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

<u>**Objective 1.1**</u> Enroll more high-ability students from all societal segments.

    <u>Strategy 1.1.1</u> Enhance marketing and communication efforts statewide and in strategic out-of-state and international target areas.

    <u>Strategy 1.1.2</u> Review, revise and refine University and college-based merit- and need-based financial aid strategies to increase yield and enhance diversity.

    <u>Strategy 1.1.3</u> Implement or enhance academic programs that target high ability students (e.g., Honors, Global Scholars, Clinical Translational Science, etc.).

<u>**Objective 1.2**</u> Improve student success, with particular attention to attrition and time-to-degree.

    <u>Strategy 1.2.1</u> Increase faculty numbers to improve faculty-to-student ratio and academic program quality; establish an academic staffing model based on national best practices with an optimal mix of Teaching Assistants and full-time faculty, including clinicians and lecturers.

    <u>Strategy 1.2.2</u> Continue and expand current programs aimed at improving undergraduate student success in the first two years (where attrition is highest), and implement a rigorous and on-going assessment of program effectiveness.

    <u>Strategy 1.2.3</u> Expand efforts to monitor student progress toward degree completion and implement a robust set of intervention and support strategies.

<u>**Objective 1.3**</u> Ensure that graduates are able to demonstrate expertise in their disciplines, critical thinking and global citizenship skills, information literacy, and ethical values.

    <u>Strategy 1.3.1</u> Expand instructional development opportunities focused on innovative pedagogies focused on active learning, effective use of technology, and assessment; implement research-based curricular enhancements to facilitate continuous improvement in student learning.

    <u>Strategy 1.3.2</u> Expand opportunities for interdisciplinary and inter-professional learning and training; create appropriate space and facilities.

    <u>Strategy 1.3.3</u> Extend opportunities for appropriate high-impact academic and cultural activities for students at all levels (e.g., service learning and engagement, research, study abroad, internships, etc.); develop cohesion between the curriculum, co-curricular and community service activities, particularly with regard to leadership, internationalization, diversity, and inclusion.

Strategy 1.3.4 Revise and implement a new undergraduate General Education Curriculum which addresses well-articulated learning outcomes.

Objective 1.4 Increase the number of degrees awarded at all levels necessary to meet critical State and national needs.

Strategy 1.3.1 Maximize access to University courses and programs through efficient and innovative use of space and technology (e.g., Morehead Medical Campus, AG*IDEA national consortium).

Strategy 1.3.2 Expand academic and clinical space through relocation of ancillary functions and construction of new academic buildings.

Strategy 1.3.3 Develop and implement new programs and strategies to increase student enrollment and diversity, including transfer and non-traditional student enrollment as appropriate.

Strategy 1.3.4 Continue to enhance recruitment of majors in the Science, Technology, Engineering, and Mathematics (STEM) disciplines and provide professional development programs for P-12 math and science teachers, in order to create more math and science capacity and diversity in the Commonwealth.

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

Objective 2.1 Increase research and scholarly productivity.

Strategy 2.1.1 Reduce barriers to and facilitate interdisciplinary research and collaborative scholarship, including scholarly projects that encompass national and international partnerships.

Strategy 2.1.2 Target institutional investment to research areas of current strength and emerging importance (energy, environmental sustainability, clinical translational science and life sciences, combating social ills, world studies).

Strategy 2.1.3 Grow traditional sources of extramural research support and identify and cultivate new sources.

Objective 2.2 Expand research capacity

Strategy 2.2.1 Aggressively pursue private funding for construction and renovation of research space, and seek legislative approval for UK bonding authority.

Strategy 2.2.2 Add faculty positions in targeted and emerging areas.

Strategy 2.2.3 Develop and implement effective campus-wide policies for allocation of existing space based on strategic need and scholarly productivity.

Strategy 2.2.4 Make better use of specialized equipment and resources at existing regional and national facilities.

Strategy 2.2.5 Ensure that the level of administrative and support services are sufficient to meet the needs of a growing research enterprise.

Objective 2.3 Enhance the impact and public awareness of the university's research and scholarship on the knowledge-based economy of Kentucky and the nation.

Strategy 2.3.1 Strengthen public relations programming to communicate more effectively the impact of research and scholarly accomplishments.

Strategy 2.3.2 Streamline and improve the intellectual property development and technology transfer processes.

Strategy 2.3.3 Develop and institute an "innovation leave" program to facilitate faculty efforts to effectively commercialize their discoveries.

Strategy 2.3.4 Integrate research and teaching more fully by increasing research opportunities for students at all levels.

Goal 3:

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

Objective 3.1 Recruit faculty with high potential for success at a Top 20 level research university.

 Strategy 3.1.1 Ensure starting salaries and start-up support are nationally competitive.

 Strategy 3.1.2 Assist chairs/directors and search committees in attracting the best candidates in the country for success in the recruitment of a high-caliber, diverse faculty.

 Strategy 3.1.3 Utilize endowed chairs and professorships strategically to recruit leadership level faculty in targeted areas.

Objective 3.2 Enhance the success, retention and advancement of all cadres of faculty engaged in the varied missions of the university.

 Strategy 3.2.1 Ensure that faculty work allocation and advancement policies and practices, including those pertaining to compensation, are fair, transparent, and clearly communicated, and that they reflect best practices among top public research universities.

 Strategy 3.2.2 Support, recognize, reward, and celebrate faculty achievement in all areas.

 Strategy 3.2.3 Design and implement a research-based program to improve career advancement support and opportunities for mid-career faculty.

 Strategy 3.2.4 Identify and develop faculty leaders.

Objective 3.3 Create a workplace culture that articulates values and initiatives to engage employees as stakeholders.

 Strategy 3.3.1 Reinforce values and practices necessary to foster a culture of respect, learning, innovation, efficiency and service to support our students, colleagues and customers.

 Strategy 3.3.2 Improve performance management to motivate and challenge employees to excel in support of university and department goals; link achievement to recognition, rewards and compensation; and enhance communication at all levels.

 Strategy 3.3.3 Enhance resources to provide opportunities for advancement and development that serve both the individual and the organization.

Strategy 3.3.4 Develop and implement programs to increase leadership capacity, knowledge, skills and abilities that enhance competence and accountability.

Strategy 3.3.5 Develop and implement work-life practices and policies to promote a healthy, productive and safe work environment.

Objective 3.4 Continually enhance recruitment, selection, orientation and retention of top talent.

Strategy 3.4.1 Improve the Office of Human Resources position as a strategic partner for human capital management and business decisions.

Strategy 3.4.2 Enhance University of Kentucky "employment brand" and core messaging to complement and reinforce strategic goals, values and mission

Strategy 3.4.4 Strengthen market competitive compensation and benefits to attract, retain and reward top talent and high performers.

Strategy 3.4.5 Introduce, enhance and support a comprehensive orientation experience to ensure a successful start for new hires.

Objective 3.5 Strengthen the integration and utilization of innovative, cost-effective information technology solutions to enhance all missions of the University.

Strategy 3.5.1 Establish and improve robust partnerships between Information Technology and campus constituencies

Strategy 3.5.2 Build a sustainable funding model for developing information technology resources.

Strategy 3.5.3 Leverage the University's Enterprise Resource Planning system (IRIS) to simplify and automate key University business processes and help improve business unit productivity.

Objective 3.6 Expand staff resources to support student success and faculty productivity in research and teaching.

Strategy 3.6.1 Add library faculty and staff to support student success through activities such as training in information literacy, extension of library hours of service, and engagement with faculty in incorporating library resources in classroom experiences.

Objective 3.7 Increase building space available to academic programs, and for research, and support functions.

Strategy 3.7.1 Complete capital projects currently underway (the new Pharmacy Building, including fit-up of the top two floors; the Digital Village II building; and Phase 1A of the new Patient Care Facility).

Strategy 3.7.2 Construct new residence halls (600 additional beds) through private partnership.

Strategy 3.7.3 Seek funding for the top new construction priorities of the university (Business, Law, and Biomedical/Chemistry Research; library auxiliary storage facility); seek funding for renovation of vacated buildings.

Objective 3.8 Improve the suitability, efficiency, and quality of existing buildings.

Strategy 3.8.1 Continue classroom and research laboratory renovations and upgrade, and modernization of residence halls.

Strategy 3.8.2 Complete the first phase of building modifications utilizing the Energy Savings Company contract methodology, yielding energy reductions and upgrades of building infrastructures.

Strategy 3.8.3 Develop office and research lab space design guidelines and apply them to future university construction projects.

Strategy 3.8.4 Implement a more streamlined process for building class schedules and classroom schedules to improve efficiency of classroom utilization.

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Goal 4:
Promote Diversity and Inclusion

Objective 4.1 Promote inclusive excellence across the University.

Strategy 4.1.1 Adopt an organizational structure that makes explicit the shared responsibility of the entire community for inclusive excellence.

Strategy 4.1.2 Establish a University Commission on Diversity and Inclusion (UCDI), with representatives from each college and major administrative unit, to advise the University's leadership on key issues and initiatives.

Strategy 4.1.3 Develop a common understanding of diversity and inclusion.

Strategy 4.1.4 Develop an evaluation strategy for assessing the university's progress in achieving greater diversity and inclusion in all its endeavors.

Objective 4.2 Promote curricular and co-curricular transformation that recognizes the educational advantages of diversity.

Strategy 4.2.1 Develop a coherent and focused University- and unit-level implementation strategy for achieving greater diversity and inclusion in curricular and co-curricular activities.

Strategy 4.2.2 Establish clearly defined expectations, incentives, interventions and accountability measures as key components of the diversity and inclusion strategy.

Objective 4.3 Enhance campus/community collaborations in areas where opportunities exist to build diversity and increase inclusion.

Strategy 4.3.1 Establish a plan for better internal and external communication with respect to the University's diversity efforts.

Strategy 4.3.2 Develop partnerships with local and regional community organizations that promote inclusion and academic excellence.

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

Objective 5.1 Enhance faculty and staff connection with community through engagement, outreach, and service.

<u>Strategy 5.1.1</u> Develop a common understanding of engagement and its relationship to teaching, research and outreach/service.

<u>Strategy 5.1.2</u> Evaluate and adopt in promotion and tenure regulations the best practices on assessing engaged scholarship.

<u>Strategy 5.1.3</u> Promote faculty involvement in engaged research, application, outreach, and service.

<u>Strategy 5.1.4</u> Provide incentives for and recognitions of significant outreach and engagement activity.

Objective 5.2 Enhance community access to university knowledge and expertise

<u>Strategy 5.2.1</u> Develop college, department, and unit mission statements that reflect linkages with their natural community constituencies and counterparts.

<u>Strategy 5.2.2</u> Implement a community query and response portal for accessing university expertise.

<u>Strategy 5.2.3</u> Create a university-wide marketing strategy to promote public awareness of the community query portal and other means of community service

<u>Strategy 5.2.4</u> Promote regional outreach and engagement partnerships.

<u>Strategy 5.2.5</u> Encourage faculty to pursue significant research and application that improves the lives of Kentuckians, particularly when such research and application may have broader implications.

Objective 5.3 Enhance external recognition and funding of university engagement, outreach, and service.

<u>Strategy 5.3.1</u> Explore availability of local, state, federal, and philanthropic support to expand engagement activities.

<u>Strategy 5.3.2</u> Pursue external recognition for engagement, outreach, and service initiatives.

2009-2014 Strategic Plan Metrics

(proposed for strategic plan ending June 30, 2014)

Goal 1

1. 75%-tile of ACT Composite=28 (baseline=27)
2. Student to Faculty Ratio=17 to 1 (baseline=17.4 to 1)
3. First-to-second year Retention Rate=85% (baseline=81.0%)
4. Four-year Graduation Rate=35% (baseline=31.3%)
5. Average Registered Time-to-Degree for Ph.D Programs will be less than or equal to national average (UK baseline to be determined using definition in NSF Survey of Earned Doctorates report))
6. UK seniors will improve performance on the value-added component of the CLA (baseline=0.6).
7. Increase percent of first time takers who pass licensure exams (no baseline established; new measure)
8. Bachelor degrees awarded=3,925 (baseline=3,775)
9. Masters degrees awarded=1,350 (baseline=1,300)
10. Research and Professional Doctorates awarded=740 (baseline=717)

Goal 2

1. Total Research Expenditures (as reported to NSF)= $430M by FY 2013 (baseline in FY08=$336.7; growth is 5% per year; average over last seven years=6.8% which included a growth of only 1% from 07 to 08)
2. Publications Five Year Total=10,000 (baseline=8,991)
3. Citations Five-Year Total=65,000 (baseline=52,169)
4. The number of Intellectual Property disclosures, licenses, and spin-off companies will increase
5. Increase by 10% National/International Recognition Awards for Research to Faculty/Research Professionals over the Five-Year Period (new measure; need to establish baseline)

Goal 3

1. Instructional Faculty Salaries as Percent of Benchmark Median = 90%
2. Increase in Tenured/Tenure Track Faculty Retention Rate (new measure; need to establish baseline))
3. Increase Faculty/Staff Work-Life Satisfaction (based on baseline established in Work-Life Survey)
4. Improve Association of Research Libraries ranking to 32.
5. Compensation of 75% of staff employees with more than seven years of service will be above the first quartile for regional salary ranges for comparable employment.
6. Improve student/faculty/staff satisfaction with information technology solutions. (need to establish baseline)
7. Add one million GSF of educational and general, research and support space.
8. Renovate or modernize 400,000 GSF of classroom, research and student support space.

Goal 4

1. All university units will implement strategies to achieve inclusive excellence; large units will establish demographic baselines, and set and achieve enhancement)
2. Increase percent of total students/faculty/staff from racial/ethnic minorities and international backgrounds.
3. Increase in ratings of Inclusive Community by students, faculty and staff (new measure; need to establish baseline)
4. Increase in ratings by students of Curricular and Co-curricular Effectiveness in incorporating diversity and inclusion (new measures; need to establish baseline)
5. Increase number of partnerships with community organizations that promote diversity and inclusion (establish baseline on 2008-09 data)

Goal 5

1. Increase number of faculty/staff reporting outreach and engagement on the EMI to 1,000 (baseline=905)
2. Increase by 10% the total annual connections made in providing university knowledge and expertise to improve lives and benefit communities.
3. Achieve 5 national, regional, or disciplinary competitive grants/recognitions for engagement and outreach.

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2009-14 Strategic Plan
Proposed Mission, Vision and Values

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 well-being.

VISION

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

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