



The Dream & the Challenge

UNIVERSITY OF KENTUCKY

Strategic Plan 2003–2006

as of May 15, **Progress Report**

Key Indicators	Baseline	2004	2005	2006	2006 Goal	Goal Met
► GOAL I Reach for National Prominence						
I-A: Increase from 10 to 15 the number of top ranked academic programs, according to the National Institutes of Health (NIH), the National Research Council (NRC), or U.S. News & World Report.	10	13	16	pending	15	■
I-B: Increase health affairs clinical income by 10 percent.	\$477.3m	\$513.5m	\$595.2m	pending	\$525m	■
I-C: Identify four clinical target programs and implement at least two new related business plans.						
• Clinical Target Programs	None	5	9	9	4	■
• Business Plans	None	Planning	5	5	2	■
I-D: Increase the market value of the University's endowments to \$500 million through fund raising focused on the priority research areas identified in the Commonwealth's Strategic Plan for the New Economy.	\$414 m	\$491m	\$538m	\$722m	\$500m	■
I-E: Redesign business and clinical processes as part of the replacement of the financial, human resource, student, and health enterprise information systems.	None	25%	60%	85%	SAP System	
► GOAL II Attract and Graduate Outstanding Students						
II-A: Increase the middle 50 percent range of ACT scores for incoming freshmen to 23-28, as reported to U.S. News & World Report.	21-26	22-27	21-27	22-27	23-28	
II-B: Achieve enrollment and community college transfer goals established in collaboration with the Council on Postsecondary Education.						
• Undergraduate	17,878	18,190	18,492	18,732	19,463	
• Graduate/First Professional	7,155	7,289	7,252	6,970	7,805	
• Transfer	700	648	587	580	750	
II-C: Open a new undergraduate residence hall, designed as a 21 st century living/learning community.	None	50%	100%	100%	New Residence Hall	■
II-D: Increase the first-to-second year retention rate of first-time, full-time degree-seeking students to 83 percent.	79.3%	77.1%	78.4%	78.9%	83%	
II-E: Exceed the predicted levels of attainment on indicators of quality undergraduate education, as reported by seniors on the National Survey of Student Engagement (NSSE).	Exceeded one	Exceeded all	No longer available	No longer available	Exceed all	■
II-F: Increase the six-year graduation rate to 60 percent.	57.7%	61.1%	59.3%	59.8%	60%	
► GOAL III Attract, Develop and Retain a Distinguished Faculty						
III-A: Increase the average faculty salary to at least 90 percent of the benchmark median.	87.5%	89.0%	86.9%	89.1%	90%	
III-B: Develop institutional policies and procedures that promote recruitment and retention of faculty and staff.	None	10	15	pending	New policies	■
III-C: Increase by three the number of active or emeritus faculty with membership in the National Academy of Engineering, National Academy of Sciences, or the Institute of Medicine.	3	3	3	pending	6	
III-D: Increase from 12 to 15 the number of nationally recognized awards and honors earned by faculty.	12	11	5	pending	15	

Key Indicators	Baseline	2004	2005	2006	2006 Goal	Goal Met
►GOAL IV Discover, Share and Apply New Knowledge						
IV-A: Increase federal research expenditures, as reported in the National Science Foundation Survey of Research and Development Expenditures at Universities and Colleges, to at least \$140 million.	\$100.4m	\$120.0m	\$129.9m	\$142.8m	\$140m	■
IV-B: Secure authorization for an additional state-of-the-art research facility in support of the growth plan for research facilities as defined in the University's Physical Development Campus Plan.	None	Recommended by CPE	Phase I Authorized	Final Authorization	Secure Authorization	■
IV-C: Increase doctoral degree enrollment from 2,154 to 2,350; and increase doctoral degree production from 216 to 250.						
• Doctoral enrollment	2,154	2,185	2,172	2,148	2,350	
• Doctoral degrees	216	233	276	pending	250	
IV-D: Increase postdoctoral scholars from 232 to 275.	232	284	295	224	275	
►GOAL V Nurture Diversity of Thought, Culture, Gender and Ethnicity						
Meet the enrollment and persistence goals of the Kentucky Plan for Equal Opportunities in Higher Education and the employment goals of the University Affirmative Action Plan.						
Resident African-Americans/Kentucky Plan Goals:						
Undergraduate Enrollment -7%	84%	77%	83%	87%	100%	
First-Year Student Retention – 77.6%	102%	102%	94%	85%	100%	
Undergraduate Retention – 78.9%	103%	104%	100%	97%	100%	
Six-Year Graduation Rate – 57.5%	81%	92%	92%	86%	100%	
Graduate Enrollment – 5.3%	130%	130%	136%	128%	100%	■
African-American Affirmative Action Goals:						
Executive/Administrative/Managerial – 5%	66%	64%	54%	74%	100%	
Faculty – 4%	88%	83%	85%	85%	100%	
Other Professional – 5%	80%	76%	76%	74%	100%	
Female Affirmative Action Goals:						
Executive/Administrative/Managerial – 41%	102%	106%	106%	110%	100%	■
Faculty – 34%	92%	94%	95%	98%	100%	
►GOAL VI Elevate the Quality of Life for Kentuckians						
VI-A: Develop and implement a plan for University engagement that integrates service into the curriculum and recognizes faculty engagement.	None	Plan Completed	Plan Implemented	Engagement Survey Pilot	Implement Plan	■
VI-B: Secure authorization and design a strategic clinical facility.	None	Design Authorized	Phase I Authorized	Final Authorization	Secure Authorization	■
VI-C: Increase industry-funded research expenditures to \$25 million. (includes clinical trial expenditures)	\$13.2m	\$10.2m	\$11.2m	\$13.2m	\$25m	
VI-D: Increase the number of patent applications by 10 percent.	21	35	26	pending	↑ 10%	■
VI-E: Increase the number of start-up companies to two per year.	1	5	3	pending	↑ 2/yr	■
VI-F: Increase public service expenditures, particularly extramural grant-supported expenditures, in areas critical to improving the lives of Kentuckians.						
• Total public service expenditures	\$116.5m	\$121.0m	\$138.0m	pending	Increase	■
• Grant-supported expenditures	\$32.6m	\$33.6m	\$54.8m	pending	Increase	■