

2015 – 2020 Strategic Plan

Provost Tim Tracy

October 22nd and 23rd, 2015

Purpose

Goals and Expected Outcomes



- Articulate UK's aspirations over the next five years
- Crystalize thoughts on institution's mission and vision
- Articulate and discuss broad improvement directions for key focus areas
- Build common base of understanding to enable community at large to buy-in and help implement the plan
- Provide clarity about areas where UK can distinguish itself among peer institutions

Overview of Planning

Inputs and Sources



- Empowered six work groups comprised of more than 100 faculty, staff, and students

- Spent nearly six months

Understanding the Current Situation

- Profiling UK's current situation along relevant dimensions
- Assessing UK's progress over the last decade or more
- Explicitly identifying UK's strengths, challenges, and opportunities

Benchmarking

- Researching and benchmarking major trends affecting UK and higher education, in general
- Documenting the performance of peer institutions and comparing it to that of UK
- Reviewing peer institutions' strategic plans
- Developing action plans

Communicating and Engaging Stakeholders

- Organizing focus-group sessions and gathering feedback
- Engaging campus in dialogue through multiple Town Halls
- Conducting interviews with national and local experts

Overview of Planning

Timeline | March 2015 to October 2015



Phase I

Review, Refine and, Communicate

- Finalized strategic plan
- Refined elements of the plan based upon feedback gathered to date
- Presented plan to campus community and other stakeholders

Phase II

Research and Develop Metrics

- Convened working groups to research and develop metrics for each action step in the plan
- Benchmarked peer institutions to calibrate metrics
- Created list of executive-level metrics to support all strategic objectives

Phase III

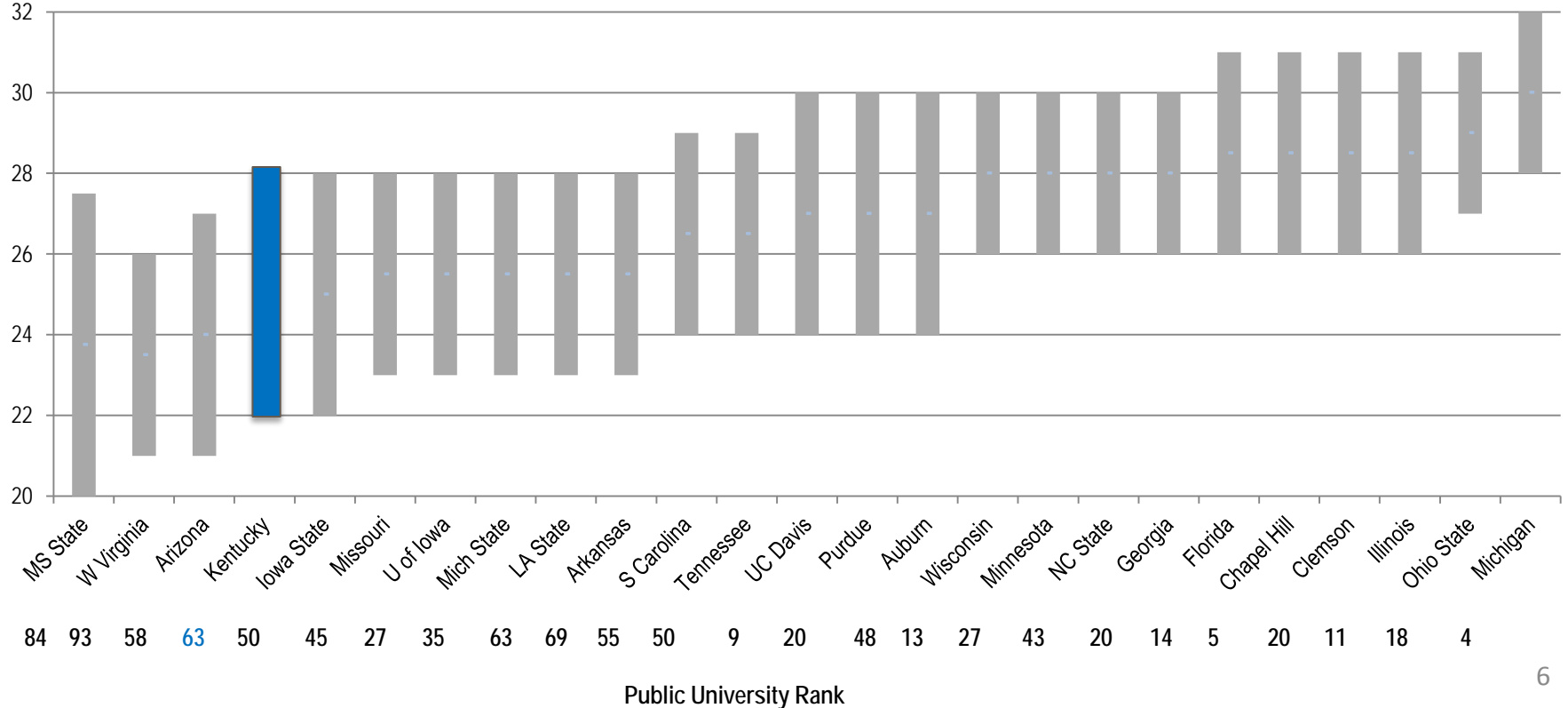
Implementation Design

- Articulate metrics to Board of Trustees for feedback
- Determine actions to monitor and measure progress going forward
- Design implementation plans and assign responsibility for managing change

Undergraduate Student Success

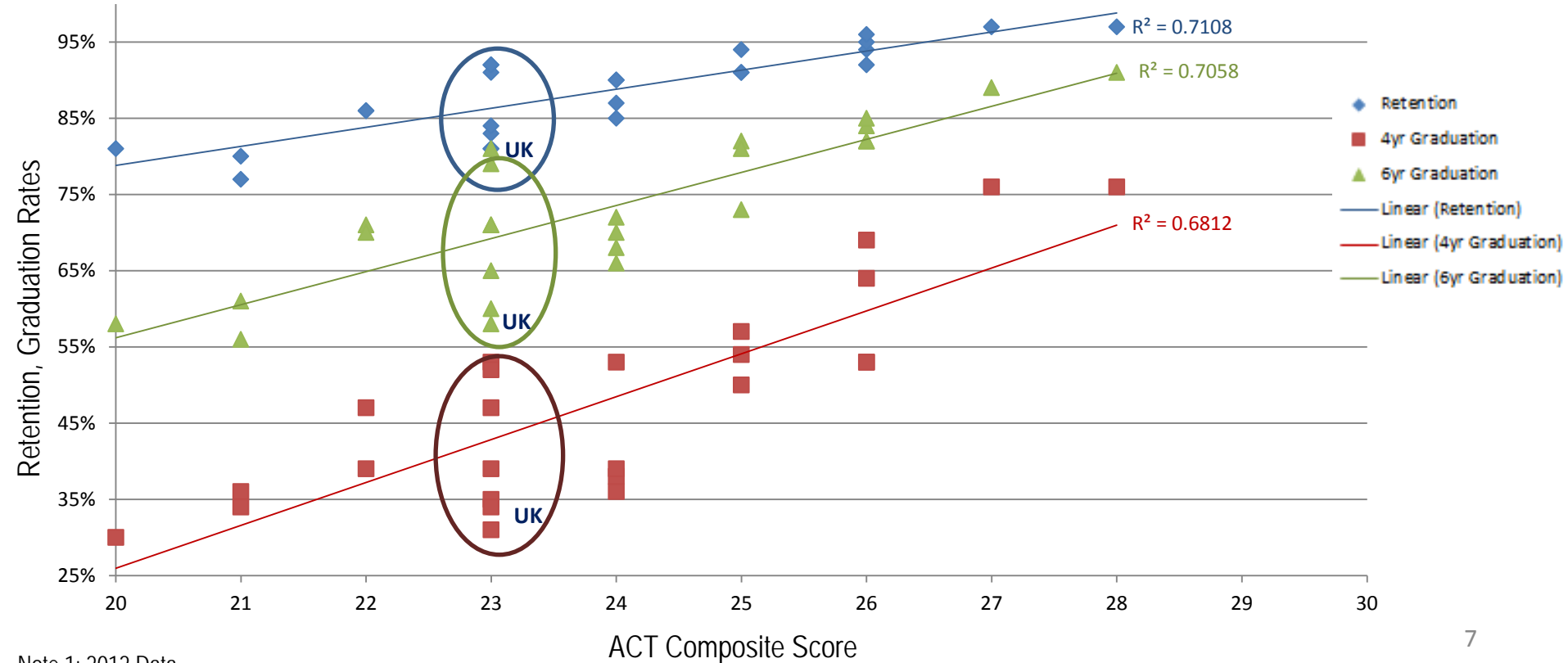
Context

ACT Scores | 25th to 75th Percentile | 2013 Fall Cohort



Context

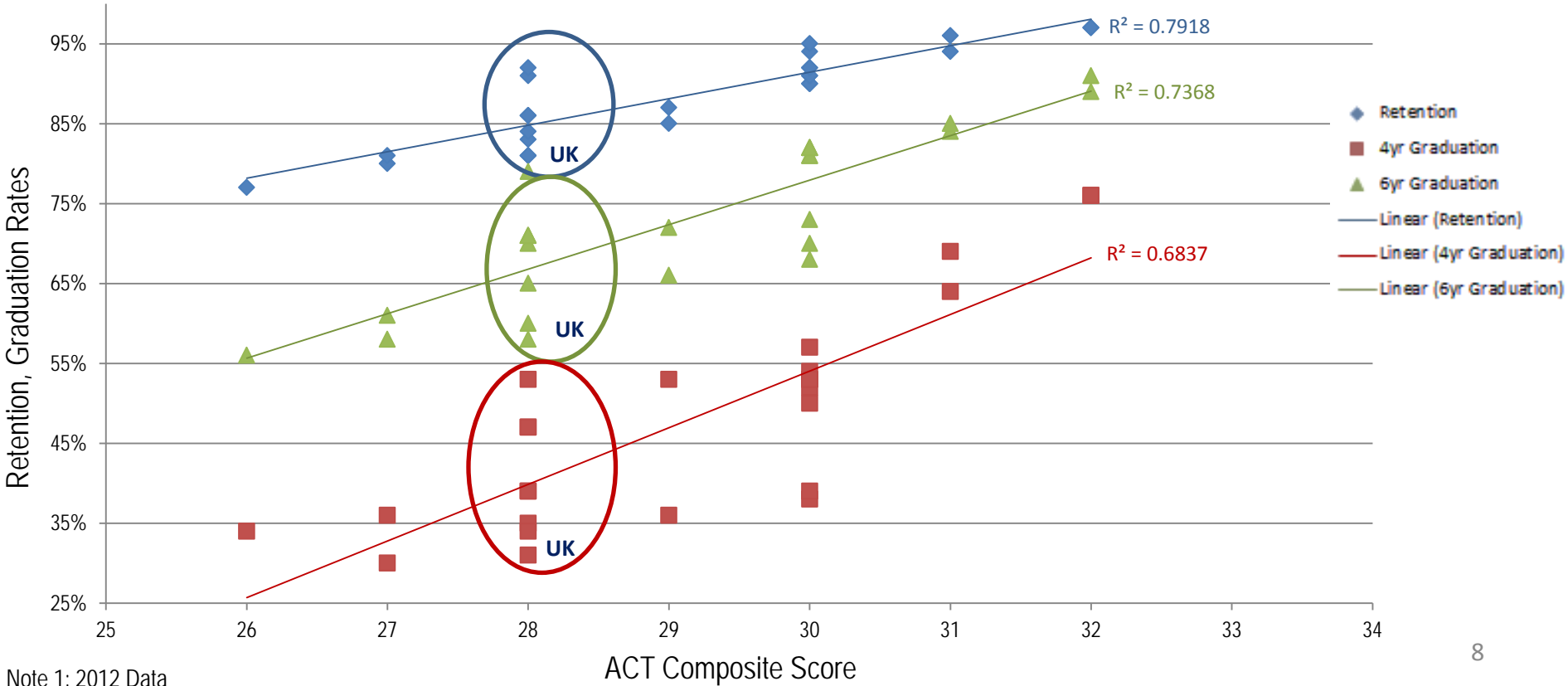
Peer Comparison | ACT 25th Percentile | UK versus Peers¹



Note 1: 2012 Data

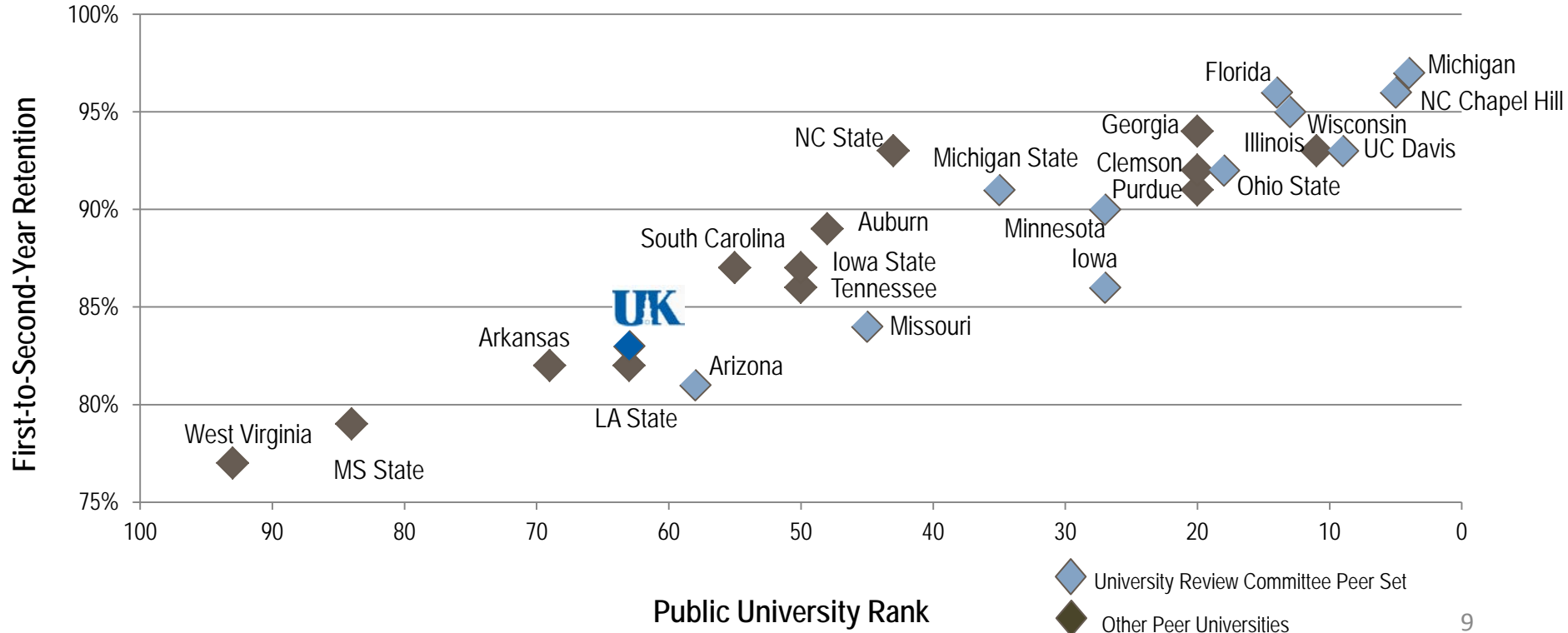
Context

Peer Comparison | ACT 75th Percentile | UK versus Peers¹



Context

First-to-Second Year Retention | 2012 Data | UK vs. Peers



Diversity and Inclusivity

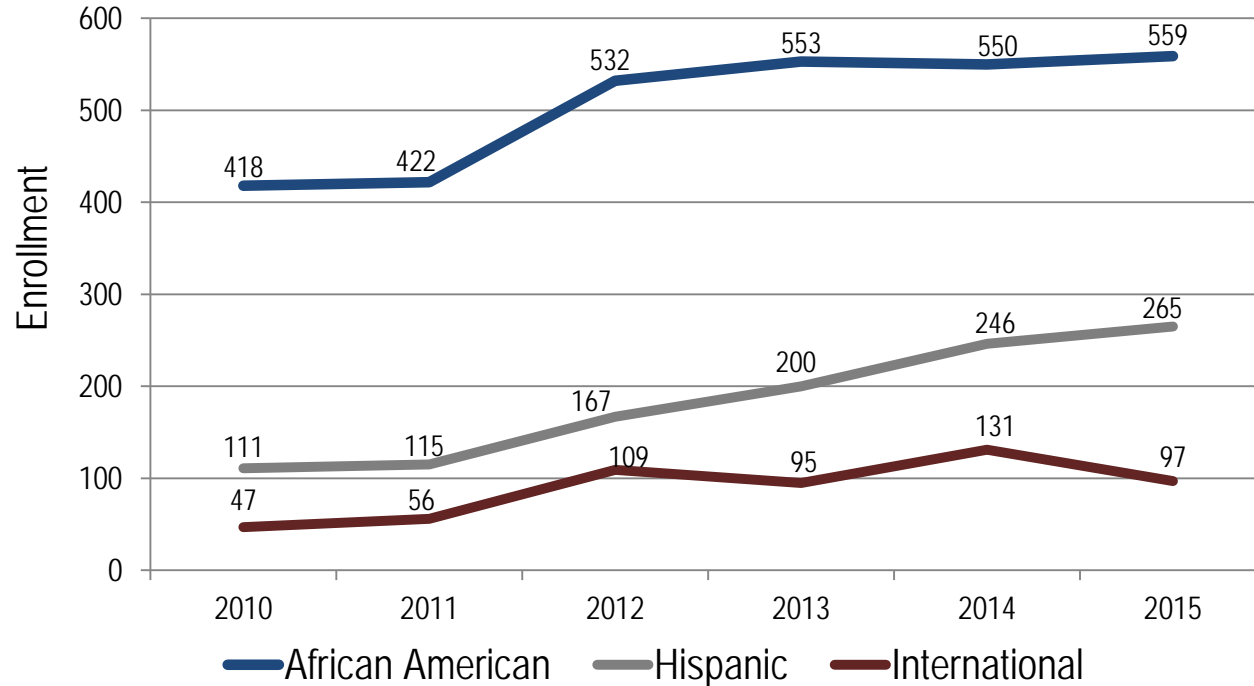


Making Progress on our Priorities

Building a Quality Student Body



First-year Class, Diversity Enrollment



Average ACT	25.5
Average Entering GPA	3.68
National Merit Hispanic & Achievement Scholars	117
ACT/SAT of 31 or above	704

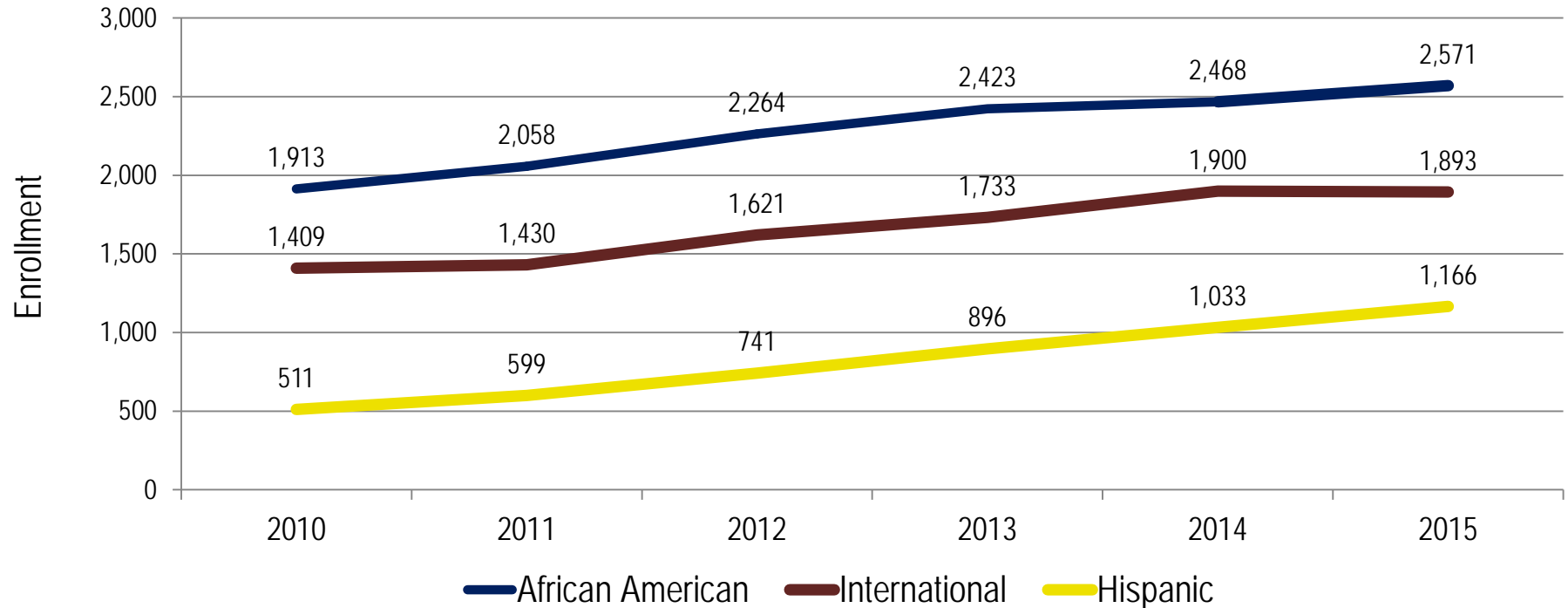


Making Progress on our Priorities

Building a Quality Student Body



Overall Diversity Enrollment



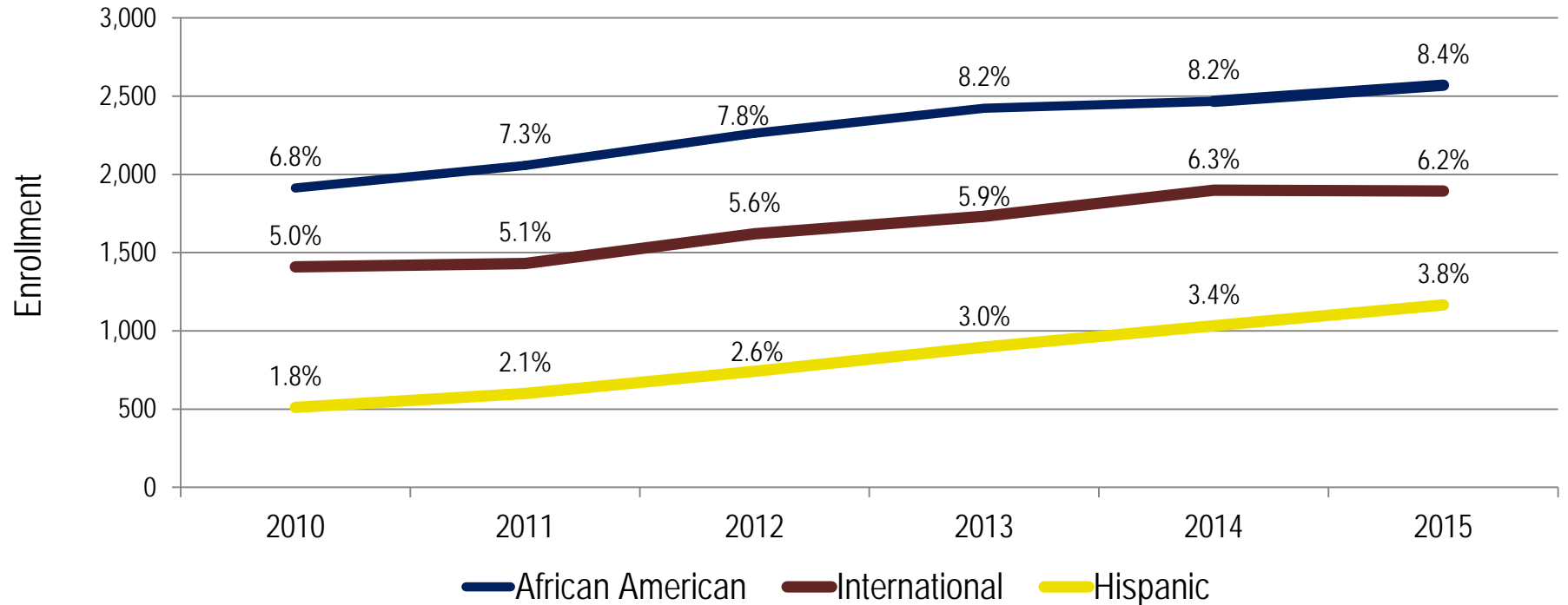


Making Progress on our Priorities

Building a Quality Student Body



Overall Diversity Enrollment | Percent of Student Body

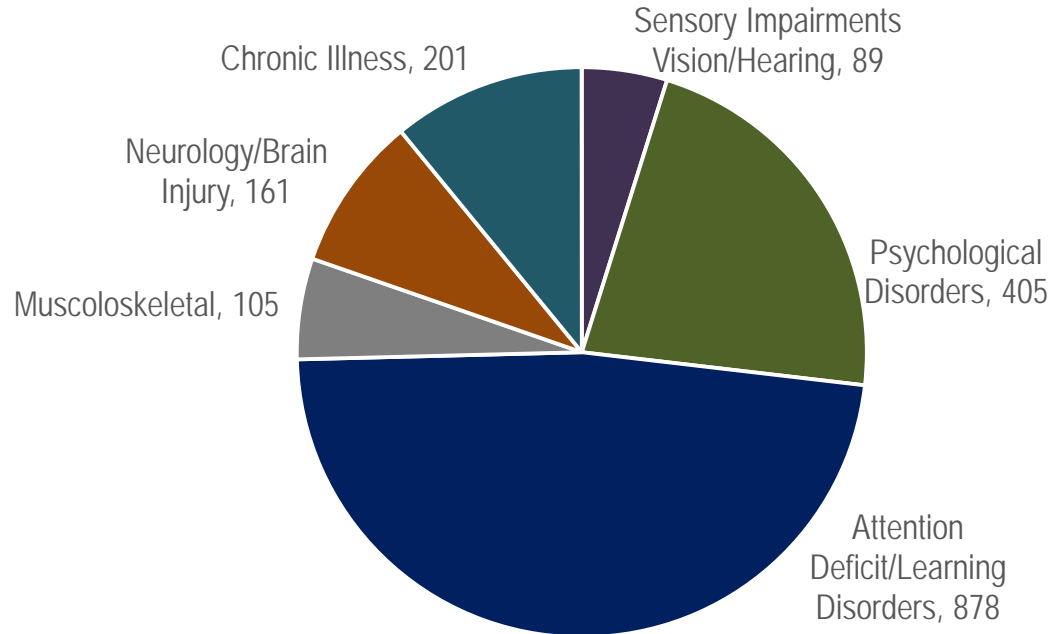


Diversity and Inclusivity

Disability Resource Center | Breakdown of 1,839 Disability Types



According to the Disability Resource Center, a majority of the disability types at UK are related to learning and psychological disorders.



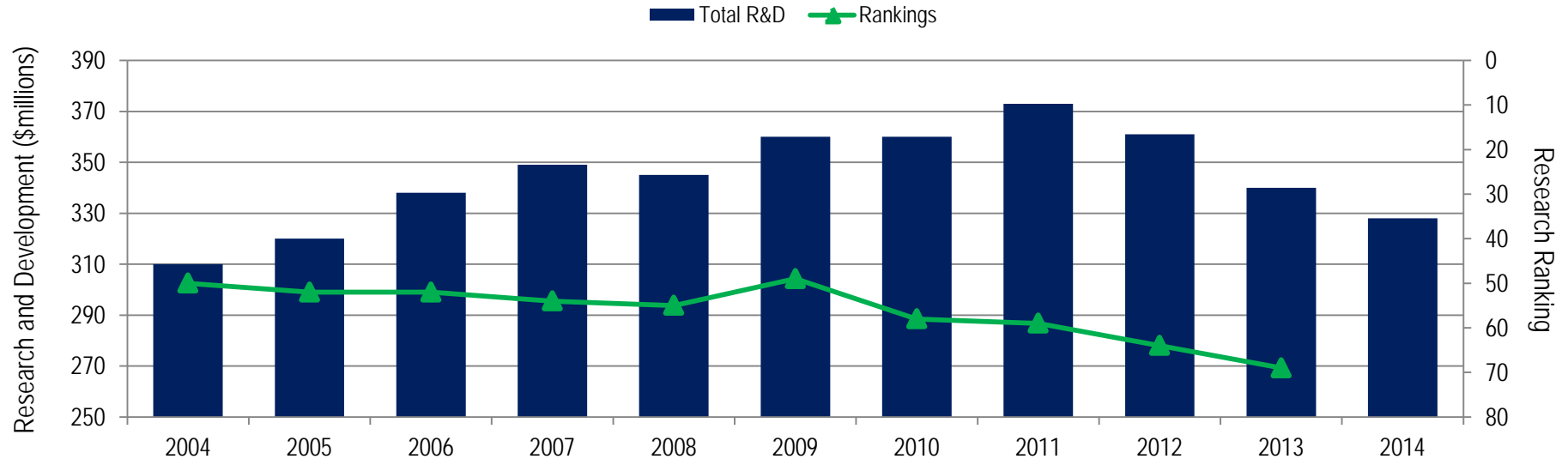
Research and Scholarship

Research and Scholarship

Research and Development Expenditures



Research and Development (R&D) Expenditures determine our national ranking as a research intensive, land-grant institution.





Rankings of doctoral programs by the National Research Council (NRC) define the quality of research/creative work by graduate students across the range of disciplines.

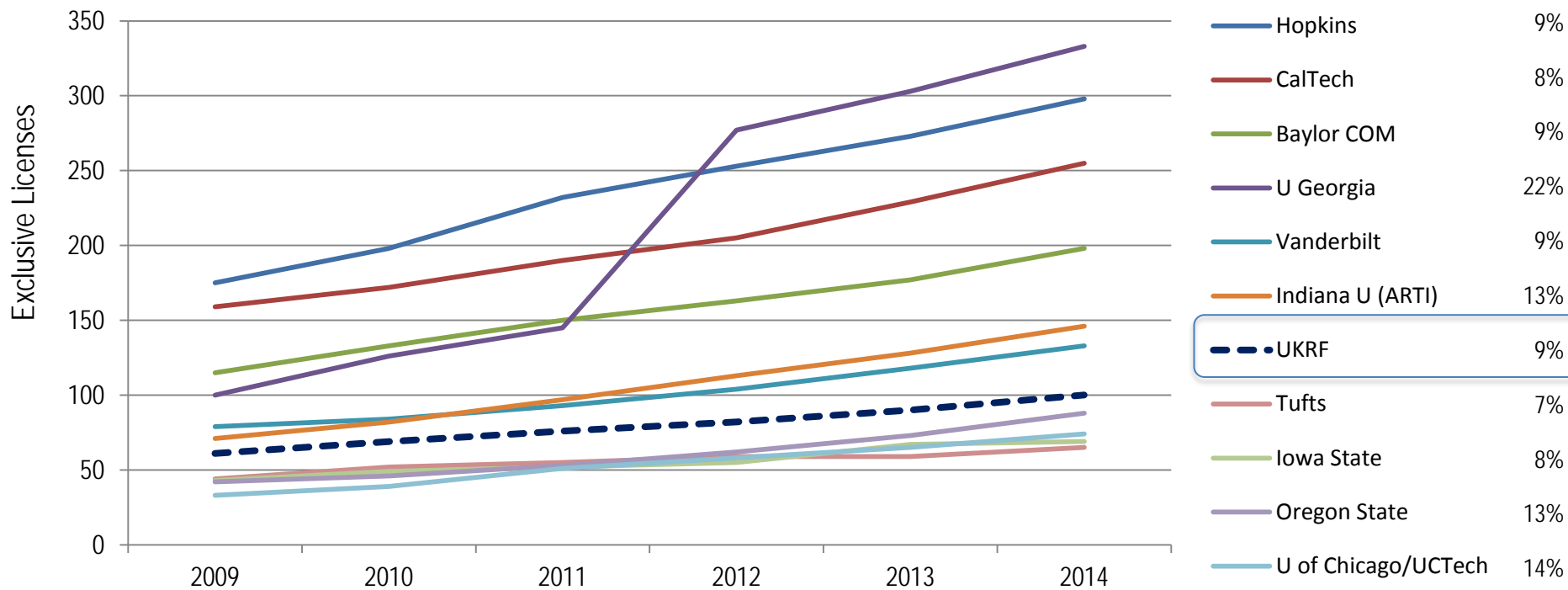
UK Doctoral programs that were within the top 25% (2006):

- English
- Hispanic Studies
- Public Administration
- Entomology
- Nutritional Sciences
- Nursing

Research and Scholarship Exclusive Licenses



Tracking number of licenses over time.



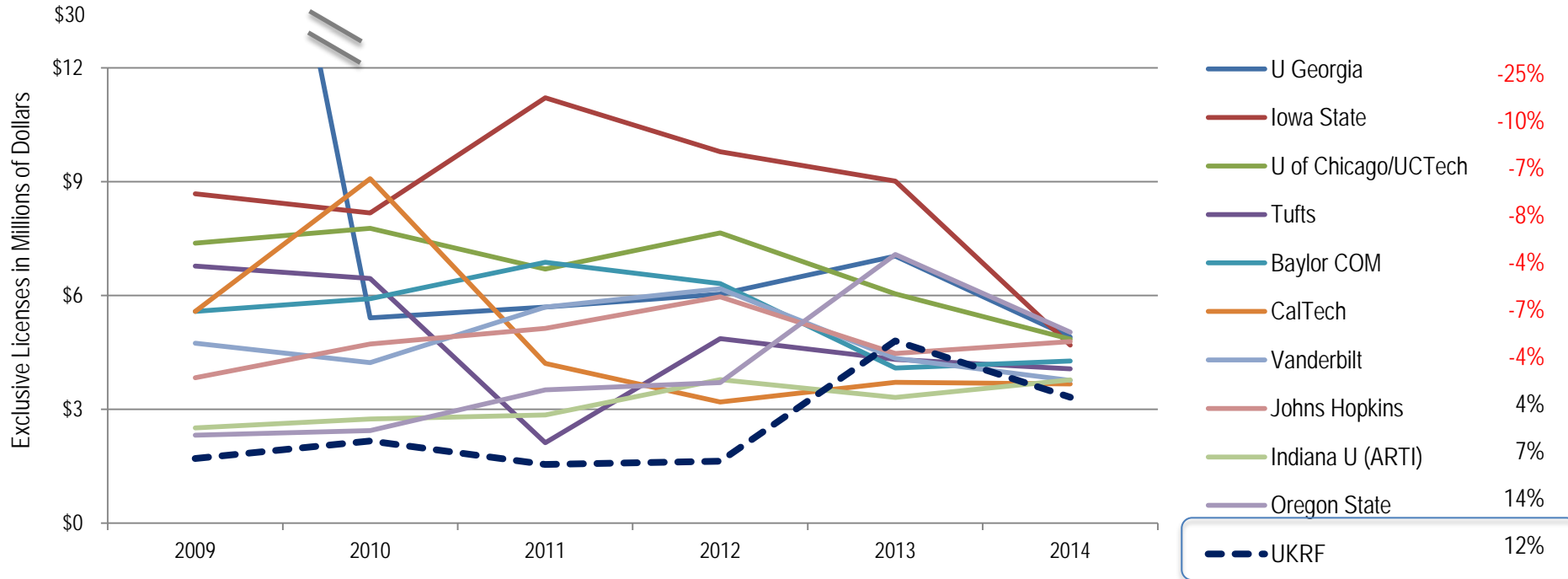
Note 1: Compounded Annual Growth Rate

Research and Scholarship Licensing Income



Licensing income is the outcome of intellectual capital and economic development of our faculty, students and staff.

CAGR¹



Note 1: Compounded Annual Growth Rate

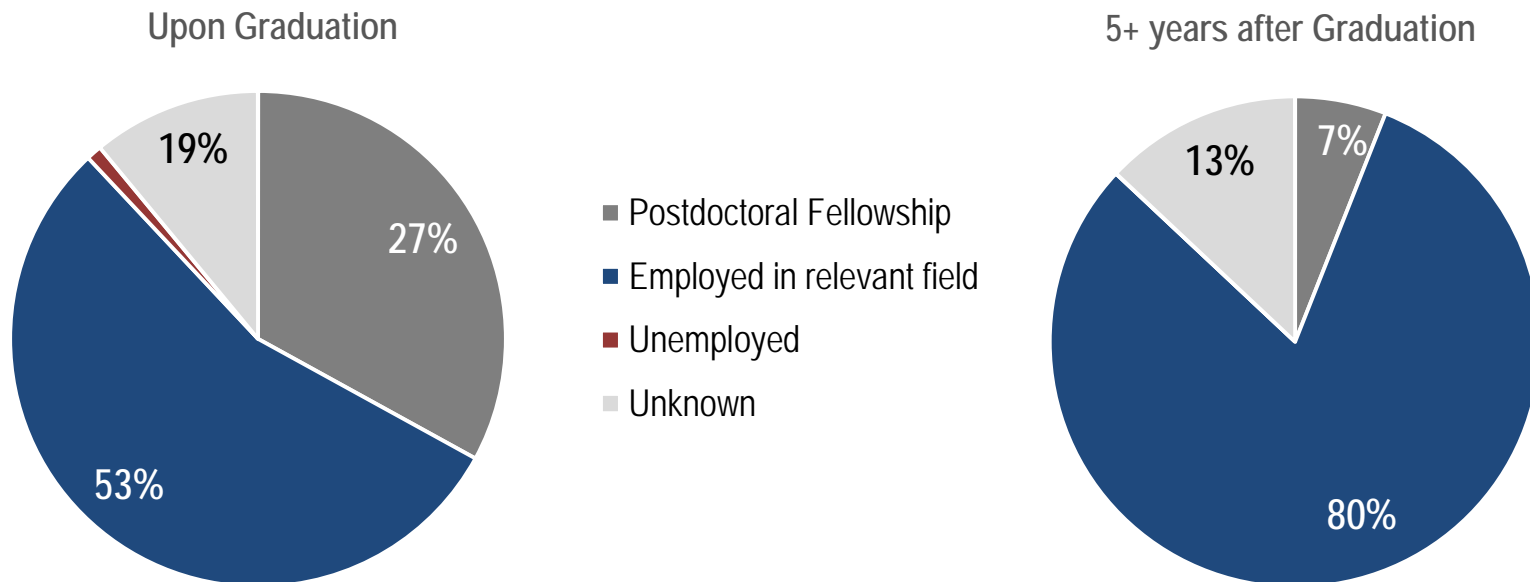
Graduate Education

Graduate Education

Job Placement Statistics



Data shows that our doctoral students are building successful careers after leaving UK¹.



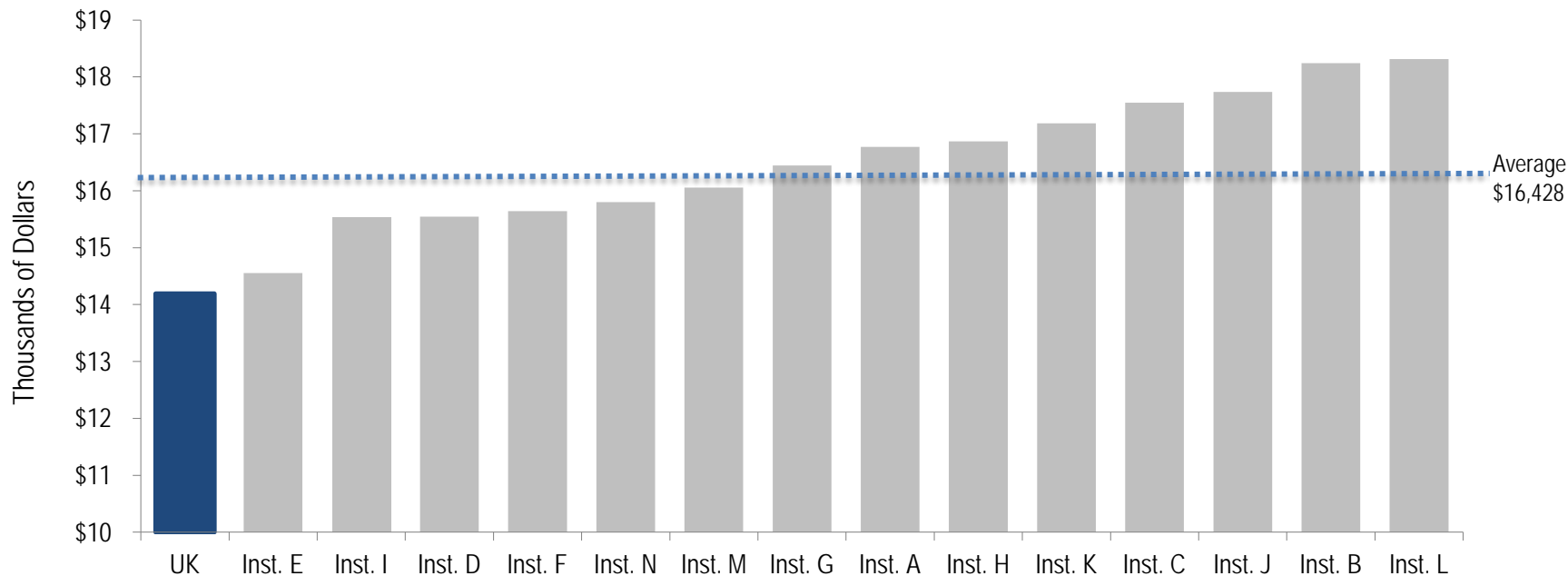
Note 1: Data are based on doctoral students who graduated between 12/2004 and 12/2014.

Graduate Education

Graduate Student Stipends



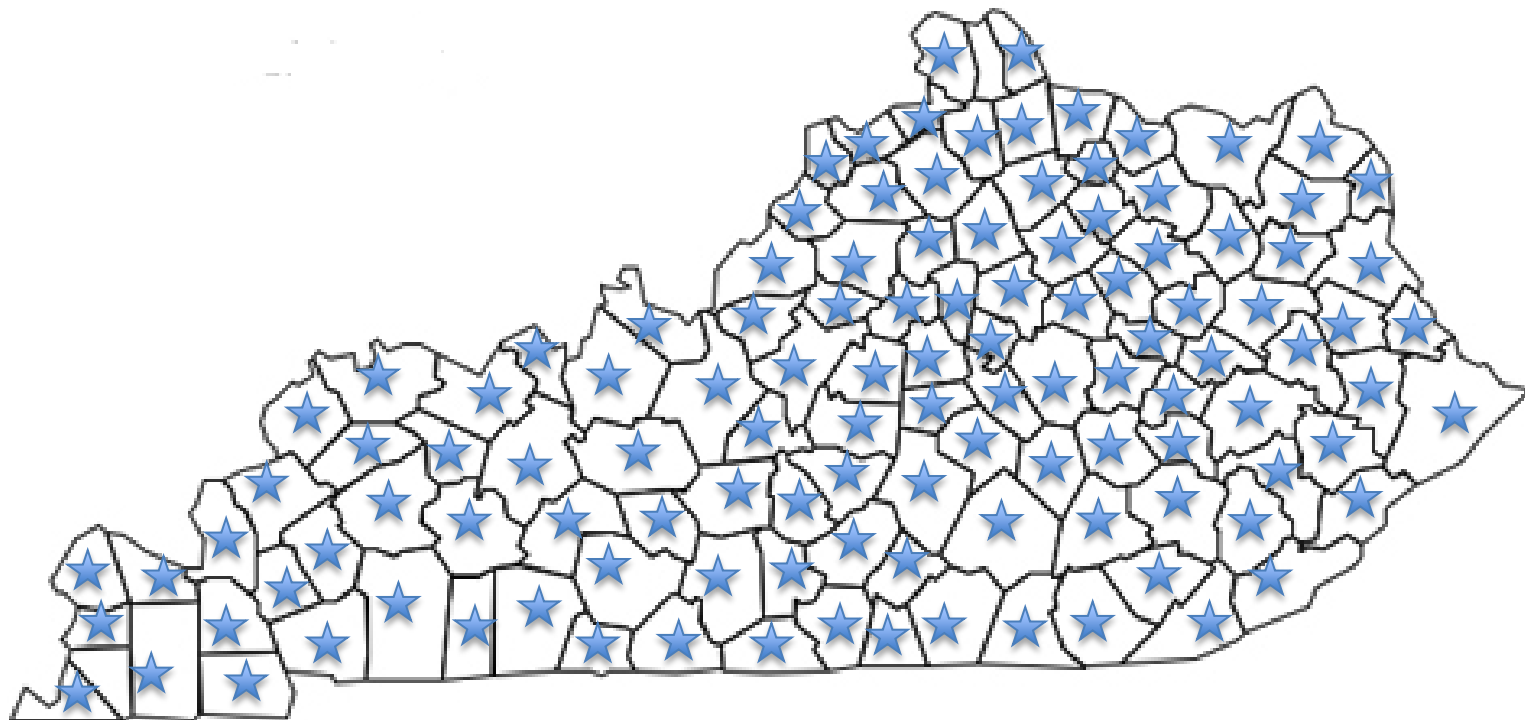
UK versus Big 10 institutions¹



Outreach and Community Engagement

Outreach and Community Engagement

Connections to Every County in Kentucky





Undergraduate Student Success

How can we enrich UK's undergraduate education through continuing innovation and experimentation in teaching and learning approaches, thus creating transformative experiences that prepare our students for success?

Diversity and Inclusivity

How can our University community continue to become more diverse and inclusive, better positioning our students, faculty, staff, and community members to contribute to the increasingly interconnected and global economy of the twenty-first century?



Research and Scholarship

How can we build on our distinctive capabilities to perform world-class research and scholarly work that will have a significant impact on the lives of Kentuckians and the challenges facing our nation and the world?

Graduate Education

How can our graduate and professional programs best be advanced to produce the outstanding scholars and well-prepared professionals our Commonwealth and nation need?

Outreach and Community Engagement

How can we increase and strengthen our engagement with, and contributions to, our local, regional, national and global communities?



STRATEGIC VISION

- Includes teaching and learning, diversity and inclusion, discovery, research and creativity, promotion of health, and deep community engagement

As Kentucky's indispensable institution, we transform the lives of our students and advance the Commonwealth we serve – and beyond – through our teaching and learning, diversity and inclusion, discovery, research and creativity, promotion of health, and deep community engagement.

STRATEGIC VISION

- Includes teaching and learning, diversity and inclusion, discovery, research and creativity, promotion of health, and deep community engagement

STRATEGIC OBJECTIVES

- Articulates five (5) overarching goals for undergraduate student success, diversity and inclusion, research and scholarship, graduate education, and community engagement

STRATEGIC INITIATIVES

- Articulates focus initiatives for each strategic area

ACTION STEPS

- Prescribes actions to satisfy each strategic initiative



Undergraduate Student Success

To be the University of choice for aspiring undergraduate students, within the Commonwealth and beyond, seeking a transformational education that promotes self-discovery, experiential learning, and life-long achievement.

Graduate Education

Strengthen the quality and distinctiveness of our graduate programs to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.

Diversity and Inclusivity

Enhance the diversity and inclusivity of our University community through recruitment and retention of an increasingly diverse population of faculty, staff and students and by implementing initiatives that provide rich diversity-related experiences for all, to help ensure their success in an interconnected world.



Research and Scholarship

Expand our scholarship, creative endeavors, and research across the full range of disciplines to focus on the most important challenges of the Commonwealth, our nation, and the world.

Community Engagement

Leverage leading-edge technology, scholarship and research in innovative ways to advance the public good and to foster the development of citizen-scholars.

Implementation Considerations

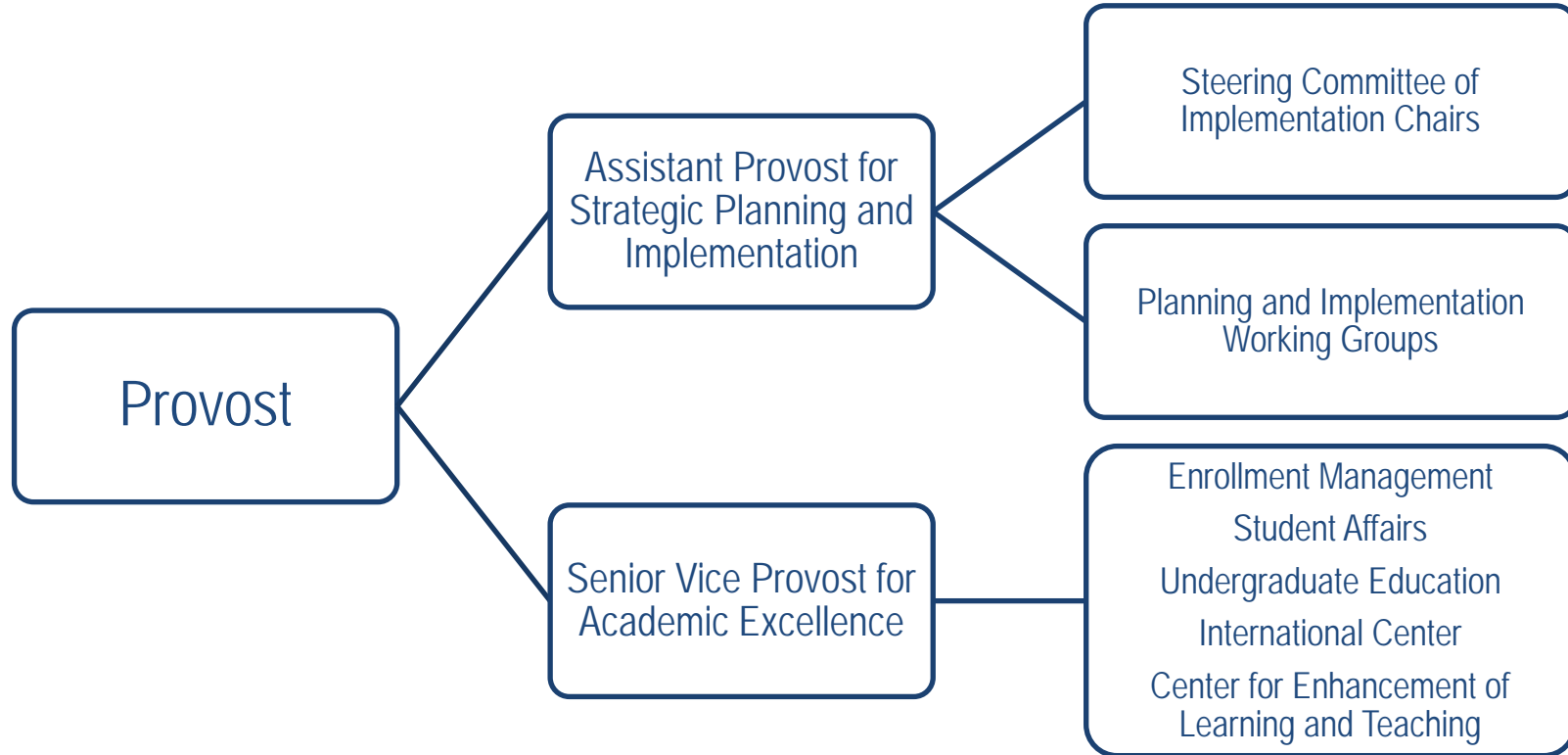
Revenue Sources



1. Tuition
2. Gifts and Endowments
3. Grants (Facilities and Administrative Rates)
4. Contracts (Fee for Service)
5. Internal Reallocation

Implementation Considerations

Responsibility Assignments



Implementation Considerations

Process Overview



1. Designating a leader to manage the 5-year implementation process
2. Convening a Steering Committee comprised of leaders and campus experts for each strategic area
3. Proceeding with executing action steps in each focus area
4. Developing executive dashboard to monitor and measure progress against goals and objectives
5. Generating reports and accompanying narratives to share with the Board on a semi-annual and annual basis

Reporting to the Board

Sample Dashboard



Strategic Area	Metric	YTD Actual	YTD Target	Variance	2020 Target	2020 Variance
Undergraduate Student Success	First-Year Retention	83%	85%	Green	90.0%	Green
	Second-Year Retention	75%	76%	Yellow	85.5%	Yellow
	Third-Year Retention	70%	71%	Green	82.0%	Green
	Four-Year Graduation	39%	39%	Red	53.0%	Red
	Six-Year Graduation		62%	Green	70.0%	Green
	URM Six-Year Gap	17%	17%	Red	9.8%	Red
	First-Gen Six-Year Gap	5%	13%	Yellow	8.0%	Yellow
	Pell Recipients Six-Year Gap	5%	13%	Green	8.0%	Green
Graduate Education	Program Selectivity	33%	28%	Green	22.0%	Green
	Degrees Awarded	1,490	1,500	Green	1,639	Green
	African American Diversity	6%	6%	Red	7.7%	Red
	Hispanic Diversity	8%	7%	Yellow	2.7%	Yellow
Research and Scholarship	Total Research Expenditures	340,000,000	342,000,000	Green	364,000,000	Green
	Federal Research Expenditures	150,000,000	155,000,000	Green	175,000,000	Green
	Doctoral Program Ranking	6	7	Green	12	Green

Strategic Objective Presentations

An Overview



We have asked the five Committee Chairs to lead the discussions on each strategic objective. Over the course of several months they led the analysis and planning for each strategic initiative and action step.

In their presentations they will:

- Further articulate each strategic objective
- Re-introduce the strategic initiatives
- Highlight a model action to implement that supports the initiative
- Provide an overview of the implementation timeline for an initial action
- Articulate the metrics by which UK will measure progress towards the strategic plan

Strategic Objective Presentations

Committee Chairs



Strategic Planning Committee	Chair	Title
Undergraduate Student Success	Dr. Ben Withers	Dean of Undergraduate Education
Diversity and Inclusivity	Terry Allen	Interim Vice President for Institutional Diversity
Research and Scholarship	Dr. Lisa Cassis	Vice President of Research
Graduate Education	Dr. Susan Carvalho	Interim Dean and Associate Provost of the Graduate School
Outreach and Community Engagement	Lisa Higgins-Hord	Assistant Vice President, Community Engagement

APPENDIX

Overview of Planning

UK's Differentiating Strengths



Academic Excellence

- The accelerating progress of recent years has led to a broadly-shared sense of increased confidence that UK can realize greater accomplishments and set higher aspirations
- The quality of incoming students has been rising steadily
- The diversity of the student body, faculty, and staff continues to increase along many dimensions

Collaboration

- UK and UK HealthCare are co-located on a single campus, providing opportunities for multidisciplinary collaboration
- UK benefits enormously from the extraordinary loyalty, commitment, and enthusiasm of the greater UK family – the "Big Blue Nation"

Overview of Planning

UK's Differentiating Strengths



Investments

- A significant amount of new research space has recently been approved and will be under construction soon
- UK has made significant investments in improving the quality of student life – including new dormitories and living/learning communities
- Sesquicentennial year events, with their reflections on what UK has accomplished, have stimulated thinking about what UK might achieve over the next hundred or more years

Community Impact

- UK has a physical presence and tradition of service and involvement in every county in Kentucky
- The academic medical center, serving Kentucky and beyond, continues to grow in scale and reputation
- Over the past decade, there has been strong growth in the number of patients treated in UK hospitals and clinics, and in the breadth and sophistication of advanced clinical services

Overview of Planning

Timeline | September 2013 through January 2015

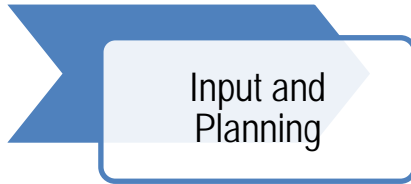


September 2013



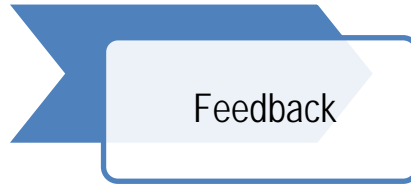
- Conducted interviews
- Collected existing data
- Penned history and background

Input and Planning



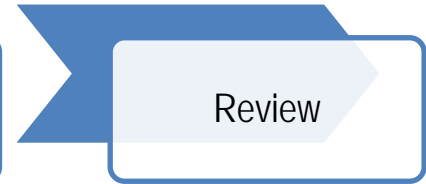
- Composed cohesive planning document
- Identified emerging themes

Feedback



- Distributed draft
- Talked with community
- Gathered feedback

Review



- Revised document based on feedback
- Finalized strategic plan

January 2015

Overview of Planning

Essential Elements of Strategy



DISTINCTIVENESS

- Special attributes and their sources
- Consistent with vision and mission
- Differentiation that confers relative advantage

RESOURCE COMMITMENTS

- Choices about allocating scarce resources
- Fact-based decision-making
- Coherent set of initiatives

EXECUTION

- Implementation plans
- Responsibility assignments
- Progress measures
- Review milestones