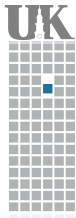


Top 20 Business Plan



Postsecondary Education Reform: The Top 20 Compact between UK and the People of Kentucky





The Role of the Strategic Plan

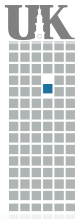
- 1 This Business Plan is a financial, rather than strategic, document. We now can begin the hard work of plotting our strategy for the next 14 years.
- 2 The next Strategic Plan (for 2006–2009) will define specific measures of quality, establish strategic goals for excellence, and direct the allocation of resources across campus.

3

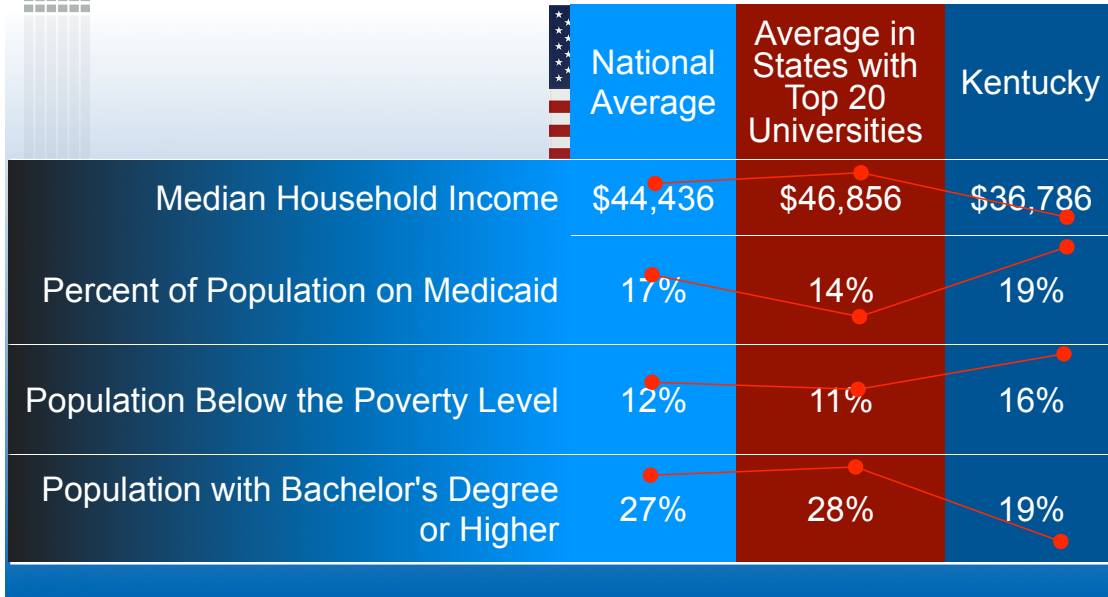
UK's Progress so far:

Measure	Then	Now	Change	Percent Increase
Total Enrollment	24,061 (1996–97)	26,440 (2004–05)	2,379	10%
Graduation Rate	48.1 percent (1991 cohort)	59.5 percent (1998 cohort)	11.4 percentage points	24%
Research Expenditures	\$124.8 mil. (1996–97)	\$297.6 mil. (2003–04)	\$172.8 mil.	138%
Endowment	\$195.1 mil. (June 30, 1997)	\$538.4 mil. (June 30, 2005)	\$343.3 mil.	176%
Endowed Chairs	22 (pre-RCTF)**	95 (June 30, 2005)	73	332%
Endowed Professorships	45 (pre-RCTF)**	210 (June 30, 2005)	165	367%

4



Why Top 20 matters... Quality of Life Measures



5



Making national comparisons

COMPOSITE SCORE

DOMAINS

Undergraduate Education

- ① ACT/SAT
- ② Student/Faculty Ratio
- ③ Six-year Graduation Rate

Graduate Education

- ④ Doctorates Granted
- ⑤ Postdoctoral Appointments

Faculty Recognition

- ⑥ Citations
- ⑦ Awards

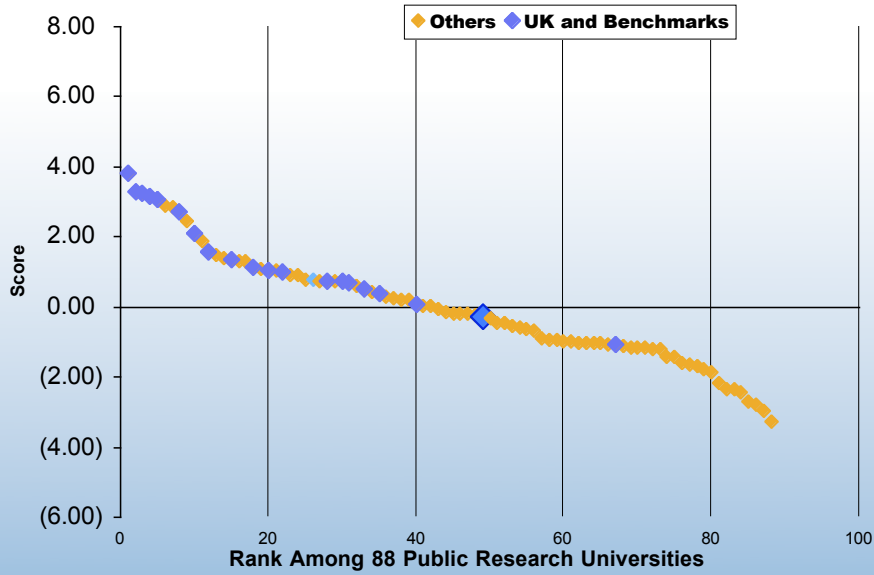
Research

- ⑧ Federal Expenditures
- ⑨ Non-Federal Expenditures

6



Undergraduate Education Score [ACT/SAT (2004), Graduation Rate (2004), and Student-to-Faculty Ratio (2004)]

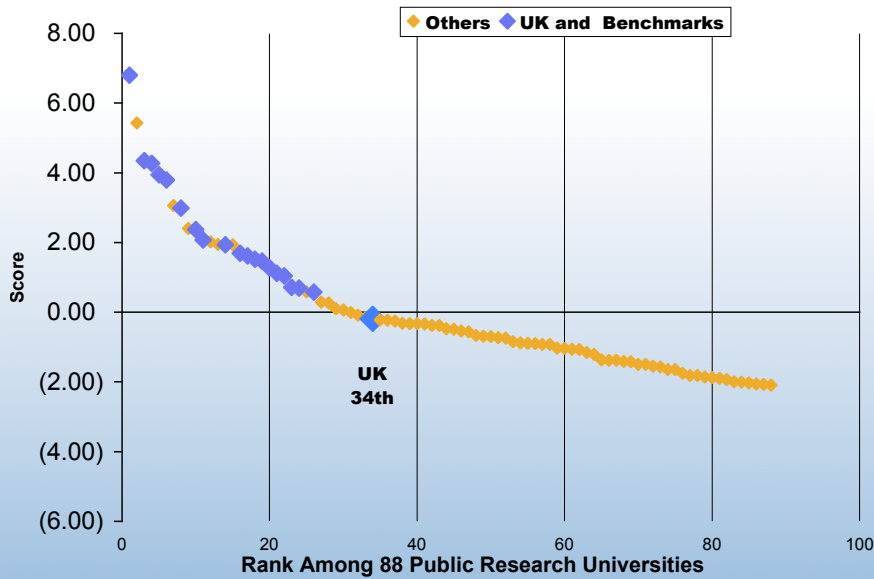


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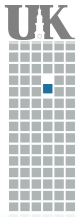


Graduate Education Score [Doctorates Awarded (2004) and Postdoctoral Appointees (2002)]

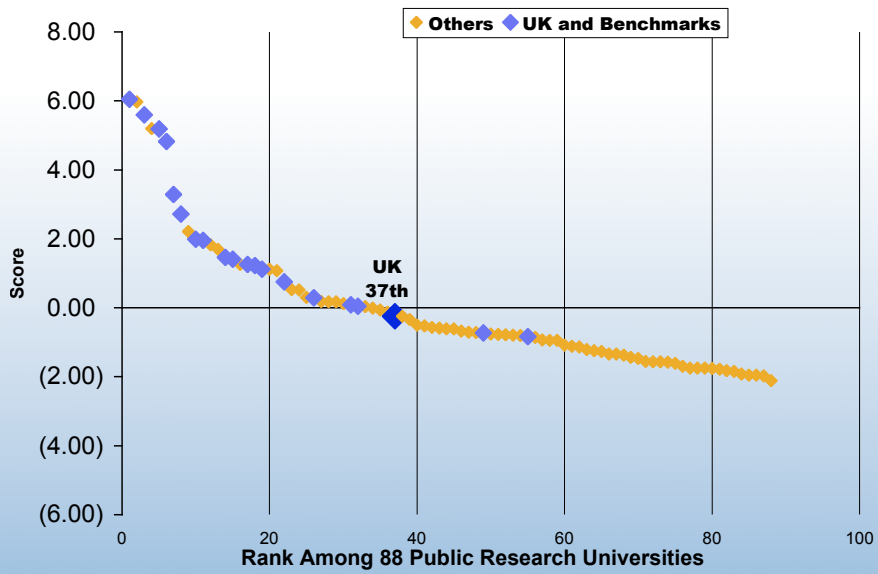


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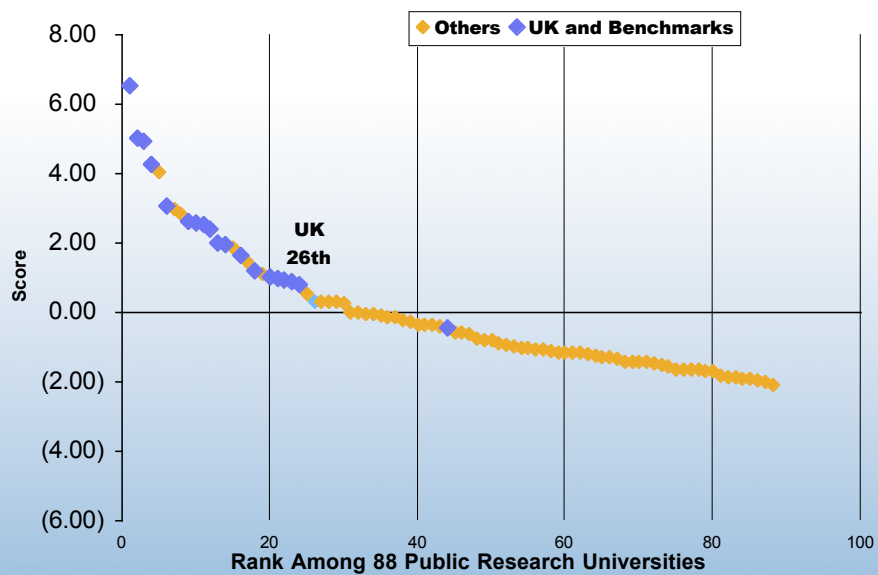
8



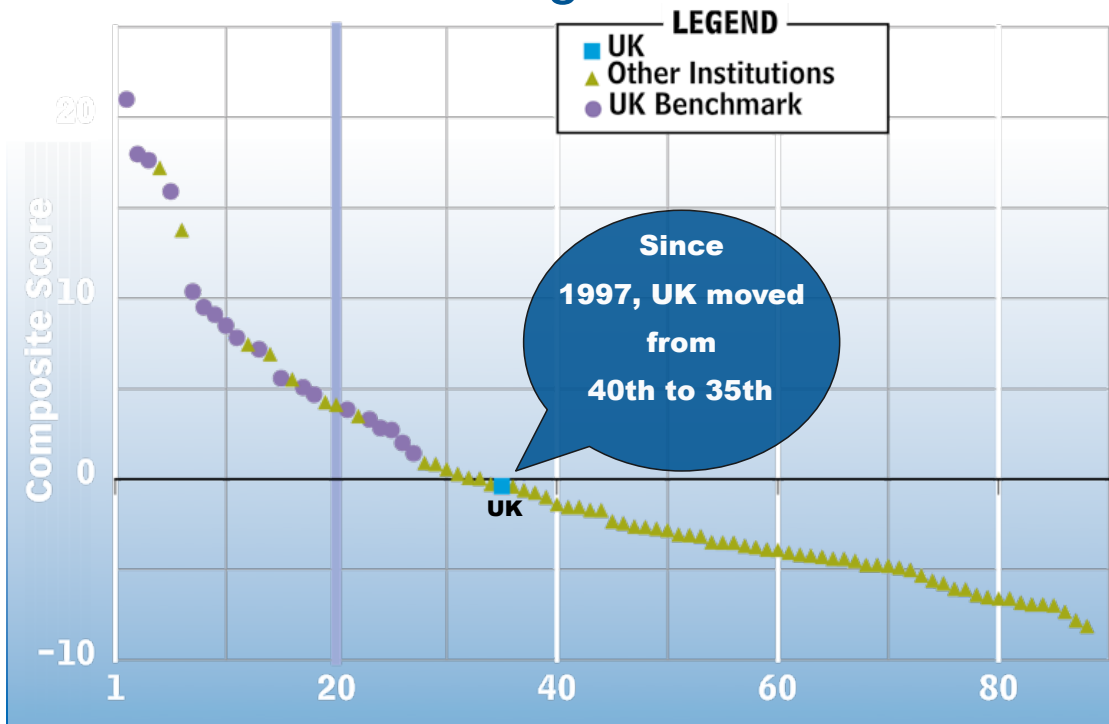
Faculty Recognition Score [Citations (2000-04) and Awards (2003)]



Research Score [Federal and Non-Federal Research (2002)]



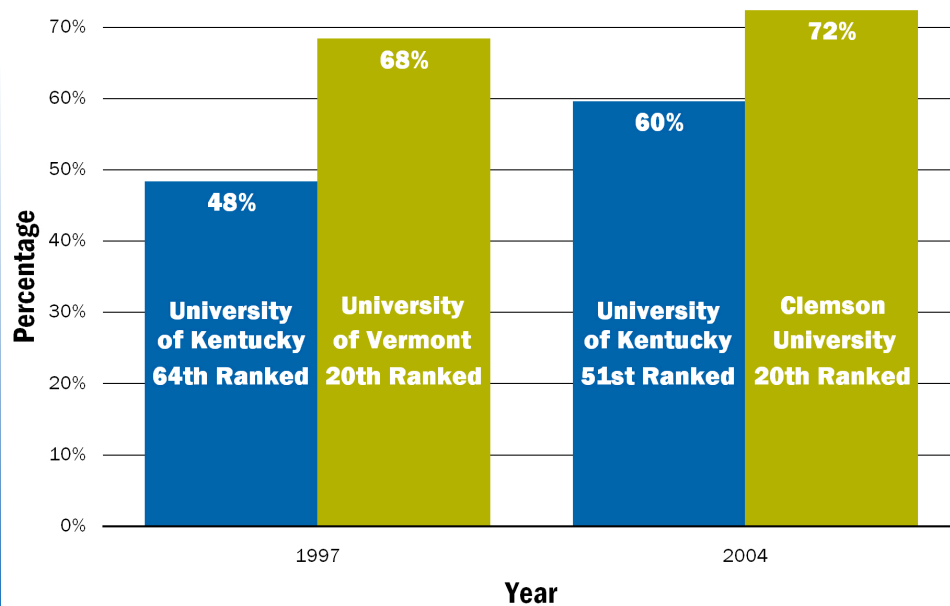
UK's Rank Among 88 Institutions



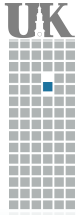
11



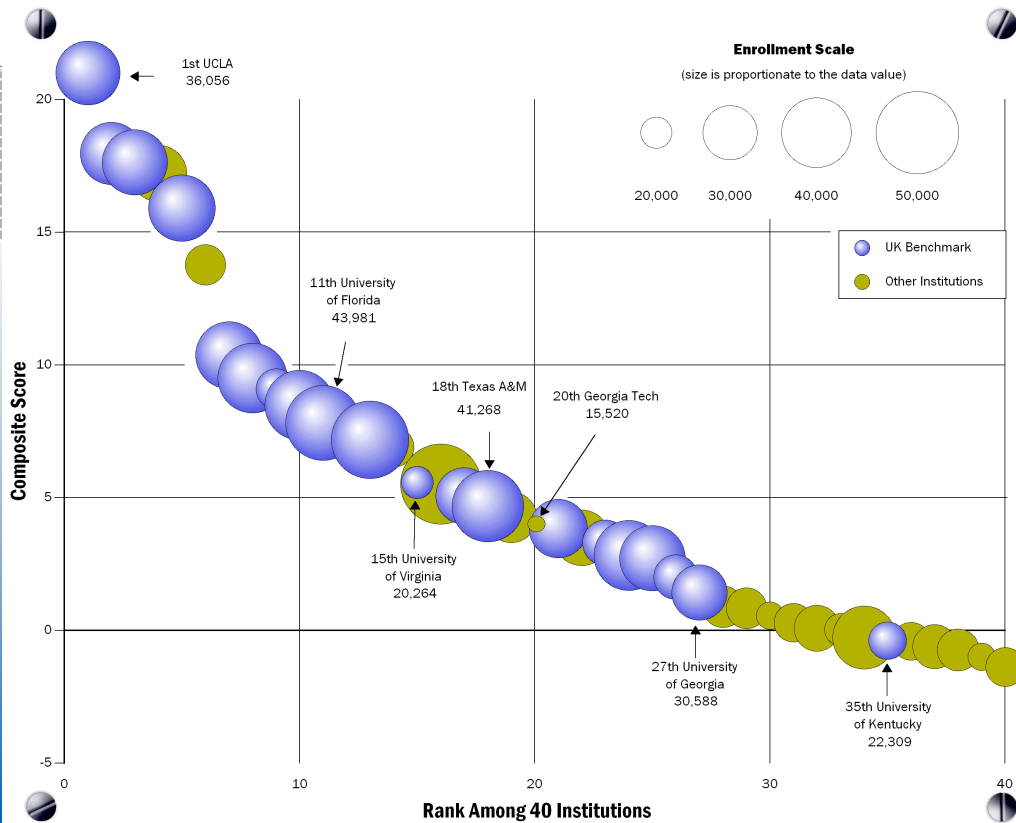
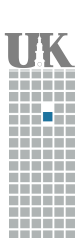
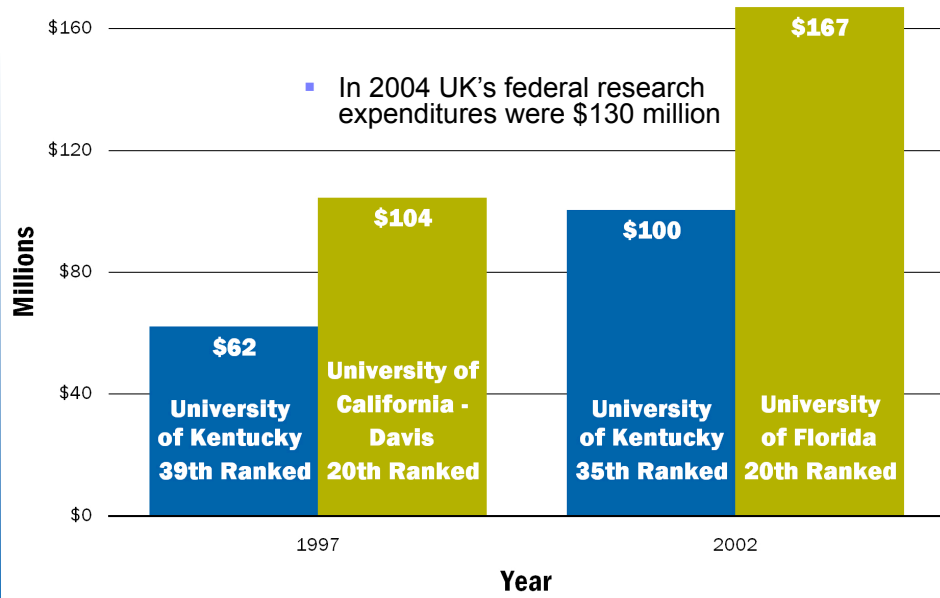
Six-Year Graduation Rate



12



Federal Research Expenditures





Strategies for Attaining National Prominence



- Faculty growth, then enrollment growth
- Improve quality and diversity of undergraduate students
- Improve financial support to undergraduate and graduate students
- Increase the average instructional faculty salary to the benchmark median
- Maintain competitive staff salaries and benefits

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Growth Targets for 2020

	2004	2020	Variance
Undergraduates	18,492	24,692	6200
Graduates, First Professional	7,252	8,002	750
Postdoctoral Appointments	295	670	375
Total	26,039	33,364	7,325
Faculty	1,920	2,545	625
Research Expenditures	\$298 M	\$768 M	\$470 M
Bachelor's Degrees Granted	3,285	6,350	3,065
Doctorates Granted	276	465	189

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Business Plan Summary

IN MILLIONS

	2006 Budget	2012 Projection	2020 Projection
General Fund Expenses	\$1,176	\$1,657	\$2,273
General Fund Revenues	\$1,176	\$1,439	\$1,852

- no increase in state funds
- 4% tuition rate increase

GAP:

- **\$218** **\$421**

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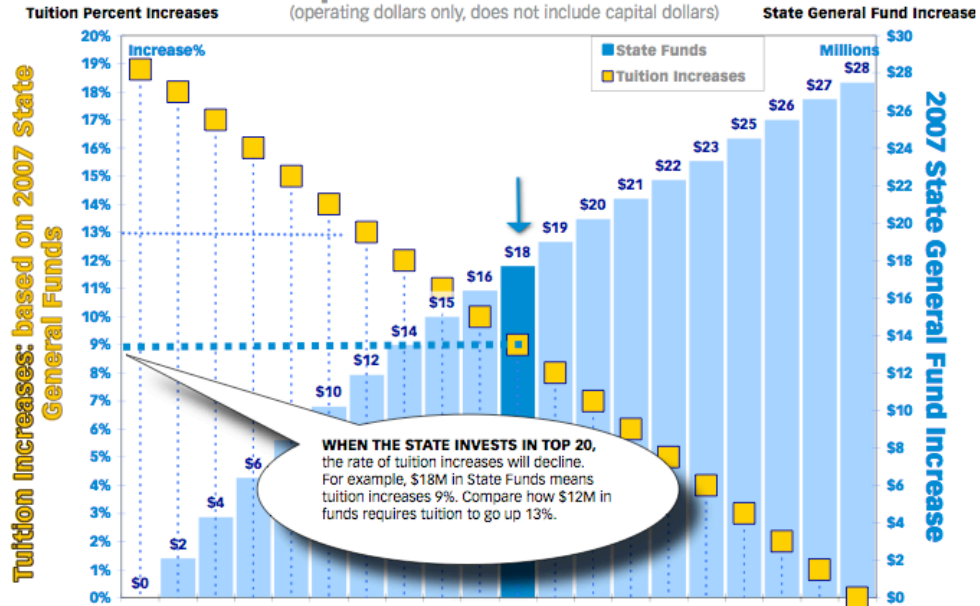
UK will provide 40 percent of the needed investments from sources such as:

- Annual Giving
- Research Recovery
- Hospital and Clinical Services
- Internal Reallocation



18

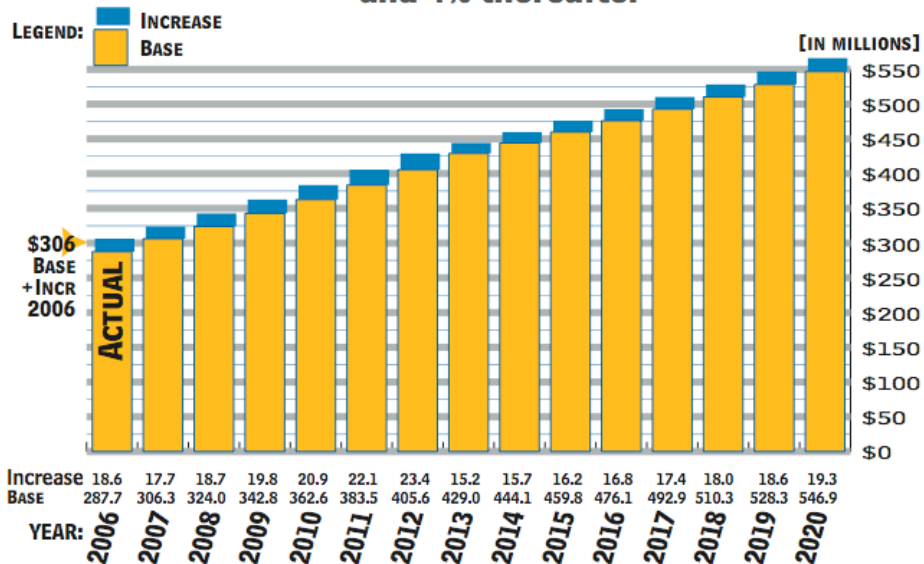
A look at the relationship: Increasing 2007 state dollars and the impact on student tuition increases.



- The Council on Postsecondary Education recommends \$13.7 million for UK in 2006–07.

19

Needed State Appropriations: base+Increases
Assumes tuition rises 9% annually through 2012;
and 4% thereafter



20



Facilities

Type of Space	Assignable Square Feet (In thousands)		Cost (\$Ms)
	Existing as of 2005	New Space by 2020	
Classrooms and Teaching Labs	554	245	\$153
Research	885	1,070	\$846
Recreation	113	209	\$81
Support	2,328	268	\$133
Sub-Total	3,880	1,792	\$1,213
Residence Halls			
New		1,860 beds	\$174
Renovated	6,000 beds		\$278
Total			\$1,665

21



2006-08 Capital Priorities

Projects

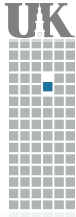
IN
MILLIONS

Biological/Pharmaceutical Complex, Phase II	\$79.9
Patient Care Facility, Phase II	\$175.0
Gatton Building Complex	\$40.5
Bio-Medical Research Building - Design	\$7.6

Flexibility

- Agency Bond Authority
- Increase capital, equipment and technology thresholds

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Top 20 Business Plan

Office of Planning, Budget & Policy Analysis

[Planning](#) | [Budget](#) | [Policy Analysis](#) | [Resources & Reports](#) | [Home](#)

- ✓ [Video Introduction from President Todd](#)
- ✓ [Top 20 Task Force](#) » "...to recommend ... measures that the University will employ in regularly assessing progress toward achieving recognition as one of the nation's 20 premier public research universities."
- ✓ [Futures Committee](#) » "Faculty for the 21st Century"
- ✓ [The Dream and the Challenge](#) » "The following goals, objectives and key indicators provide a blueprint for faculty, staff and administrators to follow..."
- ✓ [Steering Committee](#)
- ✓ [The Stillwater Group](#) » "...provides innovative solutions to the financial, operational, and strategic problems of America's colleges and universities."
- ✓ [Faculty and Staff](#) » On-site visits/meeting schedule
- ✓ [Top 20 Business Plan Presentation](#)
- ✓ [UK's Benchmark Institutions](#)

- [Transmittal letter to Board of Trustees](#)
- [Executive Summary](#)
- [Top 20 Business Plan](#)
- [Appendix of Top 20 Business Plan](#)

Purpose of the Top 20 Business Plan

I want to make clear what the Top 20 Business Plan is and what it is not. The Business Plan is designed to put in financial terms the Top 20 Compact the University of Kentucky and the Commonwealth agreed to in 1997. It is a statement of our specific needs for more resources. It is not a strategic plan.

The challenge we face is a Top 20 mandate that came to us without any definition or clear understanding of what it will cost. The first segment of our pursuit of Top 20 status, from 1997 until now, has been a time of enormous progress. Our students are stronger academically and our graduation rate is higher; our research agendas are more expansive and earning more external dollars; our annual giving and our endowment are up; and our reach into communities across Kentucky has never been greater.



Our faculty and staff have done a remarkable job of strengthening this institution, even though tight budgets have hampered us for much of the last eight years. We have lived year-to-year with whatever we get from Frankfort and whatever we are able to gather from other sources. We therefore have not managed our progress. Instead, we have been forced to react to the circumstances around us. Our faculty and staff have done that admirably.

But for the university as a whole, our work has not been planned or focused enough. A Top 20 university cannot be built through incremental budgets, short-term plans, and reaction to external forces. This approach has put at risk our academic ambitions for our students, the strength of our research agendas, and the reach of our impact on Kentucky.

[Full version of text »](#)

[UK Reaching Top 20 Critical To Moving Kentucky Forward](#)
Premier Research University Would Mean Jobs, Millions of Dollars for Kentucky
By Lee T. Todd, Jr.



President Lee Todd
[Top 20 Business Plan Video Introduction](#)



Top 20 Business Plan

University of Kentucky

