




UNIVERSITY OF KENTUCKY

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MEMORANDUM

To: Academic Deans

From: Kumble R. Subbaswamy, Provost 

Subject: Strategic Planning

Date: October 4, 2006

In anticipation of the approval of the 2006-09 Strategic Plan by the Board of Trustees, it is time for the academic units to update their **action plans** to better align them with the university's goals and priorities. I am writing to invite you to begin this process in earnest in your college. At the same time, the UCAPP domain subcommittees will be working on identifying overarching university-wide issues. Once the College plans are complete, UCAPP will review them to ensure maximum synergy among them.

The fundamental questions for you will be: (1) What is my college's role in UK's quest for Top 20 status; and (2) What is the appropriate level of resources (within the overall bounds of the Top 20 Business Plan) for my college? Clearly, the two are interrelated, and the answers can only be finalized via an iterative process of discussions with the provost. I will, in turn, seek the advice of UCAPP in this process. While the new faculty resources for the 2006-08 biennium has been driven predominantly by previous enrollment growth considerations, future allocation of resources will be made more deliberately to achieve all of UK's goals and objectives.

College plans should be completed by March 15, 2006. Your report should address the items in the enclosed outline as appropriate to your college. We will hold a couple of workshops on "visioning," planning, and developing academic "business plans" for department chairs. The president's office and my office stand ready to assist you as necessary. I want to thank you in advance for your leadership in this important endeavor.

1. What are national trends and projections in the field/profession in terms of teaching and research?
2. What predictions exist for job market projections in this and related fields/professions in Kentucky and nationally?
3. What is a reasonable expectation for enrollment growth in the unit (within UK's Top 20 parameters)?

4. What are the strengths and weaknesses of the unit?
5. What are appropriate measures of the quality of the unit? What is the national standing of the unit based on these quality measures? Is there a specialty in which the unit is in or within quick reach of the top quartile?
6. Which of the University's goals and objectives align most closely with the unit's missions and strengths? What steps (action plans) should the unit undertake in order to achieve the goals? Specifically, what action plans should be undertaken with regard to
 - a. Curricular innovation (including "Integration") [what is the unit doing which is "cutting edge?"]
 - b. Improving recruitment, retention, graduation, and placement of students
 - c. Improving recruitment and retention of top quality faculty and staff
 - d. Internationalization
 - e. Diversity ("Inclusivity")
 - f. Entrepreneurship (including fundraising, offering new programs, etc.)
 - g. Engagement
 - h. Enhancing research quality and productivity (what specialties should be emphasized, what should be deemphasized, what new areas should be introduced, can grant funding be increased, etc.)
 - i. Outcomes assessment (per professional accreditation standards, SACS, Spellings Commission, etc.)
 - j. Streamlining governance and decision making
7. What are the resources required to carry out the action plans (including an analysis of how much can be self-generated or reallocated), including realistic expectations for enrollment growth (if appropriate).

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