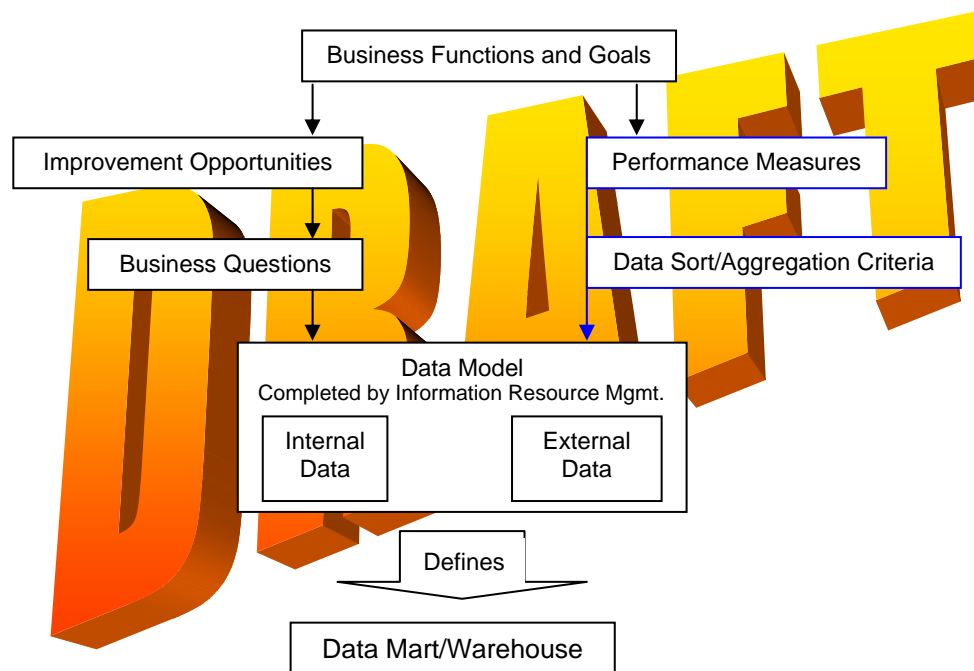


University of Kentucky
INFORMATION RESOURCE MANAGEMENT
Information Value Chain

Department	Contact	Phone	Email
Office of the President	Connie Ray	257-6384	conniearay@email.uky.edu

IV Chain TITLE: Resource Management



Business Functions and Goals:

1. **Optimize management of resources at the University of Kentucky.**

Improvement Opportunities:

1. Increase revenues to support teaching, research and service. (Objectives I.3, II.1, IV.1, IV.2, VI.1, VI.3)
2. Reduce costs and/or improve efficiencies in the use of financial resources. (Objectives I.4, I.5, III.1, III.2, III.4, VI.4)
3. Improve efficiencies in the use of capital and human resources. (Objectives I.3, I.4, I.5, Goal III, Objective IV.2, and Goal V)
4. Improve the availability and accessibility of knowledge resources to support faculty, staff and administrators in effective decision-making. (Objective I.4, III.4, IV.2)

Business Questions:

1. What is the contribution of each revenue source to the budget? How does it change over time? What factors contribute to change?
2. How can we better manage and control expenditures? What are our primary cost drivers? How do they change over time? What factors contribute to change?
3. What is our current level of outcomes and productivity in teaching, research, service, and operations, given the available resources?
4. How can we improve teaching, research, service, and operations outcomes and productivity, given the available resources?
5. What are the key demographic, diversity and program characteristics that are critical to understanding and projecting resources needed to support teaching, research, service, and operations in the future?
6. What are the projected financial, human, and capital resources needed to support teaching, research, service, and operations in the future?
7. What is the Return on Investment (ROI)/Return on Relationship (ROR) by departments/programs?

Data Sort/Aggregation Criteria:

Unless otherwise noted, performance measures listed below will be sorted or aggregated, as appropriate, by:

- organization (institution, entity, area, college/unit, academic department/office, program (major, degree, other), centers/institutes, project, account, initiative, course, individual);
- time (daily, monthly, quarterly, academic term, fiscal year, calendar year, specified date range);
- space (function or PCS, object); and
- demographics/characteristics (gender, race, residency, FT/PT status, age, major, degree, etc.).

Performance Measures:

Revenue and Expenditures

1. Budgeted and actual revenue – total and as a percent of budget, by source (Key Indicators I.A, I.D, VI.C)
2. Percent of change in total revenue generated and in revenue as a percent of total, by source (Objectives I.3, I.4)
3. State appropriations and other public funds revenue, by source (Objectives I.3, I.4)
4. Tuition and fee revenue generated, by student and course characteristics (Objectives I.3, I.4)
5. Financial aid, including scholarships, available and awarded, by source and student characteristics (Objectives I.4, II.1)
6. Grant and contract revenues and expenditures generated, by award characteristics such as source, sponsor, discipline, function (PCS), principal investigator (PI) and co-PI. (Objectives I.3, I.4, IV.1, VI.3)
7. Private giving, by campaign and donor characteristics (Objectives I.3, I.4)
8. Endowment market value by source (including contributions and net appreciation) and discipline; percent return over time; distribution account and available balance; current and predicted distributions (Objectives I.3, I.4; Key Indicator I.D)
9. Budget and actual investment income, by source.
10. Other revenue, including sales and services, hospital, clinical, licenses, royalties, and patents, by source (Objectives I.3, I.4)
11. Budgeted and actual expenditures – total and as a percent of budget, by function (PCS code), discipline, and category (personnel, operating expense, capital outlay) (Objectives I.1, I.4, III.1, III.2, Key Indicators III.A, IV.A, VI.C, VI.F)
12. Percent of change in total expenditures and in expenditures as a percent of total, by function, discipline, and category
13. Revenue generated compared to public funds (i.e. state appropriation and tuition/fees) invested

Teaching

1. Total and percent of change in headcount enrollment, student credit hours (SCH) generated, FTE, and degrees awarded per regular FT faculty, T/TE faculty, instructional faculty, and faculty FTE.
2. Instructional cost per SCH, FTE, and degree awarded.

Research

1. PI grant proposals, awards and expenditures (see R&E #6) per T/TE faculty and faculty FTE.
2. Co-PI grant proposals, awards and expenditures (see R&E #6) per T/TE faculty and faculty FTE.
3. Faculty research productivity -- total and percent of change in number of publications, citations, presentations -- per T/TE faculty and faculty FTE.
4. Faculty research translation -- total and percent of change in amount of patent applications and awards, licenses, royalties, start-ups.
5. Faculty reputation and recognition -- total and percent of change in number of national academy memberships and national/international awards.
6. Graduate enrollment and degrees awarded per T/TE faculty and faculty FTE (part of Teaching #1 above).
7. Total and percent of change in amount of postdoctoral enrollments and salary levels.
8. Total and percent of change in amount of graduate student funding, by source.
9. Graduate student publications, presentations and awards per _____.
10. Assigned square feet of research and office space; research expenditures per ASF research/office space.
11. Research equipment available; expenditures for equipment.
12. Start-up packages and faculty research support.
13. Wethington Awards
14. Number, title, PI(s), beginning and ending dates of Agriculture projects, by type (for example, McIntire-Stennis)
- 15.

Student/Alumni/Donor Engagement

1. Investment, productivity and outcomes for alumni and development programs.
2. Alumni membership numbers and revenue; percent of alumni who give.
3. Outstanding pledges and payment forecasts for private giving and alumni membership.
4. RCTF commitments by characteristics.
5. Planned gift commitments and forecasts of future income.
6. Percent of change in total dollars raised and number of donors.
7. Percent of total costs to raise \$1 in gifts or membership dues.
8. Alumni/donor survey feedback by program.
9. Media coverage -- column inches, air time and audience reach -- total and percent of change over time.
10. Web hits and unique visitor traffic.
11. Relationship management measures -- .
12. Volunteer participation by campus community groups and economic value of service provided by type, unit, group and category.
13. Number volunteer agencies, and volunteer services performed as a percent of requests.
14. Trends in parent participation in university-related activities.
15. Trends in community participation in university-related activities.
16. Number and type of international activities of students, faculty, staff and alumni.

Standard Reports:

1. Revenue Analysis and Projections
2. Expenditure Analysis and Projections
3. College/Unit Productivity Profiles
4. Instructional Costs (as per Delaware Study definitions)
5. NSF Survey of R&D Expenditures at Colleges and Universities