"see tomorrow." Update

April 14ᵗʰ, 2014

THE UNIVERSITY OF KENTUCKY
STRATEGIC PLAN

Overview of Process

Six Key Initiatives

1. Create a Vibrant Undergraduate Learning Community

2. Advance a High Quality Graduate and Professional Education Portfolio

3. Cultivate a Robust Research Environment

4. Develop a Strong and Sustainable UK Infrastructure

5. Create a Positive Work Environment for Faculty and Staff

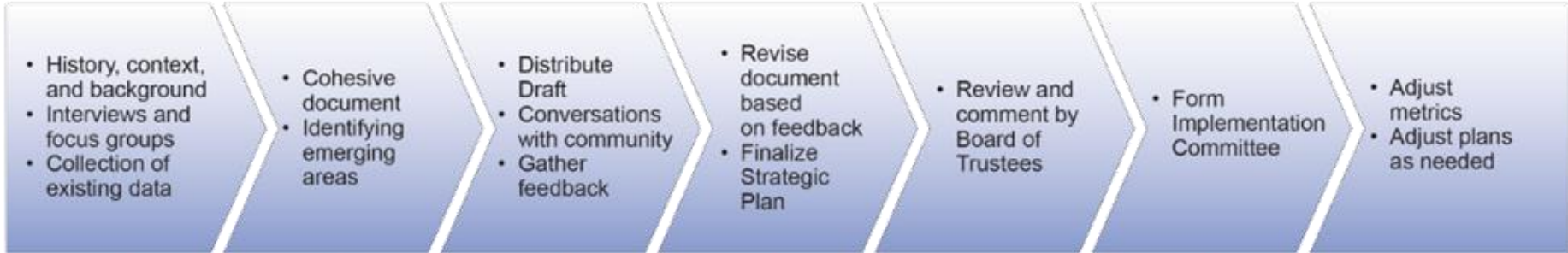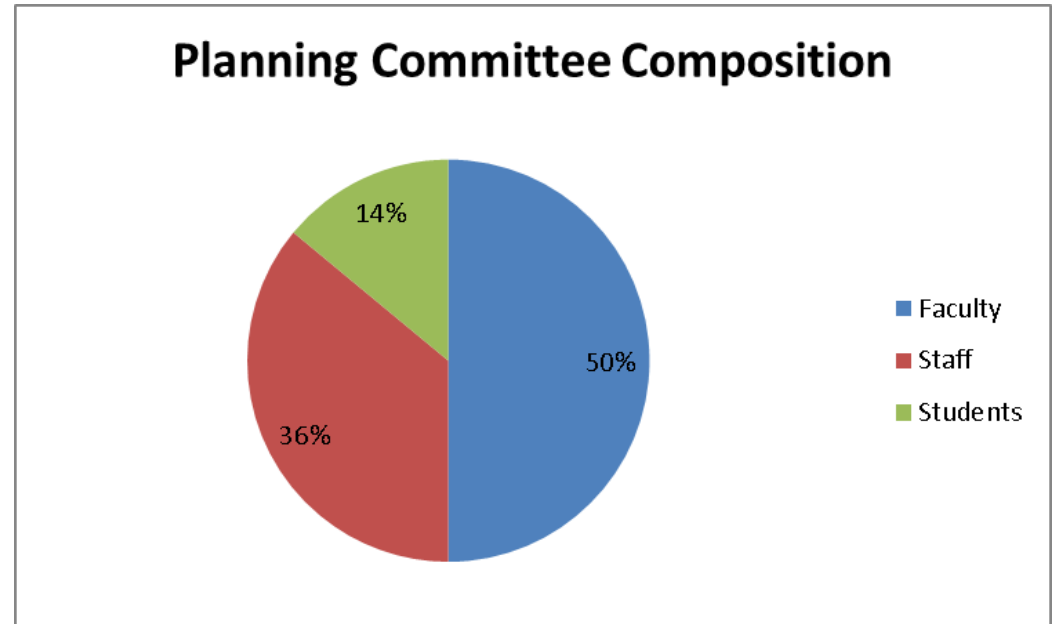6. Have a Meaningful Impact on the Community and the Commonwealth

Community Involvement

Community Involvement

- **2** Town Halls

- **3** Speaker Series events

- **103** Planning Committee members

- **150** Academic Brand Initiative focus group participants

- Approximately **785** people have been involved in the planning process in some way

- Strategic Plan videos viewed **1504** times on YouTube

Planning Committee Composition

- Faculty 50%
- Staff 36%
- Students 14%

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Community Involvement

Focus Groups have been held with:

- ✓ Associate Deans
- ✓ Associate Deans of Research
- ✓ Deans
- ✓ Department Chairs
- ✓ Directors of Graduate Studies
- ✓ Emeriti Faculty
- ✓ Faculty Councils

- ✓ Provost's Leadership Team
- ✓ Staff Senate
- ✓ Students
- ✓ Top 50 Researchers (as determined by funding)
- ✓ UK Alumni Association
- ✓ UK HealthCare Advisory Group

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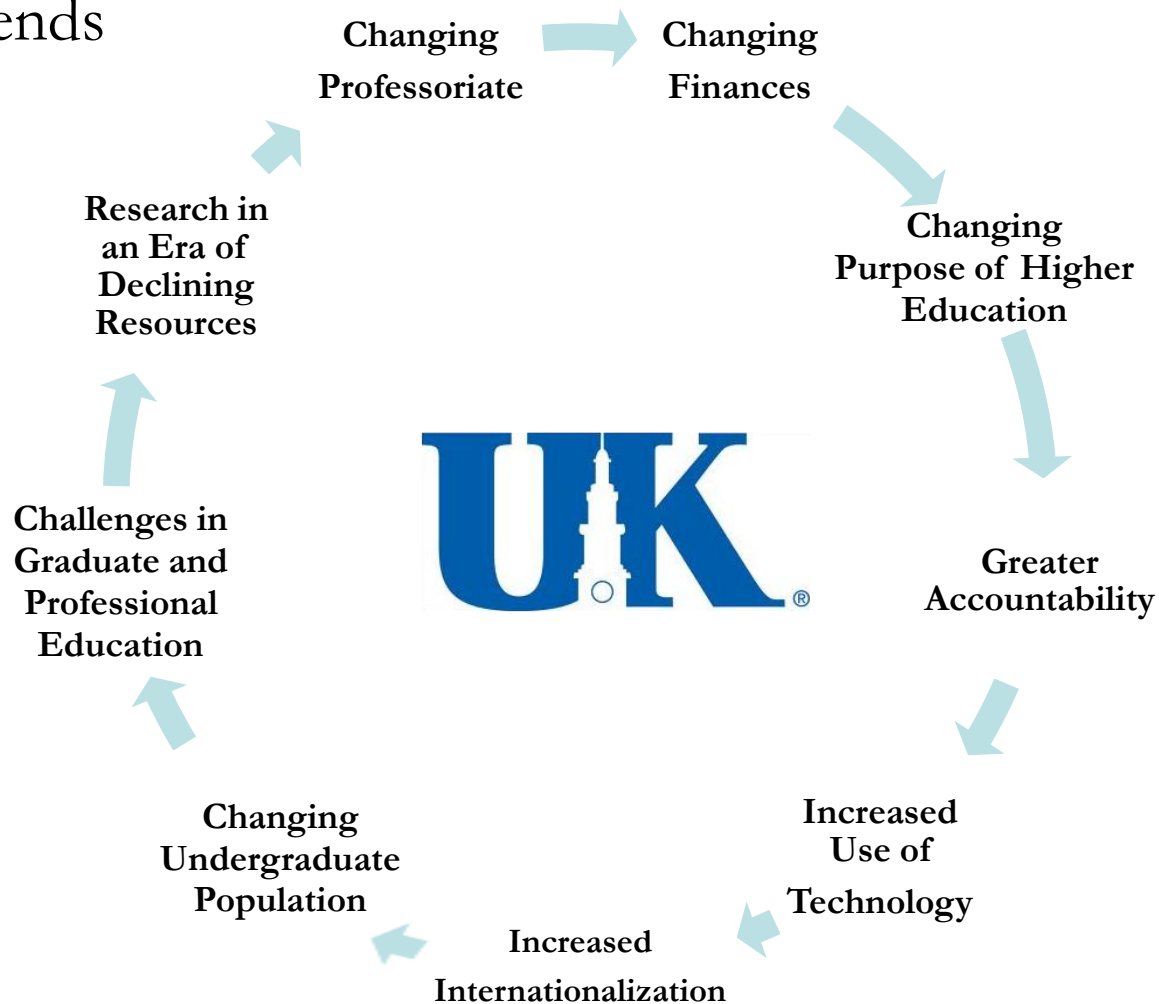UNIVERSITY OF
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Community Involvement

The Planning Committee has contacted representatives from:

- Affrilachian Poets
- Aylesford Neighborhood Association
- Bluegrass Community Foundation
- Columbia Heights Neighborhood Association
- Council on Postsecondary Education
- CSC Design Studio
- Education Advisory Board
- Elizabeth Street Neighborhood Association
- Governor's School for the Arts
- IDEA Festival
- Isaac Scott Hathaway Museum
- Kentucky Arts Council
- Kentucky Cabinet for Economic Development

- Kentucky Chamber of Commerce
- Kentucky Department of Education
- Kentucky Humanities Council
- Lexington Art League
- Lexington – Fayette County Urban Government
- Lexington Mayor's Office
- Lexington Urban League
- Local Food Movement
- Lyric Theater and Cultural Arts Center
- Montana State University
- NoLi CDC
- North Limestone CDC
- Ohio State University
- Oregon State University
- PepsiCo

- Prall Town Neighborhood Association
- Seven Parks Neighborhood Association
- State University of New York, Buffalo
- School for the Creative and Performing Arts
- Science Technology Engineering and Mathematics Academy
- Southern Heights Neighborhood Association
- Seedleaf
- Transylvania University
- University of Arizona
- University of Kentucky

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Phase I:
Research and Benchmarking

Nine Key Trends

Changing Professoriate → Changing Finances → Changing Purpose of Higher Education → Greater Accountability → Increased Use of Technology → Increased Internationalization → Changing Undergraduate Population → Challenges in Graduate and Professional Education → Research in an Era of Declining Resources → Changing Professoriate

Strengths, Challenges, and Opportunities

STRENGTHS

- Remarkable depth and breadth
- Both a flagship and a land-grant institution
- Willing to explore and initiate partnerships outside of core competencies
- Recent successes in improving student quality and in expanding educational opportunities
- Already making significant investments in infrastructure
- Growing academic medical enterprise is gaining in national prominence
- Self-supporting athletics enterprise
- Philanthropic support on the rise
- Deep linkage between UK and the Commonwealth

CHALLENGES

- Continued decline in state and federal support
- Increased local, regional, national and global competition
- Retention and graduation rates not improved significantly in the last 10 years
- Flat and declining enrollments in master's and professional programs
- Aging facilities in need of modernization
- Behind in the movement toward online courses and degrees
- National and international academic reputation needs strengthening
- Behind in internationalization
- Modern improvements in diversity and inclusivity
- Business processes need to be modernized
- Facing significant pressure within healthcare industry

OPPORTUNITIES

- Much opportunity to improve retention
- Strong foundation for further developing and expanding multidisciplinary work
- National interest in graduate programs is growing
- Funding agencies are prioritizing applied and translational research, along with interdisciplinary, problem-based research
- Potential to increase employee accountability by tracking productivity, performance and rewards
- Diversity of the pool of college-aged potential students in Kentucky is projected to increase
- Recent academic branding efforts provide platform for more effectively communicating UK's identity and outreach efforts

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Phase II:
Input and Planning

Paradoxes?

- To some, teaching and research seem to be at odds; can a university really be good at both?

- In an era of economic constraint, can you fund both -- given declining state and federal support for operations and basic scientific research?

- Can public research universities, which for so long have relied on those traditional means of financial support, operate more efficiently, in ways that demonstrate accountability to stakeholders and quality that can be measured and managed?

- Given the growth of technology, and the rapidly increasing demand for online education, is it possible for a residential campus to thrive?

- What does it mean to be a land-grant institution in the 21st century -- one in which no one industry or sector dominates an economy, but in which many must interact across the globe to compete and thrive?

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"see tomorrow" Vision

In the 21st century, the University of Kentucky must _be a national model for a thriving, public residential research-intensive campus_ that:

- *Is dedicated to student success at all levels.*

  From the undergraduate leaving home for the first time to the graduate student, seeking to master a subject and impart knowledge to others in the academy or private industry.

- *Intently focuses on modernizing its residential campus while expanding its reach through online programs, multidisciplinary focus, and partnerships*.

  We believe technology doesn't replace the experience of students and scholars living and learning together; we believe technology emboldens and enlivens that residential experience. It's not one or the other. Rather, it is combining the best of both to maximize the success of students and faculty;

- *Places a priority on being a top research-intensive institution*.

  We want our students to have access to research and world-renowned scholars from the moment they set foot on a campus, not over a remote connection, but in a lab or classroom, using technology to augment and enhance the learning and research experiences;

- *Continues to be indispensable to our Commonwealth while having global impact*.

  We have been indispensable to the Commonwealth for 150 years through our agriculture, health care, economic development, education, research and service. We will -- and we must -- remain Kentucky's indispensable institution.

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How will we do this?

Three Central Strategies:
Eight Goals

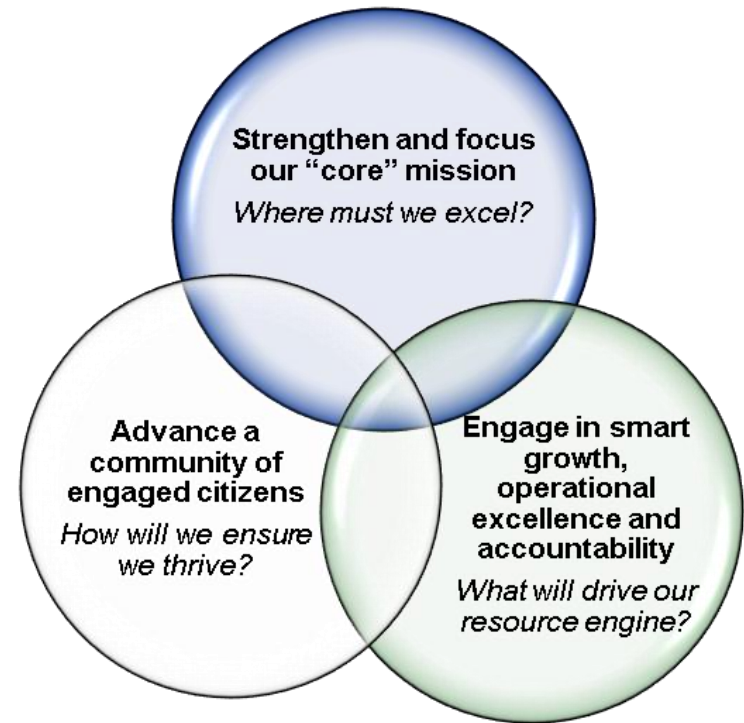**<u>Strengthen and Focus Our "Core" Mission</u>**

1. Create a Vibrant Undergraduate Learning Community

2. Advance a High-Quality Graduate and Professional Education Portfolio

3. Cultivate a Robust Research and Creative Environment

4. Ensure a Meaningful Impact on the Commonwealth and Beyond

<u>Advance a Community of Engaged Citizens</u>

5. Foster a Positive Work Environment for Faculty and Staff

6. Become the Place of Collaboration for People of All Identities

<u>Engage in Smart Growth, Operational Excellence and accountability</u>

7. Transform UK's Campus and Infrastructure

8. Develop a Sustainable Financial Plan

Strengthen and focus our "core" mission
Where must we excel?

Advance a community of engaged citizens
How will we ensure we thrive?

Engage in smart growth, operational excellence and accountability
What will drive our resource engine?

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Next Steps

- Planning Committee is drafting strategies, tactics, and metrics related to each of the goals

- Draft will be distributed to campus for review and feedback in April 2014

- Community conversations will continue to be held (online and in person)

- Visit the "see tomorrow" website

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Today's Presenters

- Co-Chairs from Working Group # 1: Create a Vibrant Undergraduate Learning Community
  - ✓ Kimberly Anderson, Associate Dean of Administration and Academic Affairs, College of Engineering
  - ✓ Jane Jensen, Associate Professor and EdD Cohort Director, College of Education
- Co-Chairs from Working Group # 3: Cultivate a Robust Research and Creative Environment
  - ✓ Rodney Andrews, Director, Center for Applied Energy Research and Associate Professor of Chemical Engineering, College of Engineering
  - ✓ Lisa Cassis, Professor and Chair of the Department of Pharmacology and Nutritional Sciences, College of Medicine

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Members of Working Group # 1

- Kimberly Anderson (Co-Chair)   Associate Dean of Administration and Academic Affairs, College of Engineering
- Jane Jensen (Co-Chair)   Associate Professor, College of Education
- Patricia Burkhart   Professor and Associate Deans, Undergraduate Studies, College of Nursing
- Micaha Dean   Student, Integrated Strategic Communication and Computer Science
- Becky Dutch   Professor, Molecular and Cellular Biochemistry and Associate Dean for Biomedical Education, College of Medicine

- Nelson Fields   Associate Professor, College of Fine Arts
- Chris Franklin   Assistant Director, Security and Operations
- Larry Grabau   Associate Dean for Instruction, College of Agriculture, Food and Environment
- Jessica Hinkle   Student, Management
- Nancy Johnson   Associate Professor and Executive Director of International Affairs, Gatton College of Business and Economics

- Pete Mirabito   Associate Professor, College of Arts and Sciences
- Dan Nwosu   Student, Biology and Chemistry
- Roshan Palli   Student , Mathematical Economics
- Joe Rey-Barreau   Associate Professor, College of Design
- Jeff Spradling   Director, Robinson Scholars Program
- David Timoney   Associate Registrar for Communications and Publications
- Benjamin Withers   Associate Provost for Undergraduate Education; Director of the University Honors Program
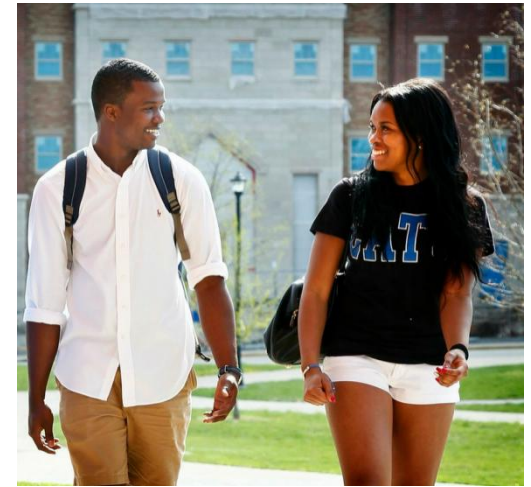
Three Actions

1. Focus on Integrated and Interdisciplinary Learning
2. Engage in High Impact Teaching and Learning Opportunities
3. Achieve National Excellence in Student Support to Degree

Action 1: Focus on Integrated and Interdisciplinary Learning

- Tactics:
  - ✓ Cultivate academic pride in a UK degree
  - ✓ Increase the numbers of multidisciplinary and trans-disciplinary degree programs, certificates and dual degrees
  - ✓ Expand the Living Learning Program
  - ✓ Embed high expectations and meaningful assessment of student learning into the educational experience, thus demonstrating the value of a UK degree
  - ✓ Expand opportunities for undergraduate enrichment programs

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Action 2: Engage in High Impact Teaching and Learning Opportunities

- Tactics:
  - ✓ Promote the use of innovative pedagogical approaches
  - ✓ Develop measures of instructional quality
  - ✓ Increase and integrate undergraduate student participation in research
  - ✓ Increase and integrate student participation in experiential education and service-learning
  - ✓ Expand opportunities for learning abroad and engaging the international community of campus and Kentucky

Action 3: Achieve National Excellence in Student Support to Degree

- Tactics:
  - ✓ Create a comprehensive transition model from recruitment/transfer to graduation
  - ✓ Improve the quality of academic advising
  - ✓ Combine advising and career services to improve the student experience and placement rates
  - ✓ Develop predictive analytics of student progress
 - ✓ Engage in college readiness and pre-UK programming through direct activities and partnerships

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Members of Working Group # 3

•	Rodney Andrews (Co-Chair)	Regular Faculty, Center for Applied Energy Research
•	Lisa Cassis (Co-Chair)	Regular Faculty, Molecular & Biomedical Pharmacology
•	Katherine Adams	Associate General Counsel, Office of Legal Counsel
•	Anna Brzyski	Regular Faculty, Fine Arts – Art
•	Doyle Friskney	VP Associate Technical Services, IT Enterprise Architect Group
•	Stephen Gedney	Regular Faculty, Electrical and Computer Engineering
•	Nancy Harrington	Regular Faculty, Communication
•	Mark Kornbluh	Dean, College of Arts & Sciences
•	Everett McCorvey	Special Faculty, Fine Arts – Music
•	Tamas Nagy	Student, Chemistry
•	Sue Nokes	Regular Faculty, Biosystems & Agriculture Engineering
•	Charlotte Peterson	Associate Dean, College of Health Sciences
•	Beth Rous	Regular Faculty, Educational Leadership Studies
•	Lisa Ruble	Regular Faculty, Educational, School and Counseling Psychology
•	Nancy Schoenberg	Regular Faculty, Behavioral Science
•	Al Shapere	Regular Faculty, Physics and Astronomy
•	Mary Beth Thomson	Senior Associate Dean, Libraries
•	Michele Tindall	Regular Faculty, College of Social Work

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Five Actions

1. Promote a Culture of Research Excellence

2. Support Identified Clusters of Research Strength

3. Bolster Research Support Systems

4. Promote Research with a High Impact on the Community

5. Diversify Research Funding Streams
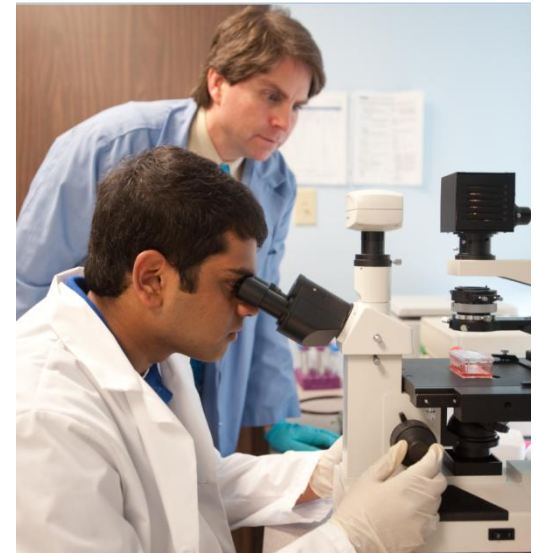
Action 1: Promote a Culture of Research Excellence

- Tactics:
  - ✓ Establish metrics by which UK can quantify and reward successful research endeavors by individuals and groups
  - ✓ Recognize the value of all of the contributions to the University research mission
  - ✓ Recognize the value of graduate research excellence, and encourage undergraduate participation in research
  - ✓ Expand UK research communications

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Action 2: Support Identified Clusters of Research Strength

- Tactics:
  - ✓ Promote research collaboration by identifying and strengthening clusters of research excellence for UK
 - ✓ Provide strong incentives for collaboration

Action 3: Bolster Research Support Systems

- Tactics:
  - ✓ Provide a stronger infrastructure for research and commercialization
  - ✓ Expand research facilities in the Basic Sciences
  - ✓ Provide modern collaborative space for interdisciplinary research in the Arts and Humanities
  - ✓ Rebalance our research cyber-infrastructure to improve support for emerging computational research
  - ✓ Initiate a campaign to develop an endowment in support of the research foundation

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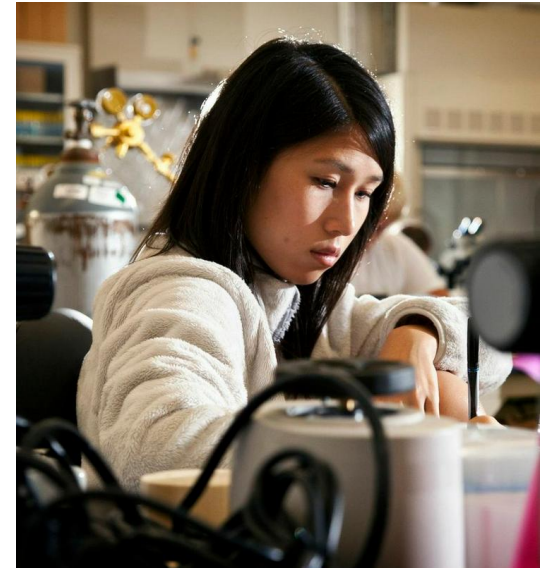
Action 4: Promote Research with a High Impact on the Community

- Tactics:
  - ✓ Maintain a focus on the needs of rural Kentuckians.
  - ✓ Continue to build our distinction in applied and translational research that has meaning for the Commonwealth and beyond.
  - ✓ Identify and combine existing and emerging research strengths in new ways to better align with regional commercialization and economic development goals.
  - ✓ Expand corporate partnerships to increase research funding levels and to enable more rapid translation of research into tangible outcomes.
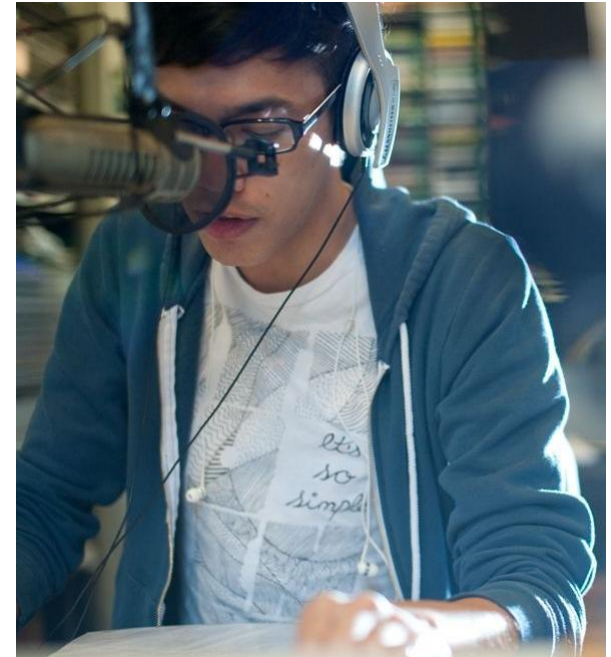
Action 5: Diversify Research Funding Streams

- Tactics:
  - ✓ Increase funding competitiveness across all agencies
  - ✓ Provide seed funding to cultivate emerging areas of research strength and creative works that diversify UK's funding streams
  - ✓ Aggressively pursue large center grants
  - ✓ Pursue Department of Defense funding
  - ✓ Increase corporate and philanthropic funding
  - ✓ Identify and pursue humanities funding

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Questions?