UNIVERSITY OF KENTUCKY®

see blue.

2009-2014 Strategic Plan

First Annual Progress Report to the Board of Trustees, 2009-2010

2009-2014 Strategic Plan

- ❖ Developed to inform and align with re-calibration of Top 20 Business Plan

- ❖ Revised Mission, Vision and Values Statement approved in June 2009

- ❖ 5 goals, 21 objectives, 79 strategies, 32 metrics

- ❖ Five-year timeframe through FY2014

UNIVERSITY OF KENTUCKY®

see blue.

2009-2014 Strategic Plan

MISSION

The University of Kentucky is a public, land grant university dedicated to improving people's lives through excellence in education, research and creative work, service, and health care. As Kentucky's flagship institution, the University plays a critical leadership role by promoting diversity, inclusion, economic development, and human well-being.

VISION

The University of Kentucky will be one of the nation's 20 best public research universities.

2009-2014 Strategic Plan

VALUES

The University of Kentucky is guided by its core values:

Integrity

Excellence

Mutual Respect and Human Dignity

Diversity and Inclusion

Academic Freedom

Shared Governance

Work-life Sensitivity

Civic Engagement

Social Responsibility

2009-2014 Strategic Plan

Five Goals

I. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society

II. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond Its Borders

III. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

IV. Promote Diversity and Inclusion

V. Improve the Quality of Life of Kentuckians through Engagement, Outreach and Service

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

- 1.1 High ability students from all groups

- 1.2 Student success at all levels

- 1.3 Graduates that demonstrate expertise and citizenship preparation

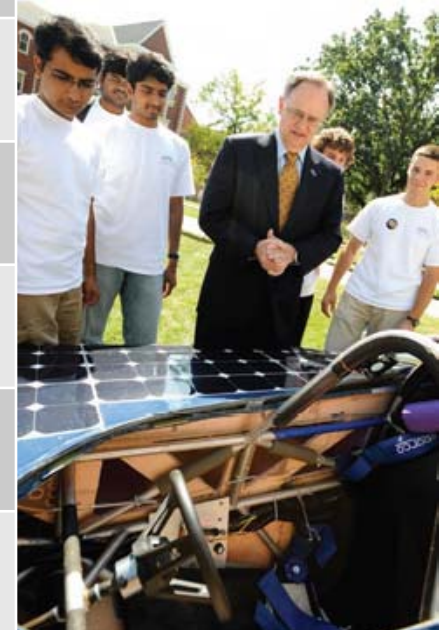- 1.4 Increasing number of graduates

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-1. Increase the 75th percentile of the ACT Composite Score to 28 for the first-year class.

ACT Scores – Entering First-Year Students			
Year	N	Mean	25th/75th Percentile
Fall 2009	3,906	24.7	22/28
Fall 2008	3,825	24.4	22/27
Fall 2007	3,532	24.3	21/27
Fall 2006	3,864	23.9	21/26
Fall 2005	3,453	24.5	22/27

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-2. Reduce the undergraduate student-to-faculty ratio to 17 to 1.
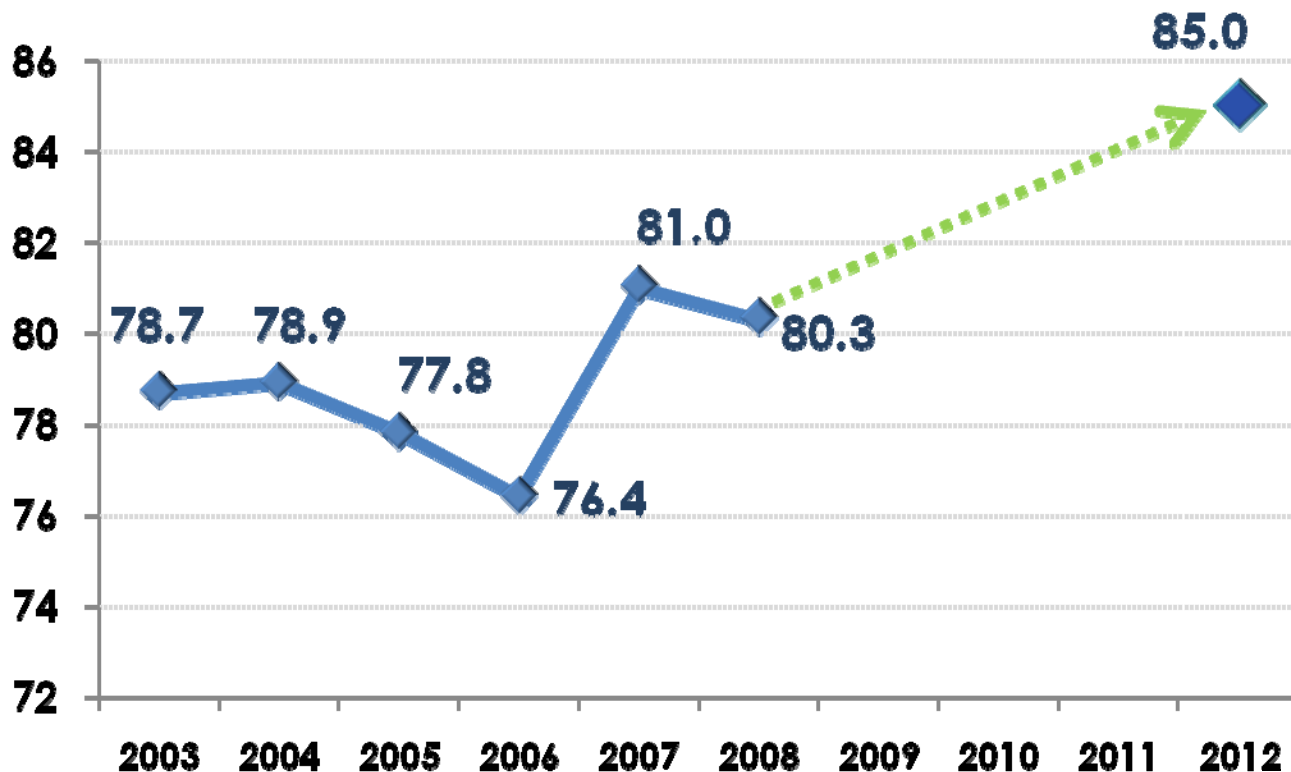
Undergraduate Student-to-Faculty Ratio	
Fall 2009	17.7 to 1
Fall 2008	17.8 to 1
Fall 2007	17.4 to 1
Fall 2006	17.9 to 1
Fall 2005	17.6 to 1

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-3. Increase the first-to-second year retention rate to 85 percent.

NEW RECORD SET for Fall to Spring: **94.5%.**

Preliminary New Record for Fall to Fall: **81.9%**

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-4. Increase the number of high impact co-curricular activities that support the student's classroom experience in the areas of research, community service, leadership development, internationalization, and inclusion.
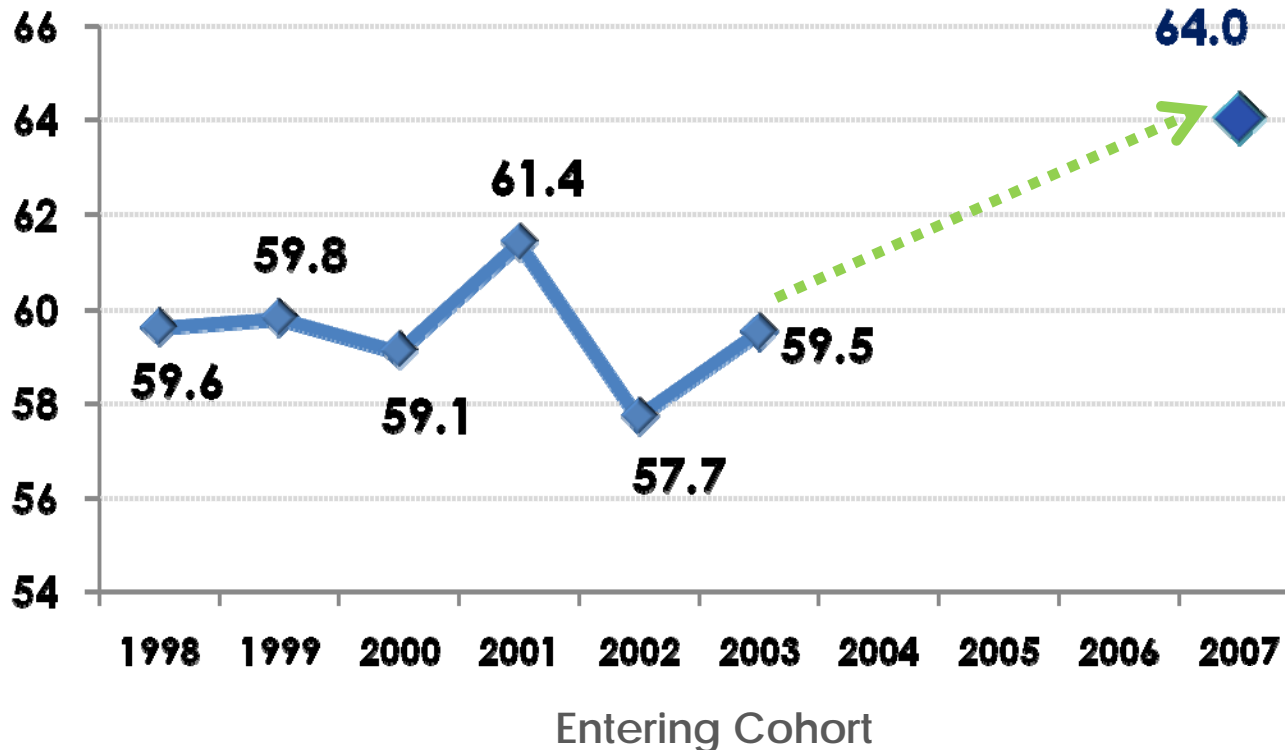
High-Impact Co-curricular Activities		
Academic Year	Activities	Participants (includes duplicates)
09-10	400	45,444
10-11		
11-12		
12-13		
13-14		

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-5. Increase the six year graduation rate to 64 percent.

Entering Cohort

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-6. Improve undergraduate performance on the Collegiate Learning Assessment (CLA) as measured by value-added statistics.

Two Studies Conducted:

1. <u>Cross-sectional Study</u> compared incoming freshmen to graduating seniors, controlling for level of academic preparation.

2. <u>Longitudinal Study</u> followed incoming freshmen (phase 1) to the second semester sophomore year (phase 2); one phase remains for the senior year. Results are not yet complete.

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

see blue.

CLA Results

Assessment Type	FINAL Cross-sectional Results Freshmen compared to Seniors		IN PROGRESS Longitudinal Results Freshmen tracked to Second Year	
	Percentile Rank	Performance Level	Percentile Range	Performance Level
Performance Task	54	At	10th-29th	Below
Analytic Writing Task	77	Above	30th-69th	At
Make-an-Argument	91	Well Above	30th-69th	At
Critique-an-Argument	57	At	30th-69th	At
TOTAL CLA SCORE	73	Above	30th-69th	At

see blue.

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-7. Exceed benchmark averages on pass rates of first-time test takers in professional programs with licensure examinations.

YEAR	# Exceeding	%Exceeding
2009-2010	11 of 14	79%
2008-2009	12 of 13	92%

NOTE: In 2009-2010 two programs met but did not exceed the benchmark average.

Programs Included:
Dentistry, Education, Engineering, Clinical Lab, Communication Disorders, Physician Assistant Studies, Physical Therapy, Law, Medicine, Nursing BS, Nurse Practitioner, Pharmacy, Social Work BA, Social Work MA
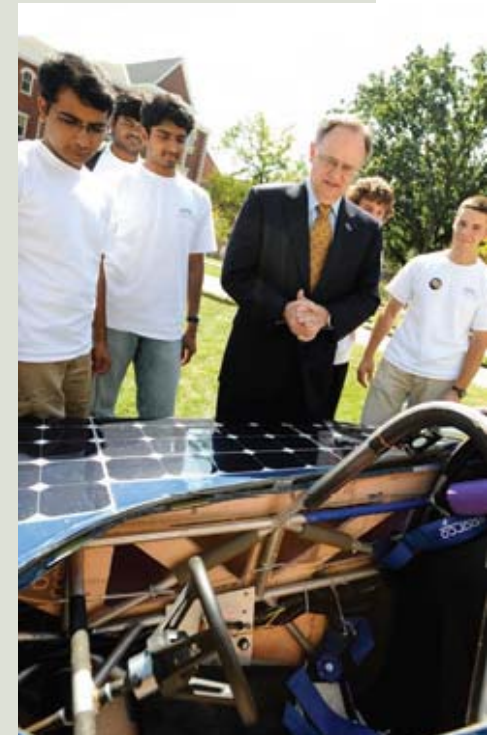
Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.
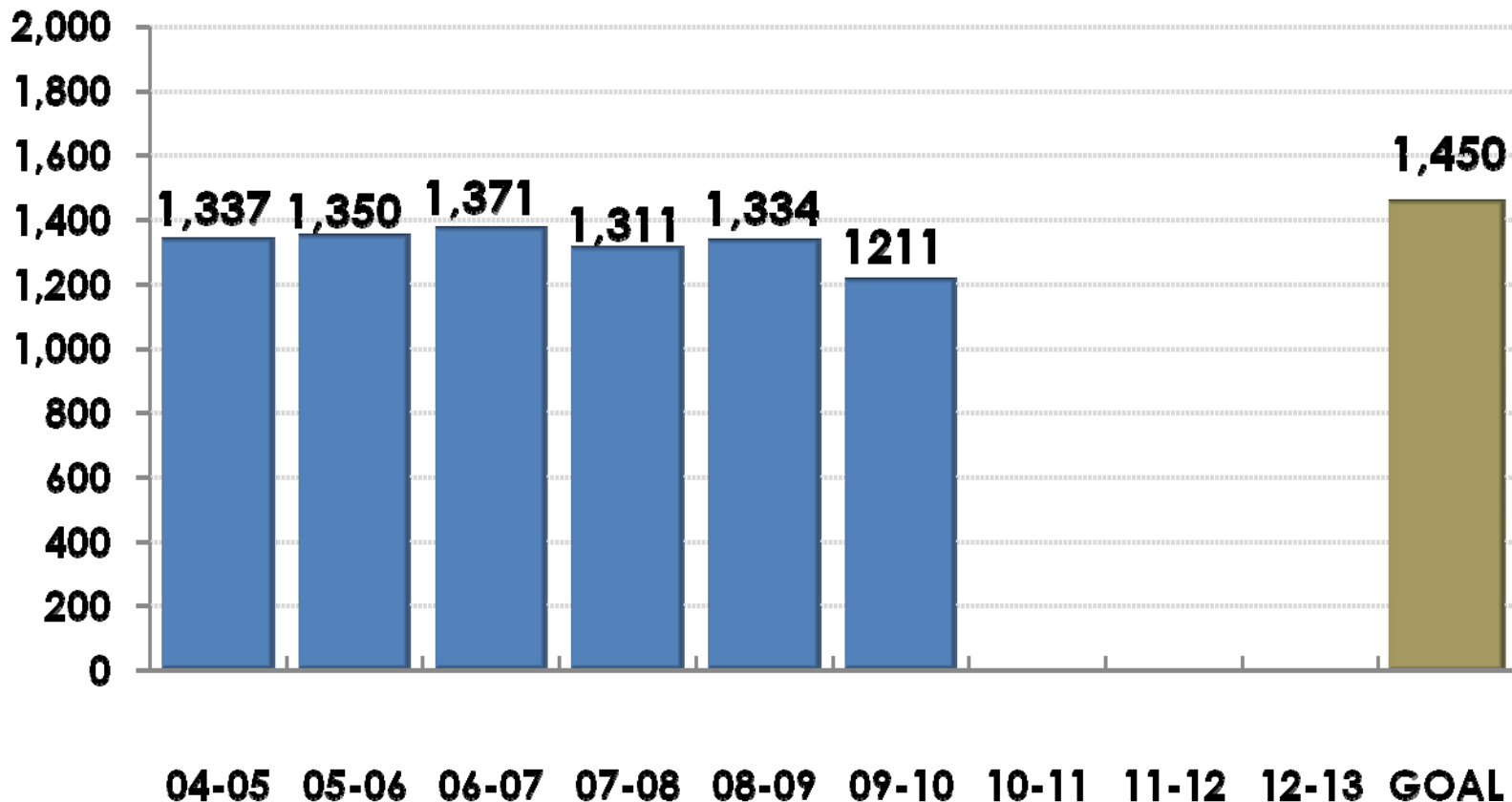
Metric 1-8. Increase bachelor's degrees awarded per academic year to 3,925.
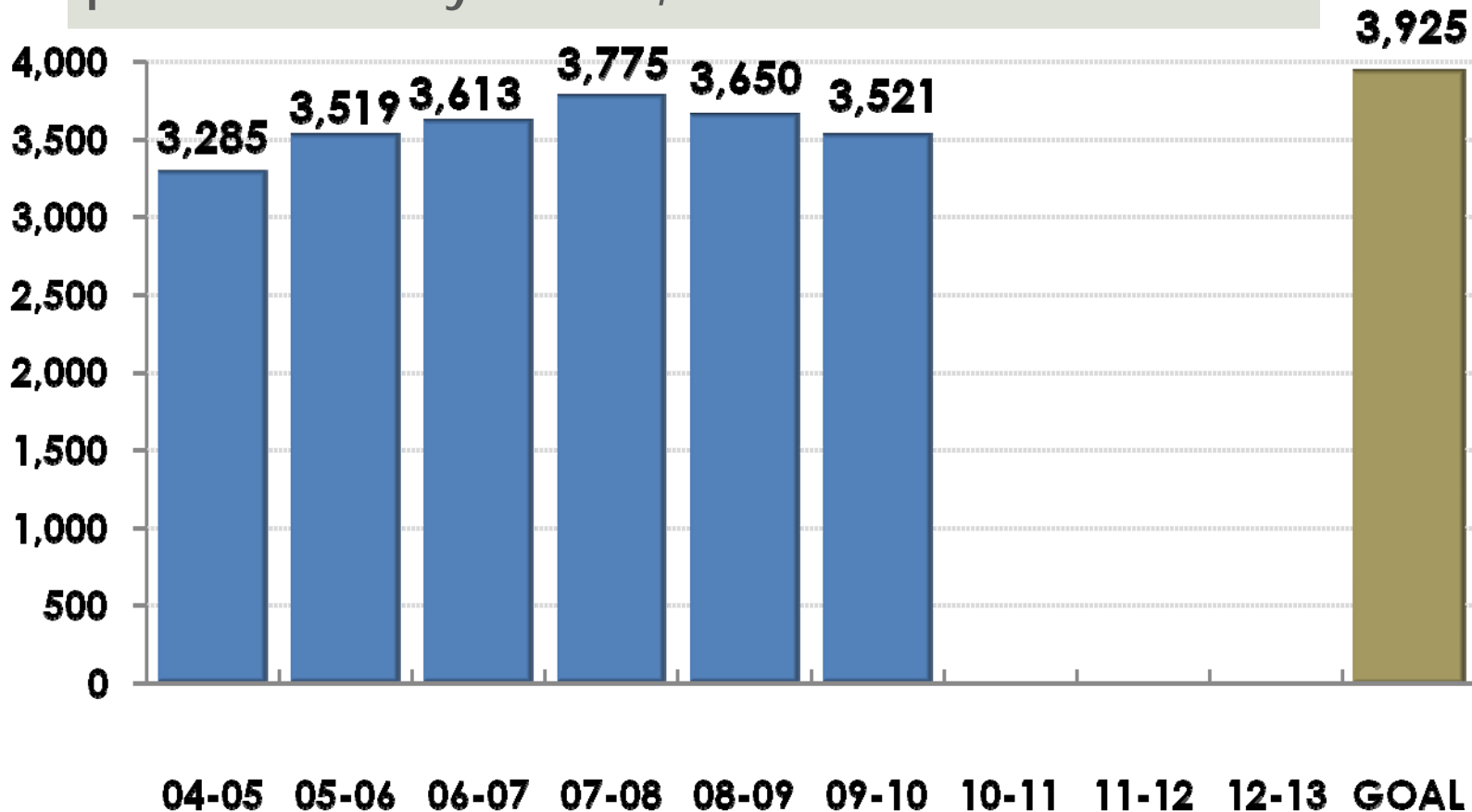
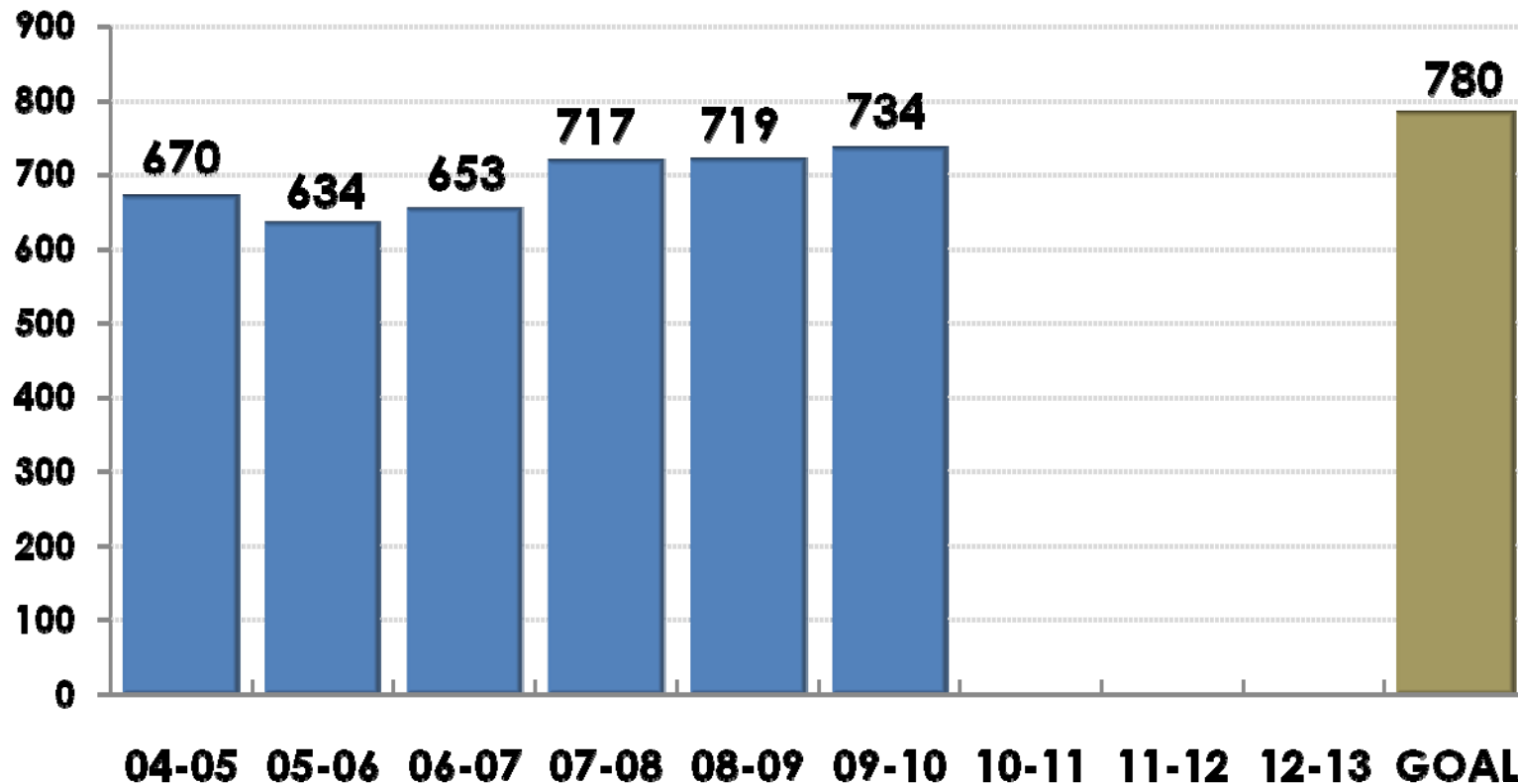# Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-9. Increase master's degrees awarded per academic year to 1,450.

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.
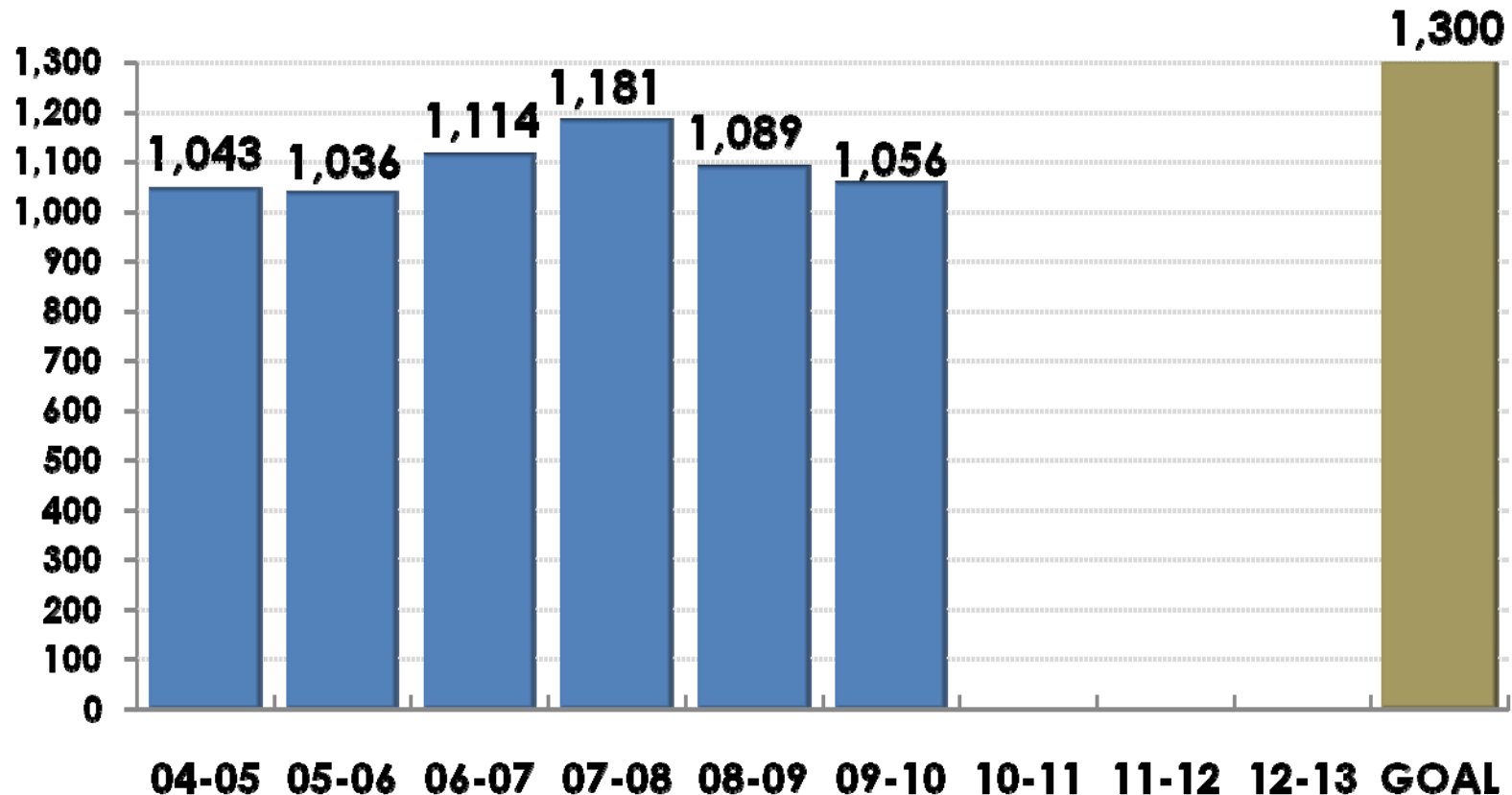
Metric 1-10. Increase research and professional doctoral degrees awarded per academic year to 780.

Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Metric 1-11. Increase degrees awarded per academic year in STEM disciplines, including degrees that prepare teachers in STEM disciplines, to 1300.

Chart data:
- 04-05: 1,043
- 05-06: 1,036
- 06-07: 1,114
- 07-08: 1,181
- 08-09: 1,089
- 09-10: 1,056
- 10-11: (no data)
- 11-12: (no data)
- 12-13: (no data)
- GOAL: 1,300

Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders

- 2.1 Research and scholarly productivity

- 2.2 Research capacity

- 2.3 Impact and public awareness

see blue.

Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders

Metric 2-1. Increase total research expenditures as reported to National Science Foundation in science and engineering fields, to $430M.

*NOTE: Part of increase due to improved accounting analysis.

298 307 324 332 337 368* 430

2004 2005 2006 2007 2008 2009 2010 2011 2013 GOAL

seeblue.

Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond Its Borders.
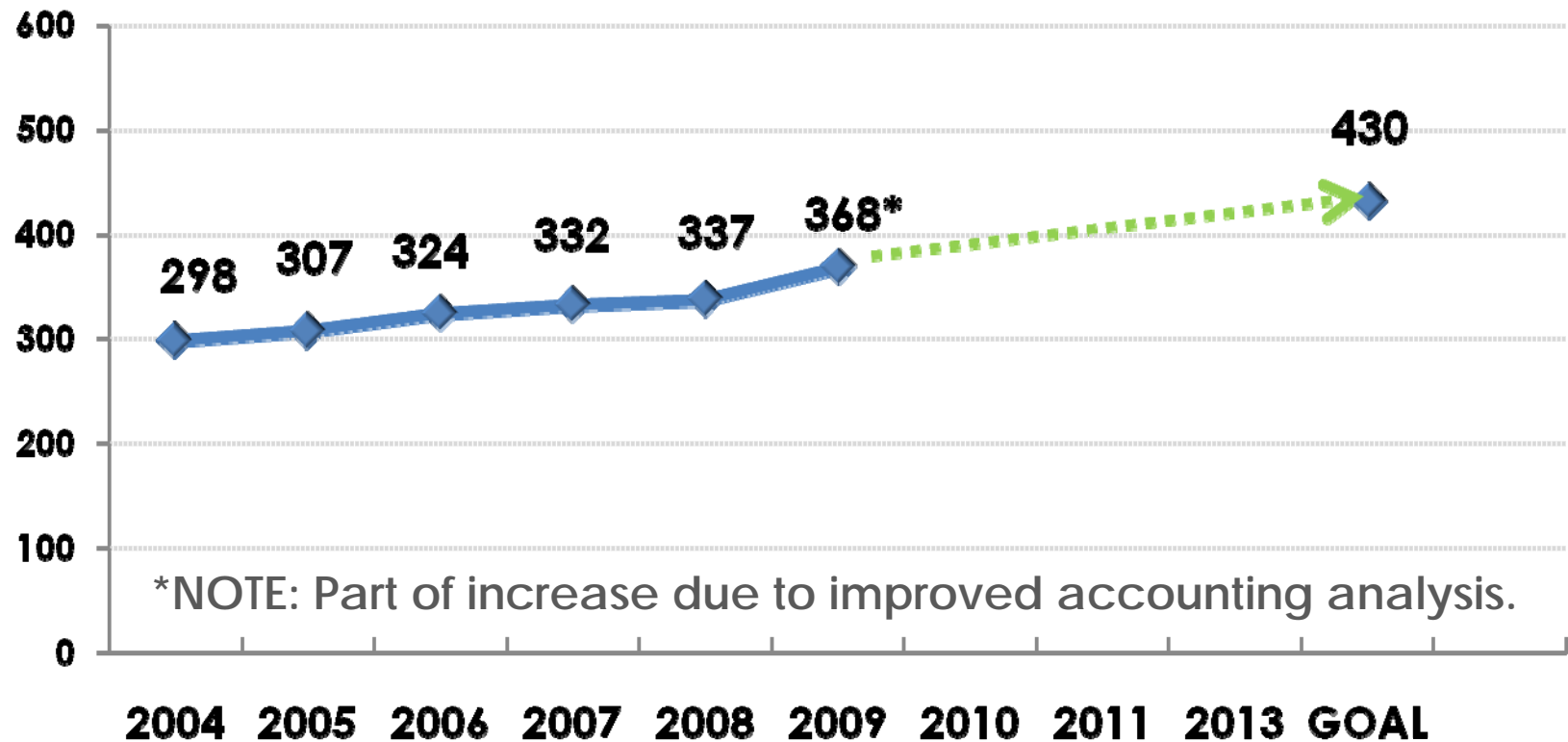
Metric 2-2. Increase five-year total for journal publications to 10,000.

Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders
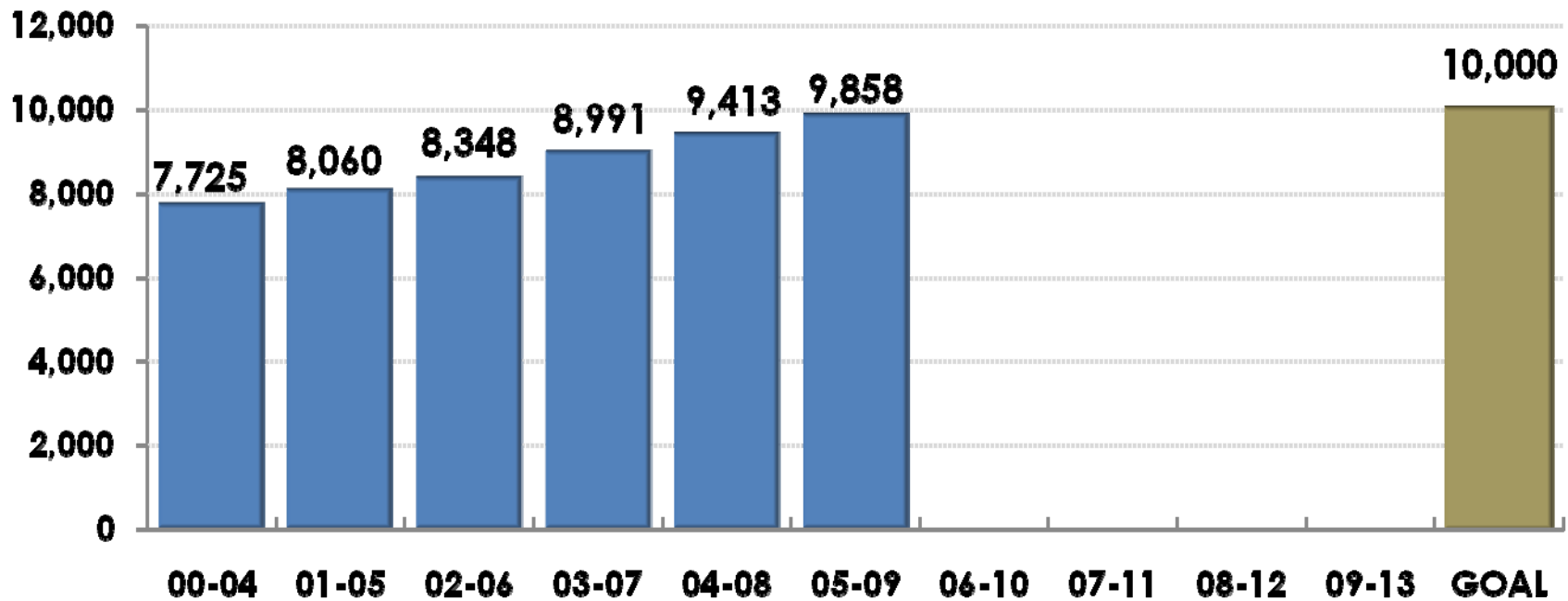
Metric 2-4. Increase total annual invention disclosures, licenses and options executed, and startups based on new licenses to 132.

	06-07	07-08	08-09	09-10	10-11	11-12	GOAL
Invention Disclosures	69	85	77				
Licenses & Options Executed	20	19	19				
Startups based on new licenses	13	14	10				
Total	102	118	106				132

Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders
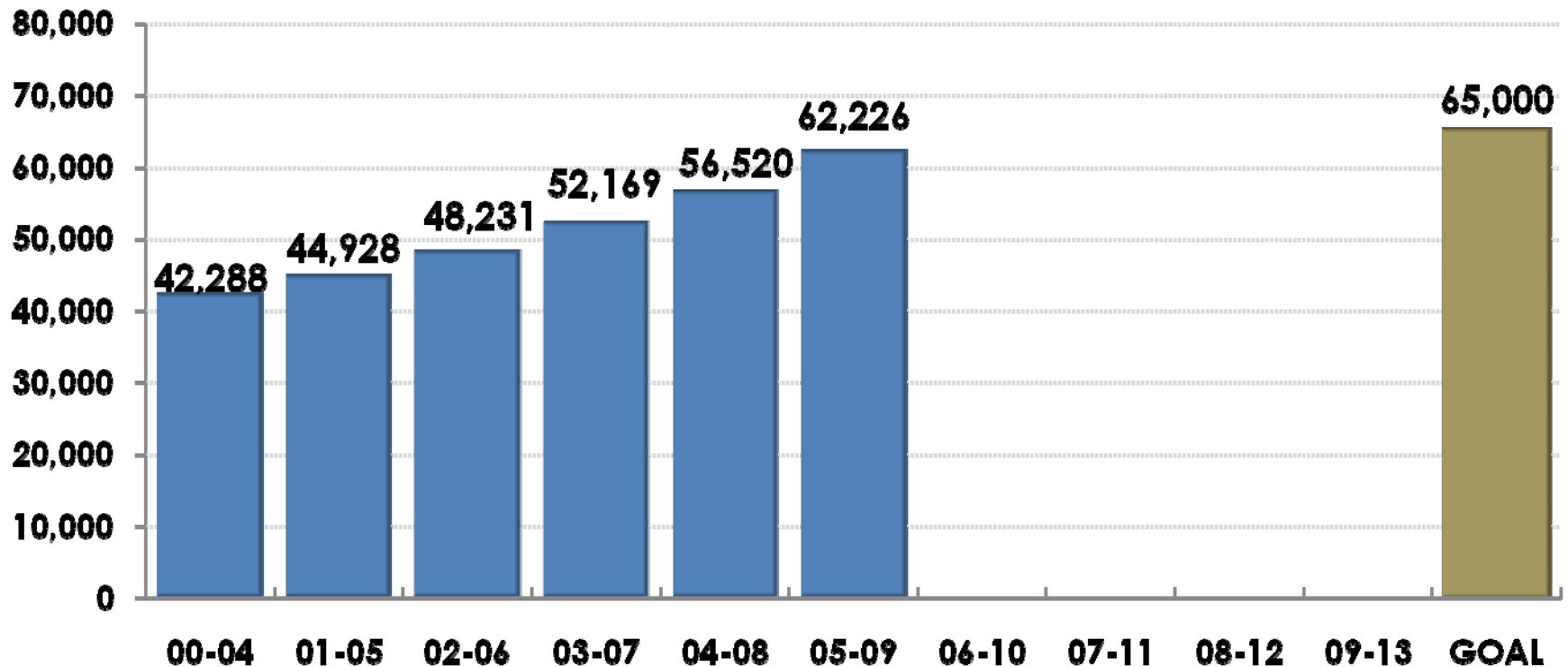
Metric 2-5. Increase total annual national and international recognition awards for research excellence.

Year	N
2009-10	75
2010-11	
2011-12	
2012-13	
2013-14	

Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

- ☐ 3.1 Top 20 faculty and staff (recruit/retain)

- ☐ 3.2 Faculty and staff success (support)

- ☐ 3.3 Workplace culture that engages employees

- ☐ 3.4 HR recruitment and retention efforts

- ☐ 3.5 IT integration, utilization, innovation

- ☐ 3.6 UK Libraries staff resources

- ☐ 3.7 Additional space

- ☐ 3.8 Quality of existing space
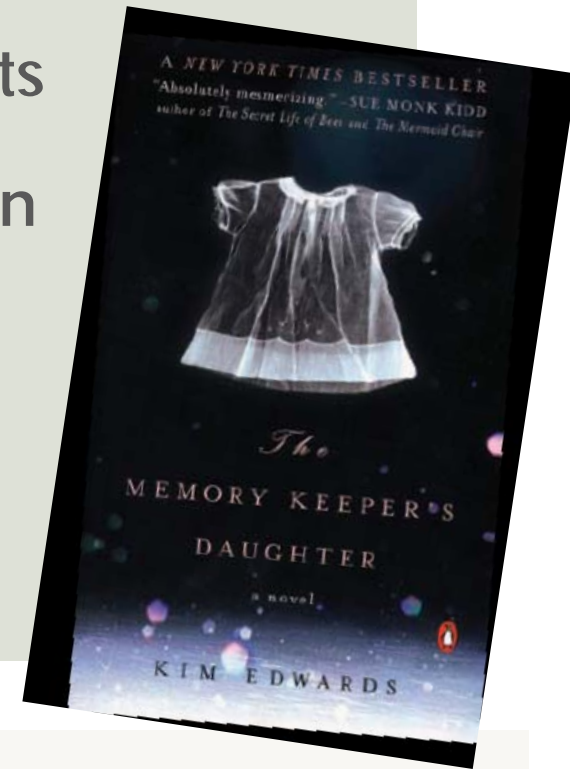
Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

Metric 3-1. Increase the average all-ranks instructional faculty salary as a percent of the benchmark median to 90 percent.

Full-time Instructional Faculty Salaries converted to 9-month basis (excluding COM)	07-08 Average Salary	08-09 Average Salary	09-10 Average Salary
University of Kentucky	$79,350	$80,813	$81,189
Median of Top 20 Benchmark Institutions*	$92,224	$96,312	$97,833
Average of Top 20 Benchmark Institutions*	$93,925	$97,111	$98,451
UK as % of average	84.5%	83.2%	82.5%
UK as % of median	86.0%	83.9%	83.0%

Compared to SEC public institutions:
101.4% of median

Compared to Top 20 adjusted for COL:
99.1% of median

Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

seeblue.

Metric 3-2. Improve work-life satisfaction among faculty and staff, according to results of the university-wide Work-Life Survey.

|	Faculty			Staff		
	Baseline (2005-06)	October 2010	October 2013	Baseline (2005-06)	October 2010	October 2013
Commitment Scale	3.42			3.92		
Satisfaction Items	3.45			3.69		

Notes: From UK@Work survey, February 2006 (administered to faculty), October 2005 (administered to staff). Survey items measured commitment, support and burn-out using a scale where **1=strongly disagree and 5=strongly agree**.

seeblue.

Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

Metric 3-3. Improve the ranking among public research universities of UK Libraries, according to the Library Investment Index of the Association of Research Libraries.

Year	ARL Ranking	N
2008-09	36th	68
2007-08	36th	68
2006-07	35th	68
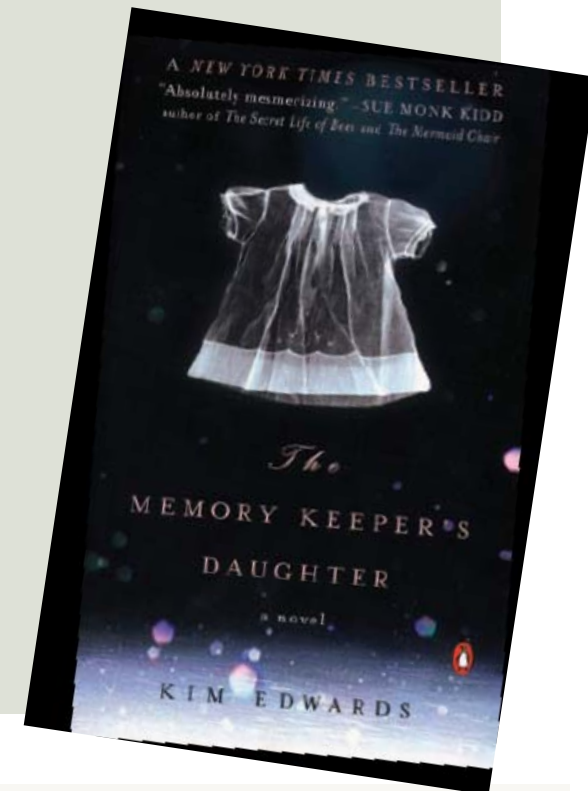
Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

Metric 3-4. Increase the percent of staff at the appropriate point between the minimum and mid-point of the pay grade, based on performance and years of experience, to 90 percent.

Year	Percent of Staff at Appropriate Point
2009-2010	Baseline Analysis Underway
2010-2011	
2011-2012	
2012-2013	
2013-2014	

Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

see blue.

Metric 3-5. Achieve parity commensurate with Top 20 public research universities for information technology solutions and service.

Measures	Top 20	UK Baseline	Year 1	Year 2	Year 3	2014	Status
Classrooms with basic technology	62%	76%	80%	85%	90%	90%	Progressing
Classrooms with interactive technology	36%	14%	18%	24%	30%	40%	Progressing
Wireless access in critical areas	72%	65%	75%	85%	95%	100%	No progress
Video-conferencing sites	49	140	140	140	140	140	**Achieved**
Desktop video conferencing	50%	10%	20%	30%	40%	40%	Progressing
Research networking speed	6.1 gbps	10 gbps	10 gbps	10 gbps	10 gbps	10 gbps	**Achieved**
High performance computing	40% > 20 tflops	> 20 tflops	> 20 tflops	> 20 tflops	> 20 tflops	> 20 tflops	**Achieved**
Customizable & wireless student/faculty portal	100%	0%	100%	100%	100%	100%	No progress

see blue.

Metric 3-6. Add one million gross feet (GSF) of educational and general, research, and student support space, targeted in areas of greatest need.

New Gross Square Feet June 1, 2009 through June 30, 2010	
Educational & General	106,802
Research	91,476
Student Support	113,145
Total New Gross Square Feet	313,208

Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals

Metric 3-7. Renovate or modernize 200,000 square feet of classroom, research, and student support space, as prioritized by a needs analysis.

Renovated/Modernized Square Feet June 1, 2009 through June 30, 2010	
Educational & General	33,990
Research	25,299
Student Support	24,692
Total Renovated/Modernized Square Feet	83,981

Goal 4. Promote Diversity and Inclusion

- 4.1 Inclusive excellence strategies in all units

- 4.2 Curricular and co-curricular transformation that recognizes educational advantages of diversity

- 4.3 Campus/community collaborations to build diversity and increase inclusion

Metric 4-1. Ensure that all educational and administrative units implement strategies to achieve inclusive excellence.

During 2009-2010 units across the University have revised their strategic plans to align with the 2009-2014 UK Strategic Plan and to respond to Goal 4. Work is underway to develop more strategies in the colleges and across the University to achieve inclusive excellence. Those identified to date include:

- *aggressive recruitment plans that target students of color in HBCUs and in institutions in neighboring states,*
- *Visiting Scholars programs for faculty, and*
- *Student Exchange programs with targeted disciplines.*

Goal 4. Promote Diversity and Inclusion

Metric 4-2. Increase the proportion of students from diverse ethnic groups and other underserved populations.

	07-08	08-09	09-10	10-11	11-12	12-13	13-14
Racial/Ethnic Minorities	9.1%	10.0%	10.9%				
International	4.5%	4.3%	4.3%				
Appalachian	12.9%	12.5%	12.0%				
Underserved Counties	3.1%	3.1%	2.9%				
Pell Grant Recipients	11.9%	11.9%	15.0%				

*NOTE: Part of Pell Grant increase due to expanded qualifying criteria and more families applying for need-based aid.

Metric 4-3. Achieve the employment goals of UK's annual Affirmative Action Plan.

Affirmative Action Goals	
2008-09	16 of 21 goals met
2009-10	15 of 21 goals met
2010-11	
2011-12	
2012-13	
2013-14	

Goal 4. Promote Diversity and Inclusion

Metric 4-4. Improve student, faculty, and staff ratings on the extent to which UK is an inclusive community, according to results of a university-wide survey.

Items	Baseline*	2014
Students		
Welcoming Campus Environment	3.53	
Perceptions of Disparate Treatment	2.37**	
Faculty and Staff		
Welcoming Campus Environment	To be assessed October 2010	
Perceptions of Disparate Treatment	To be assessed October 2010	

*Based on a scale of 1 to 5 where 1=strongly disagree and 5=strongly agree
**For this scale, the lower the number the fewer perceptions of disparate treatment.

Metric 4-5. Improve student ratings of curricular and co-curricular effectiveness in promoting diversity and inclusion, according to results of a university-wide survey.

Curricular/Co-Curricular Effectiveness Rating	
Baseline	3.46
2013-14	

NOTE: Rating based on scale from 1 to 5 where 1= strongly disagree and 5=strongly agree; follow-up survey will be conducted in Spring 2014.

see blue.

Goal 4. Promote Diversity and Inclusion

Metric 4-6. Increase the number of partnerships with community organizations whose purpose is to promote diversity and inclusion.

UK units have formed <u>151 documentable partnerships</u> in various Kentucky communities, including some beyond the borders of the Commonwealth and stretching across continents through international engagement.

Goal 5. Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.
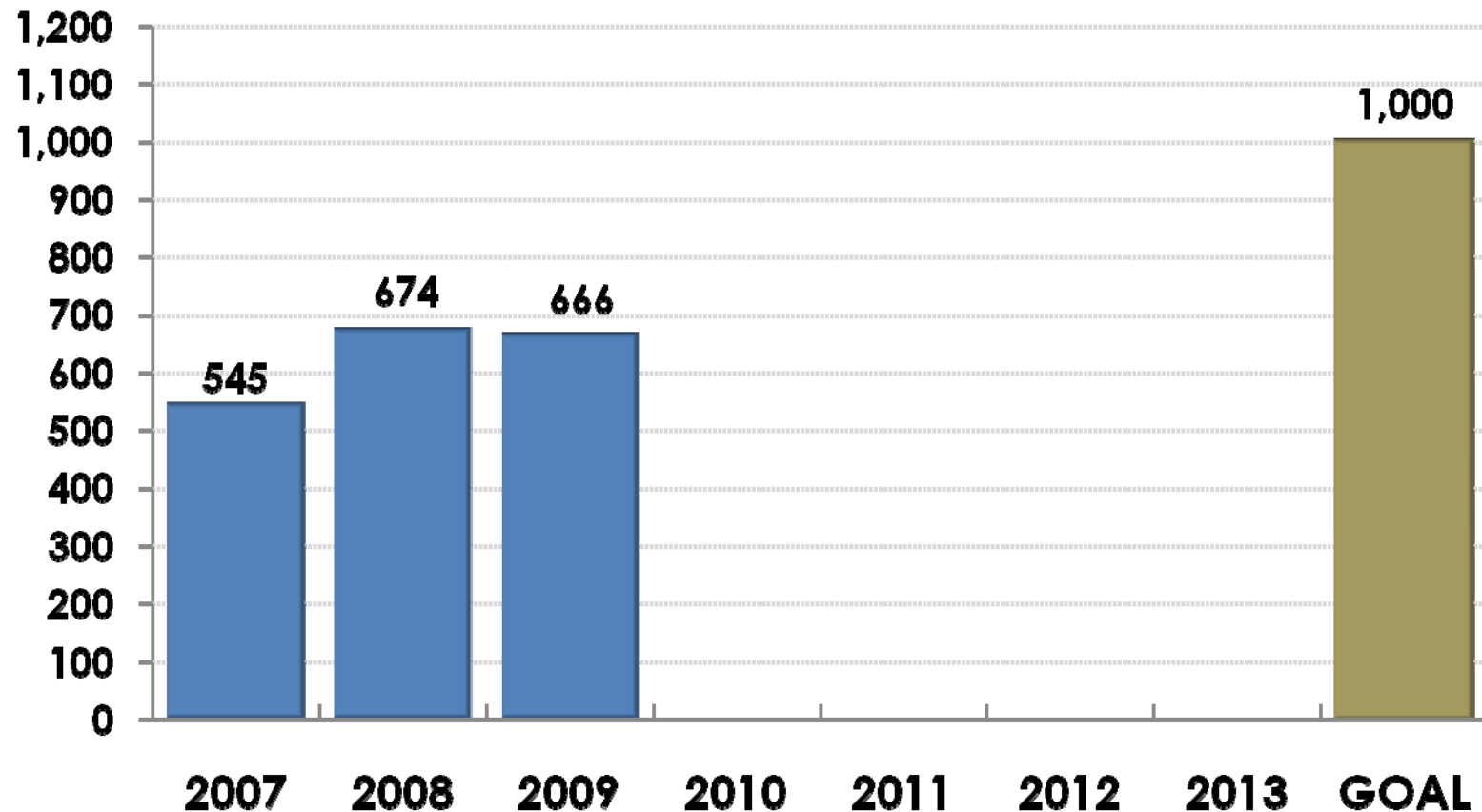
- 5.1 Faculty and staff connections with community

- 5.2 Community access to UK

- 5.3 External recognition and funding

seeblue.

Goal 5. Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.

Metric 5-1. Increase the number of faculty and staff reporting outreach and engagement activities on the Engagement Measure Instrument (EMI) to 1,000.

Goal 5. Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.

Metric 5-2. Increase outreach, service and engagement contacts made with individuals in providing university knowledge and expertise to improve lives and benefit communities.

Baseline Analysis Underway

Goal 5. Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.

Metric 5-3. Achieve at least five national, regional, or disciplinary competitive grants or recognitions for engagement and outreach.

☐ $500,000 Toyota USA Foundation Grant to expand AMSP-PEP engagement model into central and northern Kentucky

☐ 2009 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service

☐ College of Nursing -- two collaborative grants with Vanderbilt University to educate nursing faculty across KY and TN in the use of simulation technologies

☐ College of Nursing grant from the Robert Wood Johnson Alumni Fund to develop a new graduate Nurse Residency Program for rural hospitals across Kentucky

☐ Beginning Farmer Rancher Program – one of only 18 awarded nationally by US Dept of Agriculture to assist new farmers

Summary of Progress

- New Baselines = 9

- No Progress = 9

- Some Progress = 12

- Achieved = 2

2009-2014 Strategic Plan

First Annual Progress Report to the Board of Trustees, 2009-2010