

# Fact Booklet 2004-2005

**UK**  
UNIVERSITY  
OF KENTUCKY

## Research Highlights

- UK researchers brought in a record \$238.3 million in outside funding for grants and contracts in FY 04, an 86 percent increase since 1997.

- Research grants and contracts from out-of-state sources accounted for 6,172 jobs in the Commonwealth—6,241 jobs at UK and additional jobs throughout the state due to spending from supported research activities.

- UK has 280 active patents, primarily in pharmaceuticals, plant biotechnology, and biomedical engineering; 28 patents were issued in FY 04.

- UK is ranked 36th among public research universities in R&D expenditures according to the National Science Foundation.

*An Equal Opportunity University*

*Published by the UK Office of Institutional Research*

Endowment  
Kentuckians  
COMPETITIVE  
Degrees  
Retention  
SERVICE  
Outreach  
ENROLLMENTS  
BUDGET  
Influential  
LAND GRANT  
RESEARCH  
FACULTY & STAFF  
OUTREACH  
ENROLLMENTS  
SERVICE  
Retention  
Degrees  
COMPETITIVE  
Kentuckians

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## January 2005

In compliance with KRS 164.250, I am pleased to provide you with the 2004-2005 Fact Booklet, a compendium of current facts about the people and programs at the University of Kentucky. Many items of interest to our stakeholders and the general public can be found in this booklet, including statistics on enrollments, retention, research expenditures, and faculty salaries. A summary of the 2004-2005 Operating Budget is also presented.

The University of Kentucky has made excellent progress on key indicators set forth in our 2003-2006 Strategic Plan—*The Dream & the Challenge*. We have increased the number of top-ranked academic programs from 10 to 13 during the past year. Clinical income has increased from \$412 million in 2003 to \$447 million in 2004. The University has partnered with SAP to replace its antiquated information system with a modern suite of integrated applications that provides real-time data to enhance decision making and meet the institution's many information demands.

Attracting and graduating outstanding students remains a significant priority. In fall 2004, we enrolled nearly 4,000 first-year students, the largest entering class in our history. This new class set a university record for the number of high school valedictorians. Our seniors have also achieved success by exceeding predicted levels on all five benchmarks of quality undergraduate education on the National Survey of Student Engagement.

Since the 1997 enactment of the Postsecondary Education Improvement Act, commonly referred to as "House Bill 1," we have made a concerted effort to expand our research efforts. Total research and development expenditures in science and engineering fields increased from \$161 million in 1998 to \$272 million in 2003, a 69 percent increase. The University is now ranked 36th among public institutions in total R & D expenditures, up from 46th in 1997.

We are deeply concerned about our ability to provide competitive salaries for our faculty. Toward this end, we have initiated 10 new efforts to recruit and retain faculty and staff. In 2003-04, the average salary paid to faculty increased to 89% of our benchmark median. Progress has been made in rewarding faculty for their important contributions, but much more needs to be done to attract, develop and retain a distinguished faculty.

Several new construction projects are in place to create the space needed for our teaching, research and service programs. The Biomedical/Biological Sciences Research Building is slated to open early in 2005. Four residence halls designed to provide housing for nearly 700 students are scheduled to open their doors in fall 2005. The Main Building has been successfully reconstructed following the destructive fire in 2001 and is now operational.

National recognition for the University of Kentucky is not an end in itself. The University community must apply its considerable research-based intellectual resources to address the primary needs of Kentucky. We remain committed to finding workable solutions to the Commonwealth's problems in the areas of health, the economy, arts and culture, community vitality, and the environment.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lee T. Todd, Jr.", written in a cursive style.

Lee T. Todd, Jr.  
President

# VISION

The University of Kentucky will be one of the nation's 20 best public research universities, an institution recognized world-wide for excellence in teaching, research, and service and a catalyst for intellectual, social, cultural, and economic development.

# MISSION

The University of Kentucky is a public, research-extensive, land grant university dedicated to enriching people's lives through excellence in teaching, research, and service.

The University of Kentucky:

- Facilitates learning, informed by scholarship and research.
- Expands knowledge through research, scholarship and creative activity.
- Serves a global community by disseminating, sharing and applying knowledge.

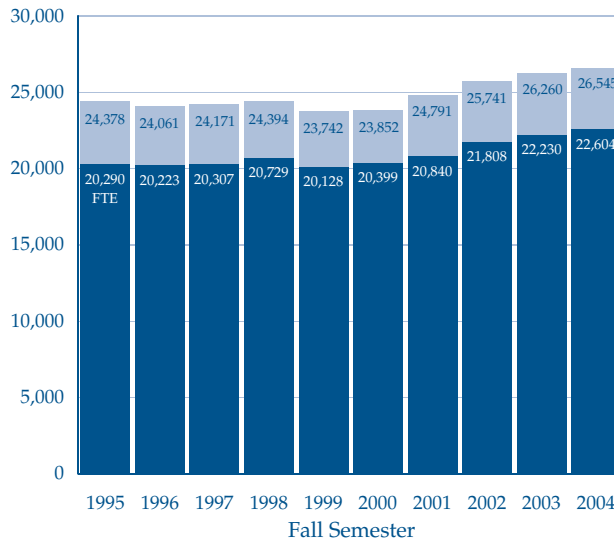
The University, as the flagship institution, plays a critical leadership role for the Commonwealth by promoting human and economic development that improves lives within Kentucky's borders and beyond. The University models a diverse community characterized by fairness and social justice.

-- Adopted by the Board of Trustees, April 1, 2003

# ENROLLMENT - Headcount and Full-time Equivalent

## Fall 2004 Headcount

<u>Level</u>	<u>Full-time</u>	<u>Part-time</u>	<u>Total</u>
Undergraduate	16,595	1,897	18,492
Graduate	3,098	2,727	5,825
Postdoctoral	295	0	295
First Professional	1,408	19	1,427
House Staff	506	0	506
<b>Total</b>	<b>21,902</b>	<b>4,643</b>	<b>26,545</b>



# ENROLLMENT - Fall 2004 at a Glance

		<u>% of Total</u>
Men	12,579	47.4
Women	13,966	52.6
<b>Total</b>	<b>26,545</b>	<b>100.0</b>

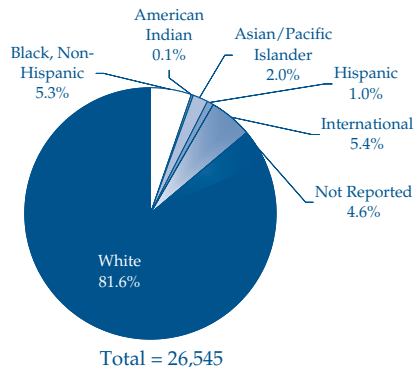
Full-time	21,902	82.5
Part-time	4,643	17.5
<b>Total</b>	<b>26,545</b>	<b>100.0</b>

Resident	20,992	79.1
Non-resident	5,553	20.9
<b>Total</b>	<b>26,545</b>	<b>100.0</b>

		<u>% of Total</u>
Freshmen	5,135	19.3
Sophomores	3,822	14.4
Juniors	3,836	14.5
Seniors	5,309	20.0
UG Non-degree	390	1.5
<b>Subtotal Undergraduate</b>	<b>18,492</b>	<b>69.7</b>
Master/Specialist	3,072	11.6
Doctoral	2,172	8.2
Graduate Non-degree	581	2.2
<b>Subtotal Graduate</b>	<b>5,825</b>	<b>21.9</b>
<b>First Professional</b>	<b>1,427</b>	<b>5.4</b>
<b>House Staff/Post Doctoral</b>	<b>801</b>	<b>3.0</b>
<b>Total</b>	<b>26,545</b>	<b>100.0</b>

# ENROLLMENT - Fall 2004 by Race/Ethnicity

	<u>Undergrad.</u>	<u>Grad.</u>	<u>First Prof.</u>	<u>Post Doc.</u>	<u>House Staff</u>	<u>Total</u>
Black, Non-Hispanic	1,042	291	61	0	13	1,407
Amer. Indian/ Alaskan Native	27	9	2	0	0	38
Asian/Pacific Islander	323	100	48	12	36	519
Hispanic	182	60	11	1	6	260
International	183	1,059	12	164	25	1,443
Not Reported	415	428	101	80	191	1,215
White	16,320	3,878	1,192	38	235	21,663
<b>Total</b>	<b>18,492</b>	<b>5,825</b>	<b>1,427</b>	<b>295</b>	<b>506</b>	<b>26,545</b>

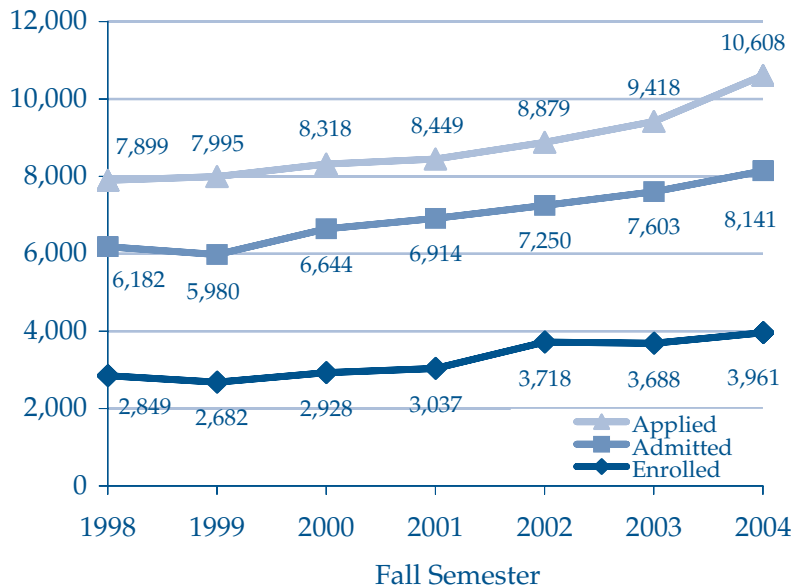




# APPLIED, ADMITTED and ENROLLED

## First-year Students Fall 2004

Applied	10,608
Admitted	8,141
Enrolled	3,961



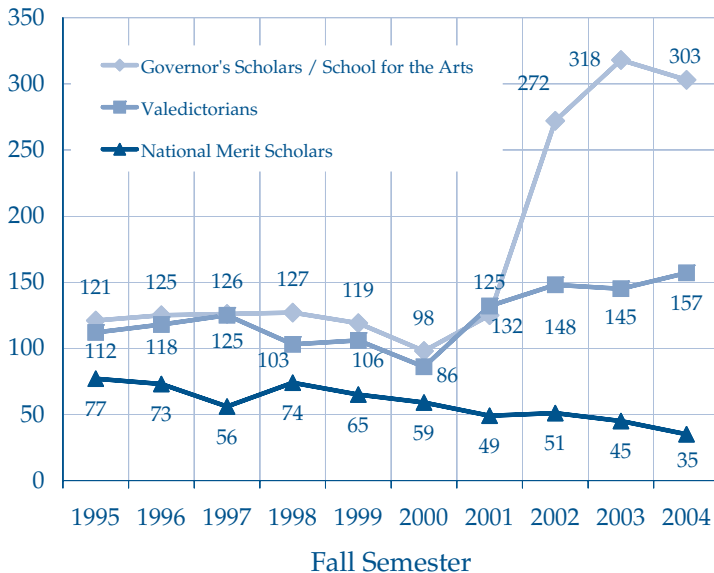
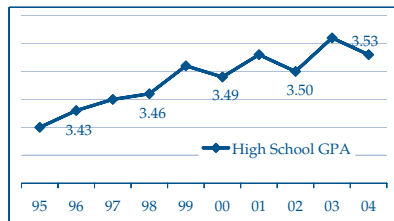
# FIRST-YEAR STUDENT PROFILE

In fall 2004, the University enrolled 3,961 first-time freshmen, with 35% of the freshman class presenting a high school GPA of 3.8 or higher, and including:

303 Governor's Scholars and Governor's School for the Arts

157 High School Valedictorians

35 National Merit Scholars



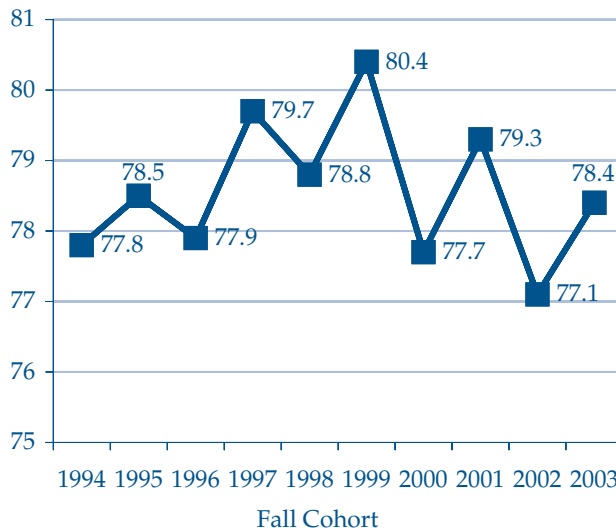
# RETENTION RATE

## First-to-second Year Retention Rate\*

<u>Cohort</u>	<u>Overall</u>	<u>White</u>	<u>Black, Non-Hispanic</u>	<u>Other</u>
2003	78.4	78.5	72.8	83.1
2002	77.1	77.3	78.0	71.5
2001	79.3	79.3	77.5	81.1
2000	77.7	77.7	77.7	79.7
1999	80.4	80.7	77.2	78.0
1998	78.8	79.0	80.3	71.5
1997	79.7	80.1	79.7	70.9
1996	77.9	78.3	73.8	77.0
1995	78.5	79.1	72.8	76.5
1994	77.8	78.0	71.9	82.4

\*Retention rates apply to first-time, full-time, degree-seeking students; the fall 2003 cohort numbers are preliminary.

## First-to-second Year Overall Retention Rate



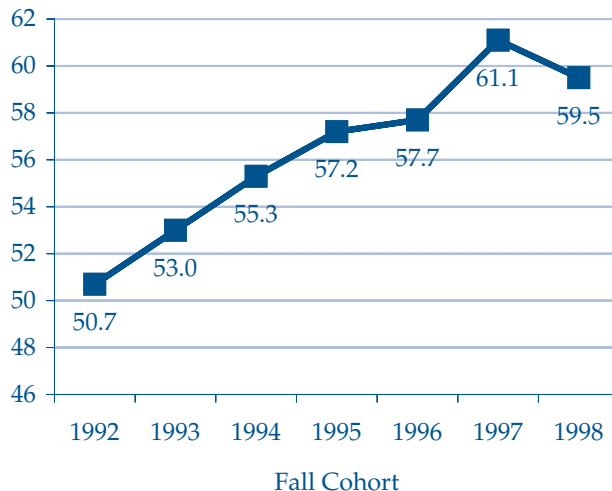
# GRADUATION RATE

## Six-year Graduation Rate\*

<u>Cohort</u>	<u>Overall</u>	<u>White</u>	<u>Black, Non-Hispanic</u>	<u>Other</u>
1998	59.5	60.1	50.5	61.4
1997	61.1	62.2	49.0	59.4
1996	57.7	59.1	43.2	53.9
1995	57.2	58.2	38.5	63.2
1994	55.3	57.1	35.4	48.2
1993	53.0	54.8	32.5	52.3
1992	50.7	52.0	36.1	46.6

\*Graduation rates apply to first-time, full-time, degree-seeking students; the fall 1998 cohort numbers are preliminary.

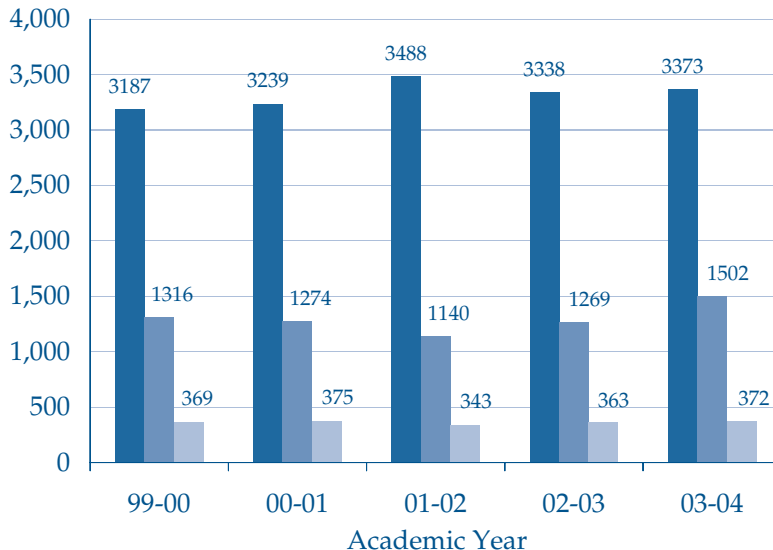
## Six-year Overall Graduation Rate



# DEGREES CONFERRED

## 2003-2004

■ Baccalaureate	3,373
■ Graduate	1,502
■ First Professional	372



# DEGREES CONFERRED - By College

2003-2004

<u>College</u>	<u>Bacc.</u>	<u>Mast.*</u>	<u>Doc.</u>	<u>First Prof.</u>
Agriculture	418	69	33	-
Arts & Sciences	795	134	95	-
Business & Economics	755	146	8	-
Comm. & Info. Studies	335	102	7	-
Dentistry	-	5	-	49
Design	85	10	-	-
Education	297	242	30	-
Engineering	323	126	20	-
Fine Arts	147	22	7	-

<u>College</u>	<u>Bacc.</u>	<u>Mast.*</u>	<u>Doc.</u>	<u>First Prof.</u>
Grad. School	-	90	6	-
Health Sciences	72	141	-	-
Law	-	-	-	127
Medicine	-	35	11	86
Nursing	77	39	8	-
Pharmacy	-	2	6	110
Social Work	69	106	2	-
<b>Total</b>	<b>3,373</b>	<b>1,269</b>	<b>233</b>	<b>372</b>

\* Includes Specialist degrees

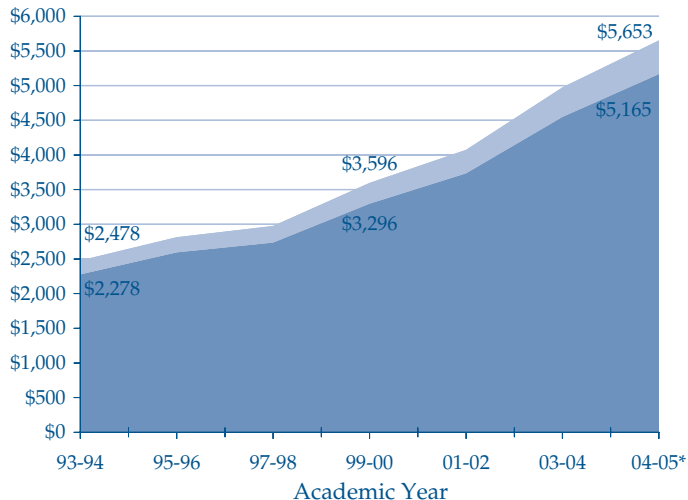
# ANNUAL TUITION and FEES

## 2004-2005

<u>Resident</u>	<u>Tuition</u>	<u>Fees</u>
■ Graduate	\$ 5,090	\$ 563
■ Undergraduate		
- Lower Division	4,602	563
- Upper Division	4,752	563
<u>Non-resident</u>	<u>Tuition</u>	<u>Fees</u>
Graduate	\$ 12,530	\$ 563
Undergraduate		
- Lower Division	11,382	563
- Upper Division	11,532	563

\* Note: Beginning in 2004-05, undergraduates in upper and lower divisions are charged different rates of tuition. The tuition rate in the graph reflects the rate for lower division students.

Resident Tuition and Fees Combined



# FACULTY and STAFF

**2003-2004**

<b><u>Full-time Employees</u></b>	<b><u>Educational &amp; General</u></b>	<b><u>Hospital &amp; Auxiliary</u></b>	<b><u>Total</u></b>	<b><u>% Total</u></b>
Exec./ Admin./ Managerial	313	89	402	3.7%
Faculty	1,890	0	1,890	17.4%
Other Professional	2,327	1,690	4,017	36.9%
Secretarial/ Clerical	1,305	739	2,044	18.8%
Tech./ Paraprofessional	782	296	1,078	9.9%
Skilled Crafts	186	25	211	1.9%
Service/ Maintenance	807	439	1,246	11.4%
<b>Total</b>	<b>7,610</b>	<b>3,278</b>	<b>10,888</b>	<b>100%</b>



# FACULTY and STAFF - By Race/Ethnicity/Gender

**2003-2004**

<b><u>Full-time Employees</u></b>	<b><u>Black, Non-Hispanic</u></b>	<b><u>American Indian/ Alaskan Native</u></b>	<b><u>Asian/ Pacific Islander</u></b>	<b><u>Hispanic</u></b>	<b><u>White</u></b>	<b><u>Female</u></b>	<b><u>Male</u></b>
Exec./ Admin./Managerial	13	0	4	2	383	174	228
Faculty	62	1	172	22	1,633	604	1,286
Other Professional	152	7	156	16	3,686	2,666	1,351
Secretarial/Clerical	275	1	17	5	1,746	1,846	198
Tech./Paraprofessional	101	0	48	7	922	636	442
Skilled Crafts	32	0	3	0	176	4	207
Service/Maintenance	442	0	15	6	783	527	719
<b>Total</b>	<b>1,077</b>	<b>9</b>	<b>415</b>	<b>58</b>	<b>9,329</b>	<b>6,457</b>	<b>4,431</b>

# FACULTY - By Race/Ethnicity/Gender

## Tenured and Tenure-track Faculty 2003-2004

	Black, Non-Hispanic		American Indian/ Alaskan Native		Asian/ Pac. Islander		Hispanic		White	
<u>Full-time Faculty</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Professors	7	7	0	0	44	6	2	1	501	83
Associate Professors	19	9	1	0	33	7	3	2	317	195
Assistant Professors	4	12	0	0	34	14	6	4	176	112
Instructors	0	0	0	0	0	1	1	0	2	3
<b>Total</b>	<b>30</b>	<b>28</b>	<b>1</b>	<b>0</b>	<b>111</b>	<b>28</b>	<b>12</b>	<b>7</b>	<b>996</b>	<b>393</b>

Total = 146,601



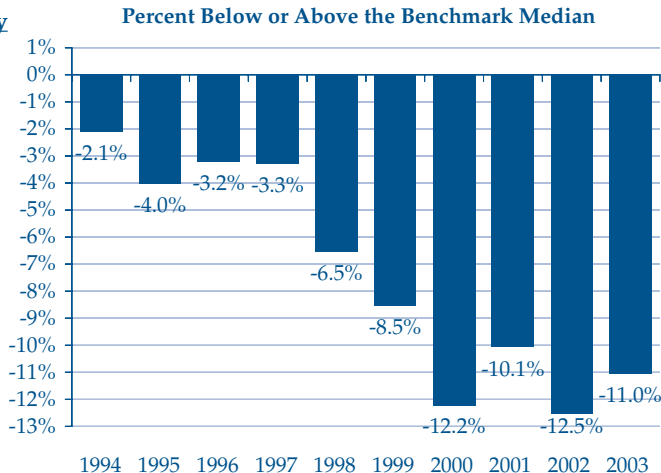
Total = 19,785



# FACULTY SALARIES

<u>Fall</u>	<u>All-ranks Average Salary</u>	<u>Benchmark Median Salary</u>
2003	\$ 69,911	\$ 78,594
2002	66,953	76,547
2001	66,713	74,184
2000	64,842	73,892
1999	62,314	68,138
1998*	60,714	64,954*
1997	58,660	60,644
1996	57,024	58,916
1995	55,297	57,617
1994	53,750	54,899
1993	52,152	53,962

\* Using a revised set of benchmark institutions



# REVENUE (In Millions)

<u>Source of Funds</u>	<u>Revised Budget 2003-04</u>	<u>Budget 2004-05</u>
State Appropriation	\$ 308.5	\$ 295.8
Tuition and Fees	170.8	185.6
County Appropriation	10.9	10.9
Endowment and Investment Income	24.9	21.5
Federal Government Appropriation	16.1	15.9
Gifts, Grants and Contracts	162.0	169.1
Sales and Services of Educational Activities	63.6	64.1
Transfers	36.9	39.9
Fund Balances	32.6	27.0
Affiliated Corporations	260.0	286.8
Hospital	319.0	362.9
<b>Total</b>	<b>\$ 1,405.3</b>	<b>\$ 1,479.5</b>



# EXPENDITURES (In Millions)

<u>Program</u>	<u>Revised Budget 2003-04</u>	<u>Budget 2004-05</u>
Instruction	\$ 276.4	\$ 271.9
Research	235.4	250.4
Public Service	184.5	184.6
Libraries	22.1	20.8
Academic Support	58.4	57.1
Student Services	22.5	20.9
Institutional Support	54.2	60.0
Operations and Maintenance	45.8	47.0
Student Financial Aid	70.2	74.9
Auxiliary Enterprises		
Operations	91.7	102.8
Mandatory Transfers	22.1	24.0
Hospital	322.0	365.1
<b>Total</b>	<b>\$ 1,405.3</b>	<b>\$ 1,479.5</b>

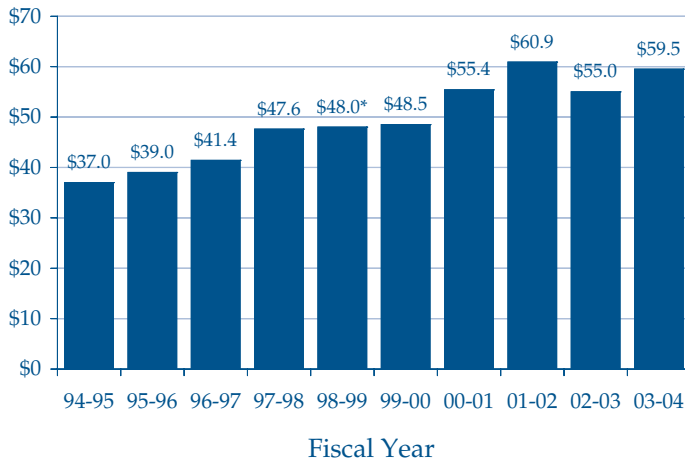
<u>Category</u>	<u>Revised Budget 2003-04</u>	<u>Budget 2004-05</u>
Personnel Services	\$ 802.9	\$ 832.3
Operating Expenses	528.5	574.5
Capital Outlay	45.8	42.8
Mandatory Transfers	28.1	29.9
<b>Total</b>	<b>\$ 1,405.3</b>	<b>\$ 1,479.5</b>

# PRIVATE GIVING (In Millions)

## 2003-2004

Alumni	\$ 12.6
Non-alumni	8.0
Corporations	18.7
Foundations	16.4
Trusts/Associations	3.8
<b>Total</b>	<b>\$ 59.5</b>

\* Beginning in 98-99, Private Giving no longer includes the Community College System, except LCC.





# GRANT and CONTRACT AWARDS (In Millions)

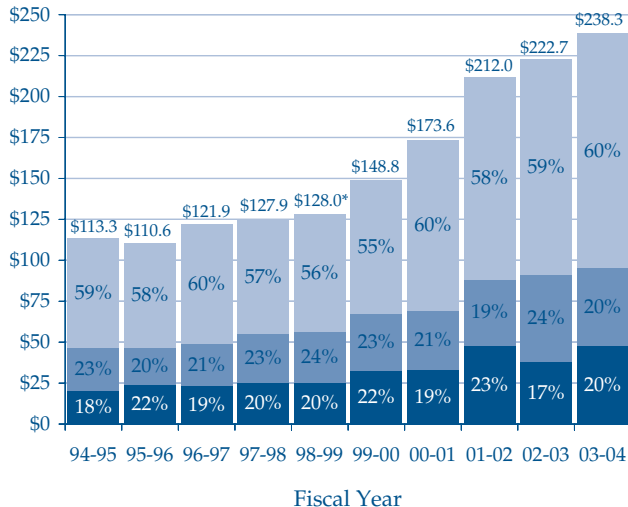
**2003-2004**

## By Category of Support

Instruction	\$ 11.2
Research	184.8
Public Service	40.8
Other	1.5
<b>Total</b>	<b>\$ 238.3</b>

## By Source

■ Federal	60%
■ State	20%
■ Business, Industry, Other	20%

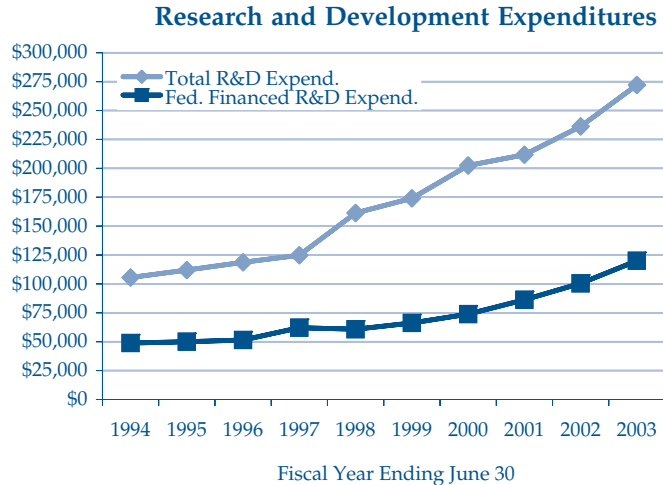


\* Beginning in 98-99, Grant and Contract Awards no longer includes the Community College System, except LCC.

# RESEARCH and DEVELOPMENT (In Thousands)

<b>Fiscal Year</b>	<b>Total R&amp;D Expenditures*</b>	<b>Federally Financed R&amp;D Expenditures*</b>
2003	\$ 272,062	\$ 120,003
2002	236,275	100,426
2001	211,721	86,239
2000	202,392	73,858
1999	174,034	66,184
1998	161,346	60,760
1997	124,804	62,128
1996	118,721	51,450
1995	111,934	50,014
1994	105,539	48,801

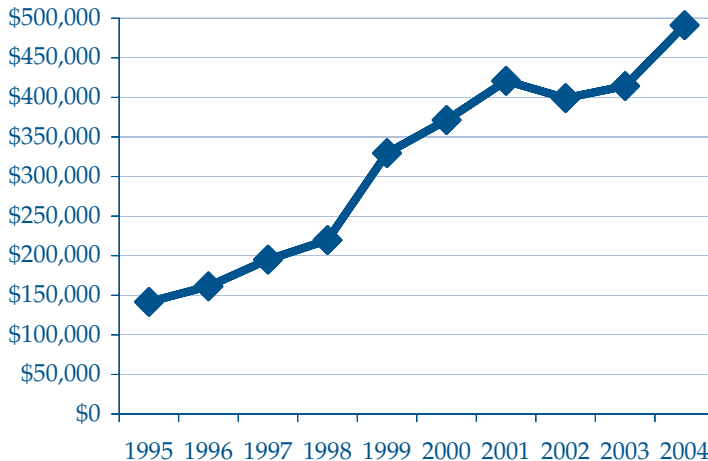
\*as reported to the National Science Foundation



# UNIVERSITY ENDOWMENT (In Thousands)

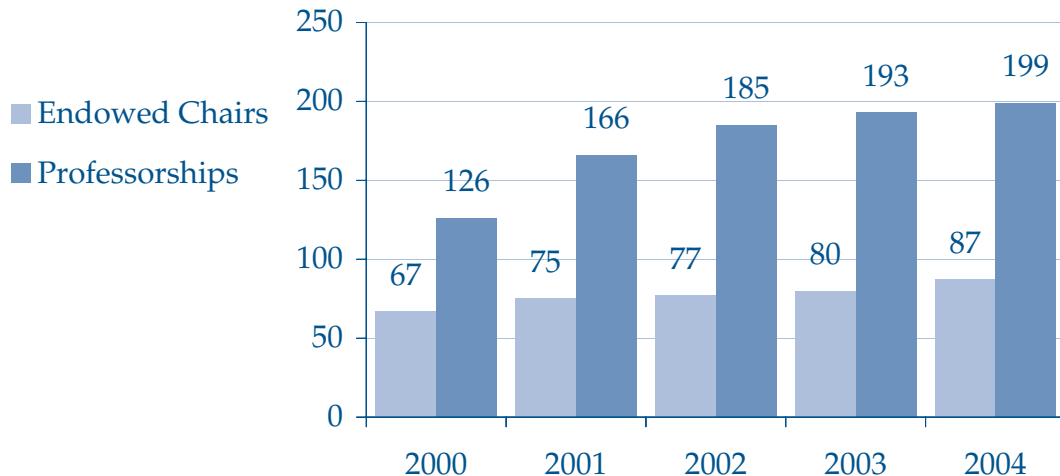
<b>Fiscal Year</b>	<b>Market Value of Univ. Endow.</b>
2004	\$ 491,098
2003	414,328
2002	399,030
2001	420,838
2000	371,373
1999	329,543
1998	219,740
1997	195,091
1996	161,377
1995	141,616

Market Value of University Endowment



Fiscal Year Ending June 30

# ENDOWED CHAIRS and PROFESSORSHIPS



Source: Office of Research Assessment, 10/01/04

Fiscal Year Ending June 30

# NEW FACILITIES

<u>Under Construction</u>	<u>Scope</u>	<u>Funding Source</u>	<u>Anticipated On-line Date</u>
Biomedical/Biological Sciences Research Building	\$ 73,590,000	State/Agency	Spring 2005
Center for Pharmaceutical Science & Technology	14,000,000	State/Agency	Fall 2006
Parking Structure	23,630,000	Agency	Spring 2006
Student Housing Facilities	46,000,000	Agency	Fall 2005
 <u>In Planning and Design</u>			
Patient Bed Tower (Planning)	\$ 10,000,000	Agency	Fall 2010
Multi Purpose Room (@ Nutter) (Design)	4,000,000	Agency	Fall 2005
Memorial Coliseum Expansion (Design)	2,500,000	Agency	Fall 2006

# LAND and SPACE\*

**2003-2004**

	<b><u>Main Campus</u></b>	<b><u>Off Campus**</u></b>	<b><u>Total</u></b>
Acreage***	783	24,121	24,904
Assignable Square Footage in Buildings***			
Classroom	221,098	6,946	228,044
Laboratory	1,091,914	87,304	1,179,218
Office	1,620,762	59,938	1,680,700
Study	415,159	2,559	417,718
Special	705,065	517,575	1,222,640
General	692,965	148,951	841,916
Support	2,213,423	253,124	2,466,547
Health Care	459,208	2,036	461,244
Residential	1,311,070	173,987	1,485,057
Unclassified	183,356	110,087	293,443
<b>Total</b>	<b>8,914,020</b>	<b>1,362,507</b>	<b>10,276,527</b>

\* Excludes space provided at no cost; includes leased space

\*\* Includes research farms, Robinson Forest, substations, 4-H camps, and Adena Park

\*\*\* Source: Fall 2003 Physical Facilities and Land Inventory

# GENERAL EQUIPMENT INVENTORIES

(In Millions)

	Inventory 6/30/03	Inventory 6/30/04	Net Change
<b>Education and General</b>			
Educational Aids	\$ 61.7	\$ 62.4	\$ 0.7
Research	67.5	71.9	4.4
Computing	55.8	57.3	1.5
Communications	6.9	6.7	(0.2)
Office	11.8	11.4	(0.4)
Other	20.4	20.6	0.2
<b>Subtotal</b>	<b>\$ 224.1</b>	<b>\$ 230.3</b>	<b>\$ 6.2</b>
<b>Hospital</b>	<b>89.3</b>	<b>102.0</b>	<b>12.7</b>
<b>Auxiliary Enterprises</b>	<b>23.0</b>	<b>26.2</b>	<b>3.2</b>
<b>Total</b>	<b>\$ 336.4</b>	<b>\$ 358.5</b>	<b>\$ 22.1</b>

# LIBRARY COLLECTIONS

2003-2004

Volumes Held	3,092,616
Current Periodical Titles	29,633
Microforms	6,300,048
Audio-visual Materials	86,690



In addition to the above, the Library's collections include: 257,734 maps; 6,100 Oral History program interviews; over 200 current state, national and international newspapers; the University Archives and Records Program; Audio-visual Archives; the Wendell H. Ford Research Center and Public Archives; the Bert T. Combs Appalachian Collection, including the Appalachian Regional Commission Archives; and the W. Hugh Peal Collection of 19th century English and related literature. The library is a regional depository for U.S. government publications and is also a depository for European Union and Canadian publications, British Parliamentary Papers, Kentucky government publications, and technical reports from federal agencies, all selectively collected. Numerous CD-ROM and online databases are accessible in the main and branch libraries. Library sites include the William T. Young Library and 14 branch libraries. The Voyager library system provides an online catalog for the holdings of all university libraries.



# BENCHMARK INSTITUTIONS

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Ohio State University

Pennsylvania State University

Purdue University

Texas A&M University

University of Arizona

University of California - Los Angeles

University of Florida

University of Georgia

University of Illinois - Urbana-Champaign

University of Iowa

University of Maryland - College Park

University of Michigan - Ann Arbor

University of Minnesota - Twin Cities

University of North Carolina - Chapel Hill

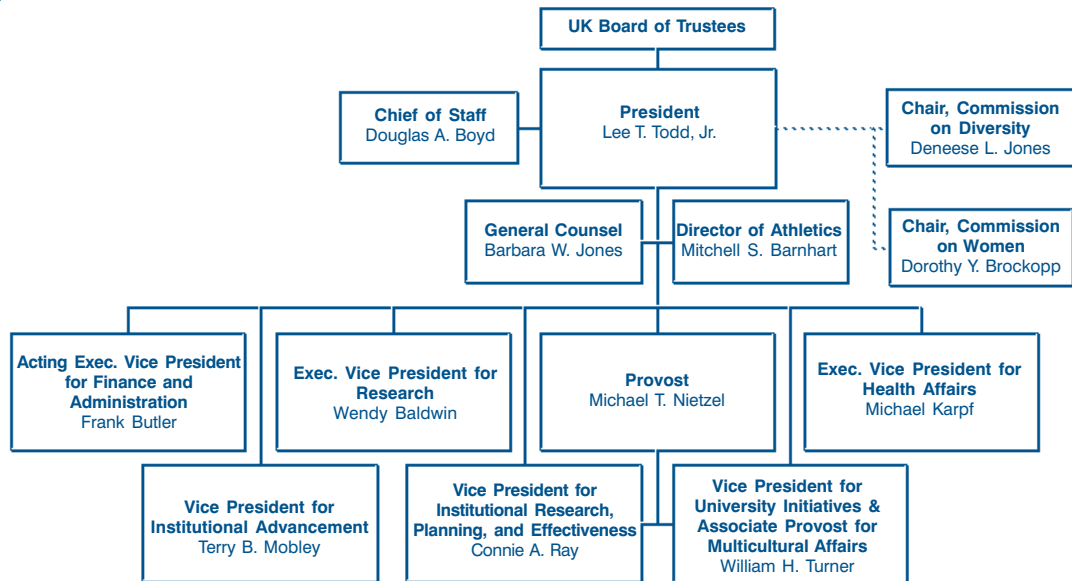
University of Texas - Austin

University of Virginia

University of Washington

University of Wisconsin - Madison

# ADMINISTRATIVE ORGANIZATION



# BOARD of TRUSTEES

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# ADMINISTRATIVE HISTORY

<b>1865</b> Agricultural and Mechanical College (A&M) established as part of Kentucky University	<b>1941</b> Herman L. Donovan became President	<b>1976</b> College of Communications and College of Fine Arts established
<b>1869</b> James K. Patterson became President of A&M	<b>1947</b> College of Pharmacy moved to UK	<b>1982</b> University reorganized with a Central Administration and three sectors headed by Chancellors (Lexington Campus, Medical Center, and Community College System)
<b>1878</b> A&M separated from Kentucky University	<b>1956</b> Frank G. Dickey became President	<b>1984</b> LTI became Lexington Community College
<b>1882</b> A&M moved to current location in Lexington	<b>1957</b> Ashland Extension Center established	<b>1987</b> David P. Roselle became President
<b>1885</b> Ag. Experiment Station opened	<b>1960</b> Medical Center established; College of Medicine admitted first class; College of Nursing admitted first class; Henderson Extension Center and Southeast Extension Center established	<b>1990</b> Charles T. Wethington, Jr. became President
<b>1889</b> College of Agriculture established	<b>1962</b> College of Dentistry admitted first class; University Hospital opened	<b>1993</b> College of Communications and Information Studies established
<b>1908</b> College of Arts and Sciences and College of Law established; A&M name changed to "State University, Lexington, Kentucky"	<b>1963</b> John W. Oswald became President	<b>1998</b> William T. Young Library opened; All Community Colleges (except LCC) transferred to the KCTCS
<b>1909</b> University Library established	<b>1964</b> Community College System established under UK; College of Architecture established	<b>2001</b> Lee T. Todd, Jr. became President; University reorganized with a Provost model
<b>1911</b> Henry S. Barker became President of State University	<b>1965</b> Lexington Technical Institute (LTI) established	<b>2002</b> College of Design established
<b>1916</b> State University renamed University of Kentucky	<b>1966</b> College of Allied Health Professions established	<b>2004</b> LCC transferred to the KCTCS; College of Public Health established
<b>1917</b> Frank L. McVey became President of UK; Graduate School established	<b>1967</b> College of Home Economics established	
<b>1918</b> College of Engineering established	<b>1968</b> Albert D. Kirwan became President	
<b>1923</b> College of Education established	<b>1969</b> College of Social Work established; Otis A. Singletary became President	
<b>1925</b> College of Business and Economics established	<b>1970</b> College of Library and Information Science established	

# VALUES

The values of the University guide our decisions and behavior.  
Our core values are:

- *Integrity*
- *Academic excellence and freedom*
- *Mutual respect and human dignity*
- *Diversity of thought, culture, gender, and ethnicity*
- *Personal and institutional responsibility and accountability*
- *Shared governance*
- *A sense of community*
- *Sensitivity to work-life concerns*
- *Civic responsibility*

-- Adopted by the Board of Trustees, April 1, 2003