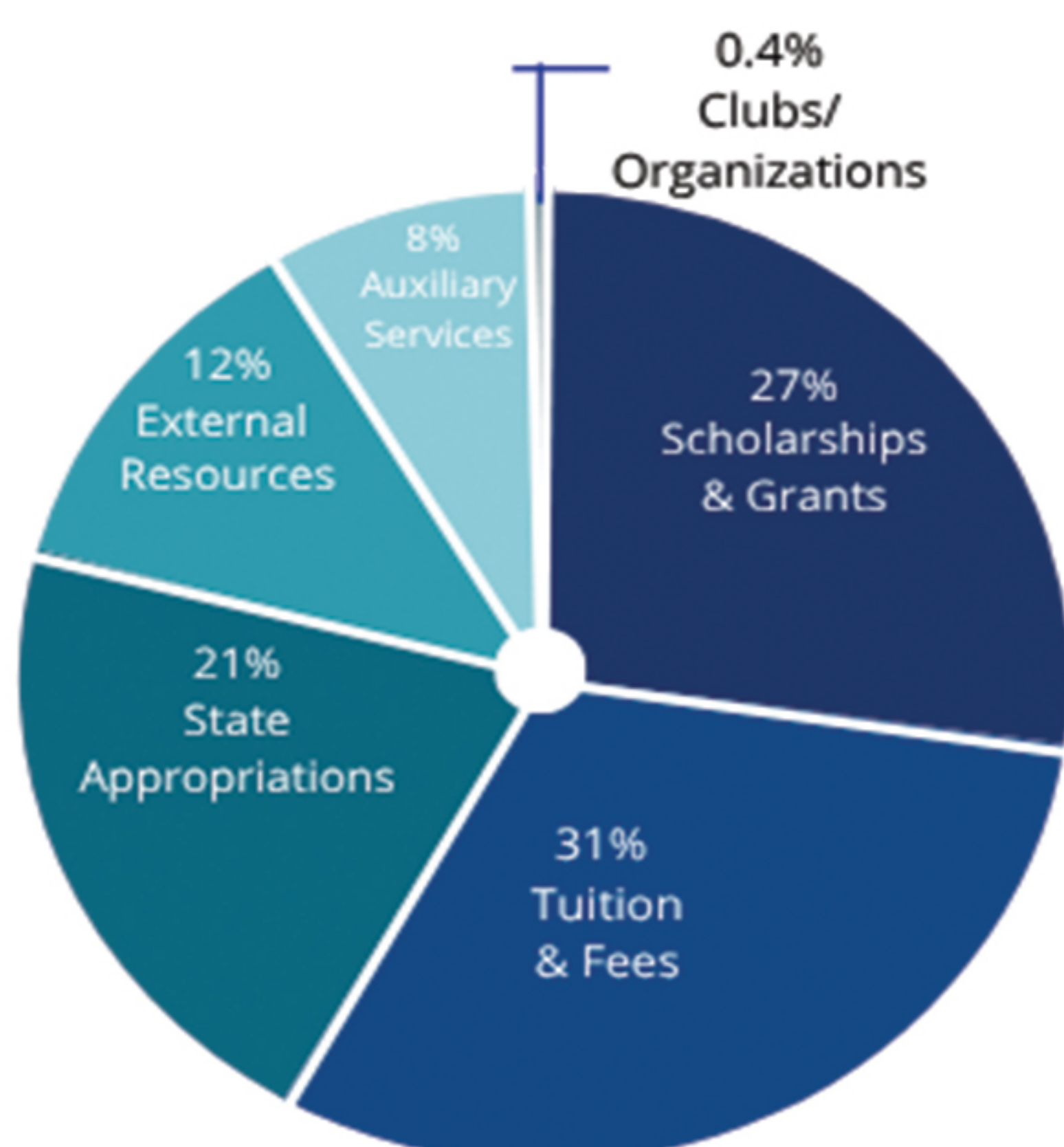
**Student:  
Faculty  
Ratio**

\*Average Number



## 25 Student Clubs & Organizations

## FY26 Institutional Funding by Function Total \$40,827,957

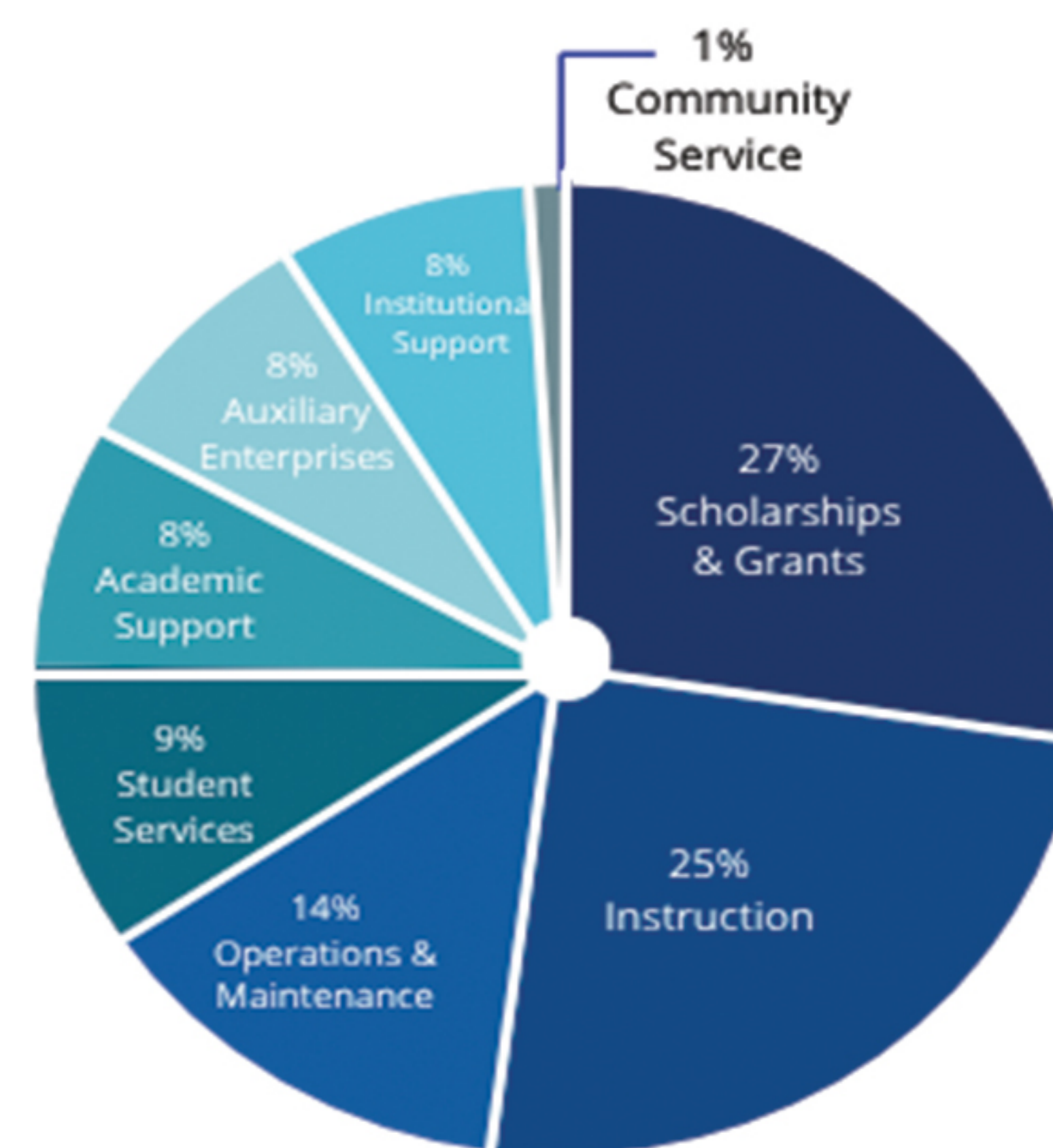


## Budgeted for student scholarships & grants for FY25.



**\$10.4 Million**

## FY26 Institutional Budget by Source Total \$40,827,957



# ADVANCING OUR SUCCESS STRATEGIES INTO 2030

## INTRODUCING NEW GOALS AND INITIATIVES

THIS EXPANSION OUTLINES A NEW SET OF STRATEGIC GOALS DESIGNED TO GUIDE OUR CONTINUED GROWTH AND IMPACT. IT MARKS A NEW CHAPTER IN OUR PURSUIT OF EXCELLENCE, SETTING BOLD PRIORITIES THAT MOVE US CLOSER TO BECOMING A TRULY WORKFORCE-READY COLLEGE—PREPARING EVERY STUDENT FOR SUCCESS BEYOND THE CLASSROOM.



### STRATEGY 1: STUDENT SUCCESS

1.4: Provide Comprehensive Career Counseling for Undeclared Majors. **NEW GOAL**

### STRATEGY 2: TEACHING AND LEARNING



**2.1: REVISION** - Develop the Ardmore Campus by identifying and implementing programs that meet the workforce demand in Carter County.

2.5: Develop and implement an online recruitment strategy to increase the number of online students. **NEW INITIATIVE**

2.6: Develop and expand degree and certificate programs that respond directly to current and projected workforce needs in our service area. **NEW INITIATIVE**

2.7: Address the Statewide Teacher Shortage through Innovative Education Pathways. **NEW INITIATIVE**

2.8 Develop a Comprehensive Hospitality and Tourism Management Program. **NEW INITIATIVE**

2.9: Expand Apprenticeship Opportunities to Support Career Exploration and Program Enrollment. **NEW INITIATIVE**

2.10 Become a regional leader in career-ready education by expanding career-focused programs, strengthening employer partnerships, and aligning learning opportunities with high-demand workforce needs. **NEW INITIATIVE**

## **STRATEGY 3: BELONGING**



3.1: Create a Culture of Preparedness - Introduce mandatory annual safety training for students, faculty, and staff, with a 95% completion rate by 2027. Develop and implement an annual Safety Week. **NEW GOAL**

3.5: Develop a collegiate environment in Ardmore by expanding, implementing, or relocating academic and student activity programs to the Ardmore Campus. **NEW INITIATIVE**

3.6: Build a Unified Campus Community Across All Learning Modalities. **NEW INITIATIVE**

## **STRATEGY 4: COMMUNITY**



4.3: Identify, develop, and implement a strategy to improve the visibility of community, academic, and industry partnerships. **NEW GOAL**

4.4: Develop and nurture strategic partnerships with organizations that share our values, enabling us to co-create solutions, leverage shared resources, and drive lasting, community-centered change. **NEW GOAL**

## **STRATEGY 5: RESOURCES**



5.8: Increase Operational Efficiency Through Process Automation, Data Integration, and Workflow Optimization. **NEW INITIATIVE**

5.9: Identify community partnerships that effectively utilize collegiate resources to expand access for students, support college and community development, and strengthen the College's impact. **NEW INITIATIVE**

5.10: Develop and implement an Ardmore Campus Strategic and Master Plan. **NEW INITIATIVE**



**MURRAY**  
STATE COLLEGE

*BUILDING OUR FUTURE*  
***TOGETHER***

*2025-2030*

*SCAN HERE  
TO LEARN MORE*

