



FACT BOOKLET 2011-2012

see blue.[™]
in everything we do.

UNIVERSITY OF KENTUCKY

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January 2012

In compliance with KRS 164.250, I am pleased to provide you with the 2011-2012 Fact Booklet, a collection of current facts and statistics about people and programs at the University of Kentucky. Many items in this booklet are of interest to our stakeholders and the general public, including statistics on enrollments, retention, research expenditures, and faculty salaries. A summary of the 2011-2012 Operating and Capital Budget is also included in this electronic publication.

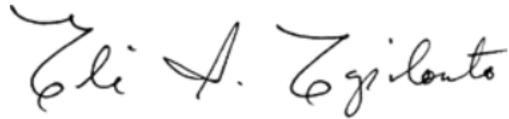
The University of Kentucky had a banner year with the fourth consecutive year of increased enrollment and second consecutive year of record enrollments. Over 28,000 students were enrolled at the University, including historically high numbers of undergraduates and doctoral students enrolled in professional practice programs. UK also attracted record numbers of African-Americans and international students enrolled in undergraduate programs. Hispanic students have doubled since 2006 and our total population of international students has tripled in that time.

We received a record number of applications, more than 15,000, for admission to the fall 2011 semester – a 12 percent increase over the previous year. Over the last several years, we have increased the size of our undergraduate student population while attracting more talented first-year students. The fall 2011 freshman class set two new UK records by presenting a 3.63 high school GPA and average ACT composite score of 25.4. The fall-to-fall retention rate of the previous freshman class surpassed 80 percent for the fourth year in a row.

The University of Kentucky's mission is based on a profoundly important idea that a nationally and internationally renowned university can be the catalyst for change and growth in the 21st century. That mission – our promise to Kentucky – has never been more vital. As Kentucky's flagship, land grant research university, we remain steadfast in our effort to find creative solutions to complex challenges; to provide the best education to our students; to create a campus culture that is responsive and supportive of our faculty and staff; and to uplift people and communities across the Commonwealth.

As we continue our ascent, we hope to build a better University of Kentucky, and through it, a better future for our state.

Sincerely,

A handwritten signature in black ink that reads "Eli A. Capilouto". The signature is written in a cursive style with a large, stylized initial "E".

Eli Capilouto
President

MISSION

The University of Kentucky is a public, land grant university dedicated to improving people's lives through excellence in education, research and creative work, service, and health care. As Kentucky's flagship institution, the University plays a critical leadership role by promoting diversity, inclusion, economic development, and human well-being.

VISION

The University of Kentucky will be one of the nation's 20 best public research universities.

-- Adopted by the Board of Trustees, June 9, 2009

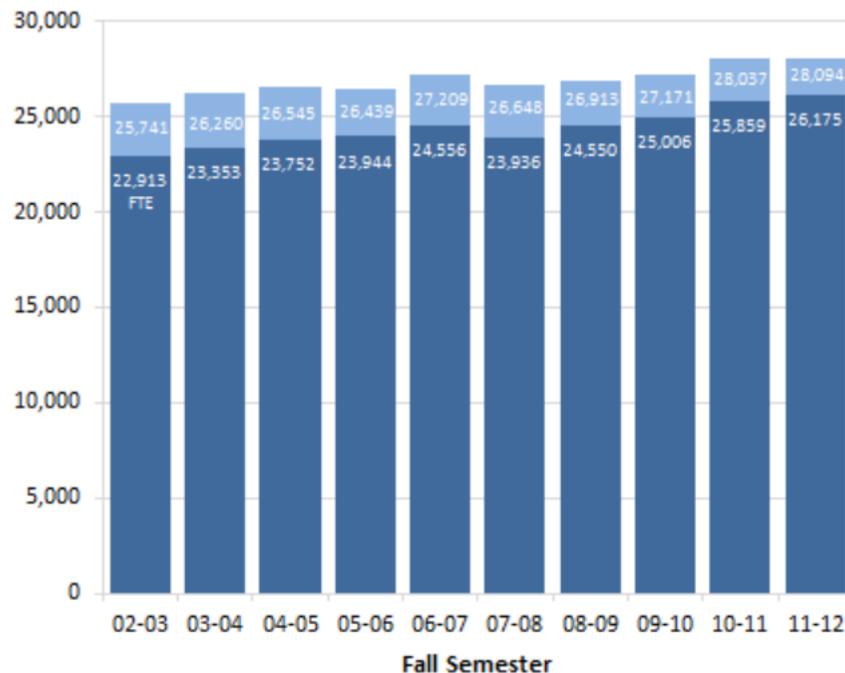
ENROLLMENT - Headcount and Full-time Equivalent

Fall 2011 Headcount

<u>Level</u>	<u>Full-time</u>	<u>Part-time</u>	<u>Total</u>
Undergraduate	18,454	1,645	20,099
Graduate*	5,815	1,312	7,127
Subtotal (IPEDS)	24,269	2,957	27,226
UG Auditors	0	53	53
Postdoctoral	237	0	237
House Staff	578	0	578
Total (CPE)	25,084	3,010	28,094

FTE calculations have been revised in accordance with CPE guidelines. The new method uses a formula that weights the number of student credit hours by students' degree level.

*Note: Beginning in 2009-10, federal reporting guidelines for enrollments eliminated the first-professional degree category and established a new Doctor's Degree - Professional Practice category. These degree programs are now subsumed under the graduate classification.



ENROLLMENT - Fall 2011 at a Glance

		% of Total
Men	13,784	49.1
Women	14,310	50.9
Total	28,094	100.0%

Full-time	25,084	89.3
Part-time	3,010	10.7
Total	28,094	100.0%

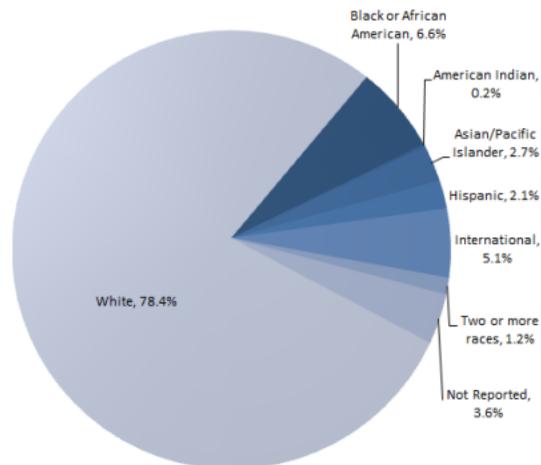
Resident	21,086	75.1
Non-resident	7,008	24.9
Total	28,094	100.0%

		% of Total
Freshmen	5,328	19.0
Sophomores	4,395	15.6
Juniors	4,433	15.8
Seniors	5,553	19.8
UG Non-degree	443	1.6
Subtotal Undergraduate	20,152	71.7
Master/Specialist	2,530	9.0
Doctoral*	4,234	15.1
Graduate Non-degree	363	1.3
Subtotal Graduate	7,127	25.4
House Staff/Post Doctoral	815	2.9
Total	28,094	100.0%

*Note: Beginning in 2009-10, federal reporting guidelines for enrollments eliminated the first-professional degree category and established a new Doctor's Degree - Professional Practice category. These degree programs are included under the Doctoral classification.

ENROLLMENT - Fall 2011 by Race/Ethnicity

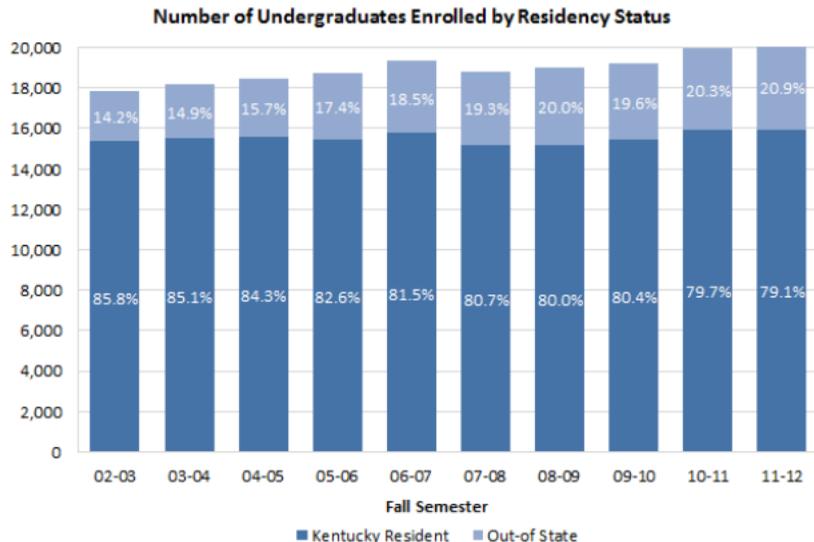
	<u>Undergrad</u>	<u>Grad.</u>	<u>Post Doc.</u>	<u>House Staff</u>	<u>Total</u>
Black or African American	1,499	350	2	11	1,862
Amer. Indian/ Alaskan Native	39	10	0	2	51
Asian/Pacific Islander	488	191	28	65	772
Hispanic/Latino	453	134	2	10	599
International	412	865	126	27	1,430
White	16,338	5,184	61	436	22,019
Two or more races	286	54	1	0	341
Not Reported	637	339	17	27	1,020
Total	20,152	7,127	237	578	28,094



Total = 28,094

UNDERGRADUATES - by Residency Status

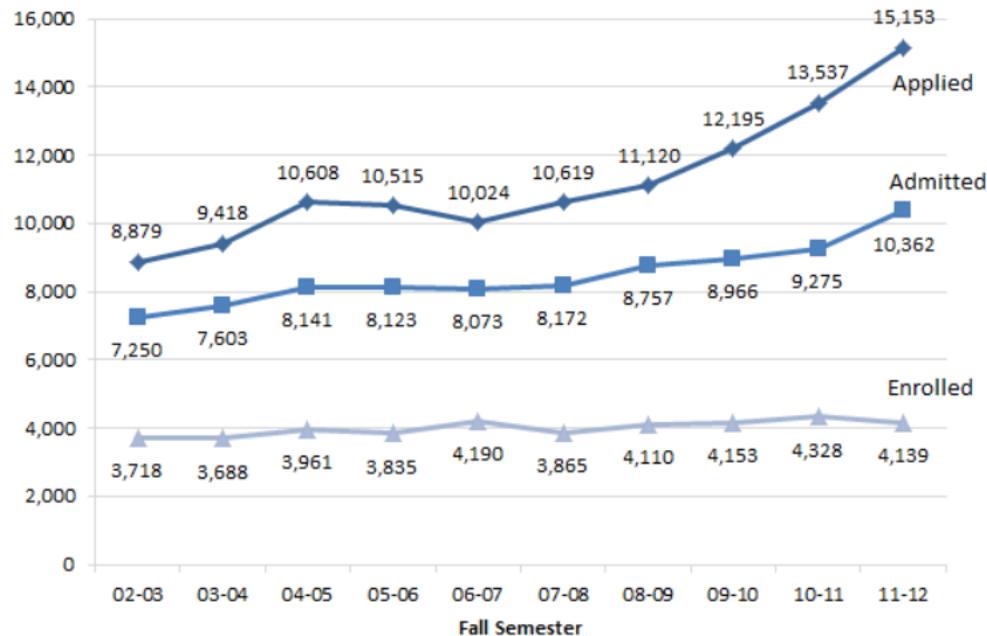
<u>Year</u>	<u>Kentucky Residents</u>	<u>Out-of-State Students</u>
Fall 2011	15,949	4,203
Fall 2010	15,933	4,055
Fall 2009	15,457	3,760
Fall 2008	15,197	3,791
Fall 2007	15,196	3,634
Fall 2006	15,757	3,571
Fall 2005	15,481	3,251
Fall 2004	15,587	2,905
Fall 2003	15,486	2,704
Fall 2002	15,348	2,530



APPLIED, ADMITTED and ENROLLED

First-year Students Fall 2011

Applied	15,153
Admitted	10,362
Enrolled	4,139
Admit. Rate	68.4%
Yield Rate	40.0%



FIRST-YEAR STUDENT PROFILE

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Total	3,865	4,110	4,153	4,328	4,139
Female	2,021	2,099	2,118	2,219	2,194
Black or African-American	255	347	403	418*	422*
Out-of-State	1,015	999	897	1,012	1,073
International	20	32	44	47	56
Full-Time	3,837	4,079	4,111	4,282	4,082
Governor's Scholars and Governor's School for the Arts	348	389	404	371	394
Merit Scholars	28	32	31	33	32
Valedictorians		133	141	147	154



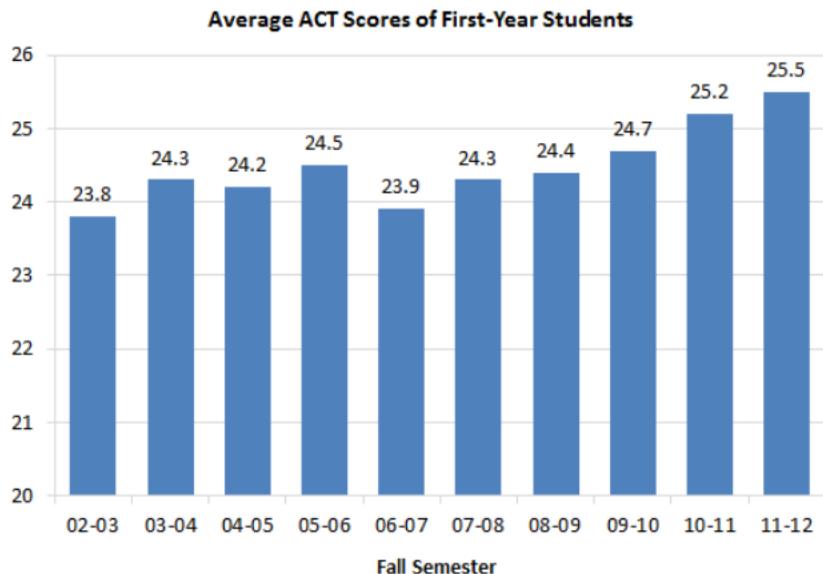
Note: Valedictorian information was not available for the 2007 cohort.

* This number reflects students who reported two or more races, one of which was "Black or African American".

ACT Scores - Entering First-year Students

<u>Year</u>	<u>N</u>	<u>Mean</u>	<u>25th/75th Percentile</u>
Fall 2011	3,865	25.5	23/28
Fall 2010	4,049	25.2	22/28
Fall 2009	3,906	24.7	22/28
Fall 2008	3,825	24.4	22/27
Fall 2007	3,532	24.3	21/27
Fall 2006	3,864	23.9	21/26
Fall 2005	3,453	24.5	22/27
Fall 2004	3,609	24.2	21/27
Fall 2003	3,385	24.3	22/27
Fall 2002	3,391	23.8	21/26

Note: Some students submit SAT scores rather than ACT scores. These students' scores are not reflected in the table and graph.

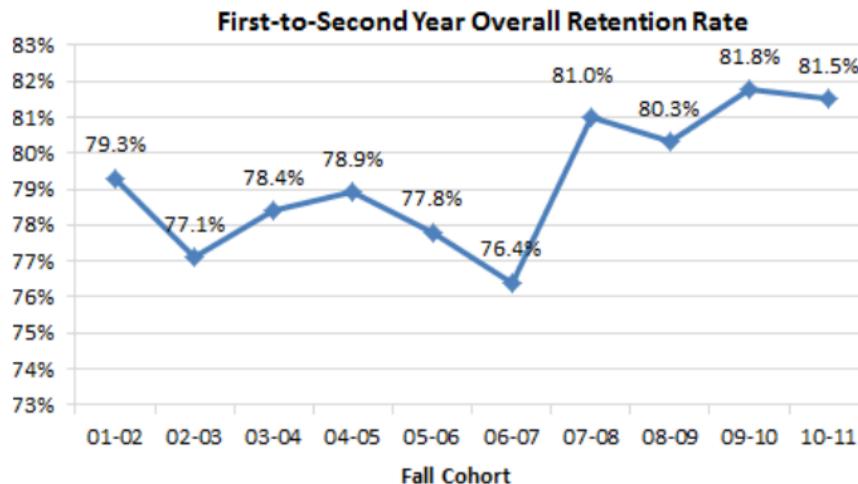


RETENTION RATE

First-to-second Year Retention Rate*

Cohort	Overall	Black or African		Other
		White	American	
2010	81.5	81.8	80.9	80.3
2009	81.8	83.1	71.2	80.6
2008	80.3	80.5	75.3	84.4
2007	81.0	81.2	80.0	79.5
2006	76.4	76.3	76.6	77.7
2005	77.8	78.0	76.1	76.4
2004	78.9	79.6	69.0	80.5
2003	78.4	78.4	72.8	83.1
2002	77.1	77.3	78.0	71.5
2001	79.3	79.3	77.5	81.1

*Retention rates apply to first-time, full-time, degree-seeking students.



GRADUATION RATE

Six-year Graduation Rate*

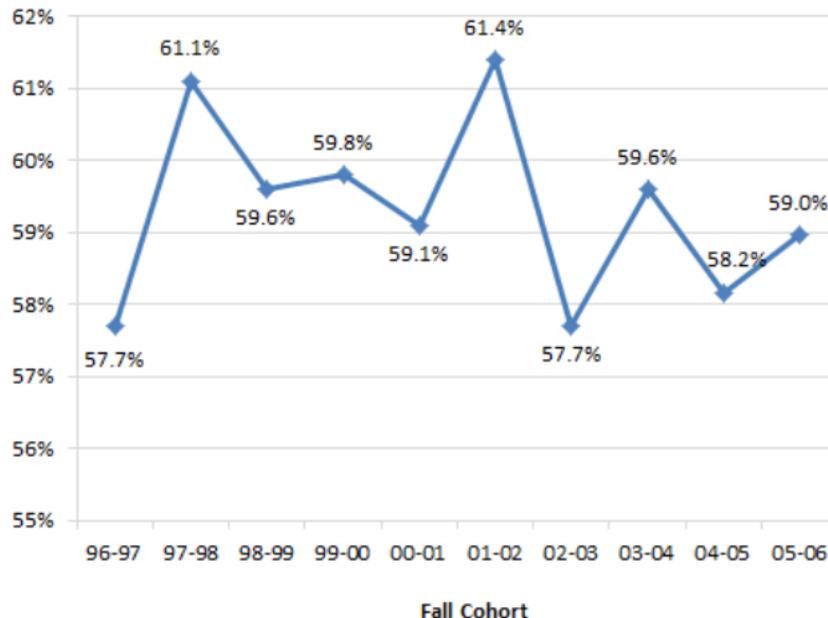
<u>Cohort</u>	<u>Overall</u>	<u>Black or African</u>		<u>Other</u>
		<u>White</u>	<u>American</u>	
2005	59.0	59.7	46.0	56.3
2004	58.2	60.1	38.7	51.5
2003	59.6	60.5	42.9	62.8
2002	57.7	58.6	47.6	51.1
2001**	61.4	62.5	50.3	49.6
2000	59.1	60.6	45.0	50.5
1999	59.8	60.8	46.2	57.1
1998	59.6	60.2	49.7	61.4
1997	61.1	62.2	49.0	59.4
1996	57.7	59.1	43.2	53.9

Note: The graduation rate for 2005 is preliminary.

*Graduation rates apply to first-time, full-time, degree-seeking students.

**Reflects a correction made after IPEDS submission.

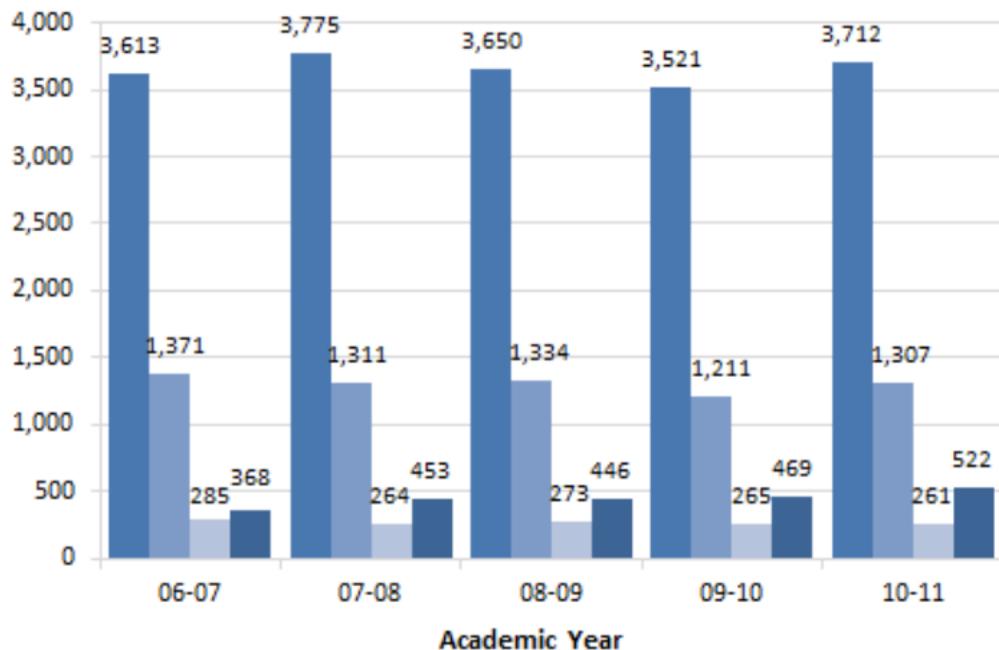
Six-Year Overall Graduation Rate



DEGREES CONFERRED

2010-2011

Baccalaureate	3,712
Master's/Specialist's	1,307
Doctor's Degree:	
Research/Scholarship	261
Professional Practice	522



DEGREES CONFERRED - By College

2010-2011

<u>College</u>	<u>Bacc.</u>	<u>Mast.*</u>	<u>Doc.**</u>
Agriculture	537	59	27
Arts & Sciences	1161	118	86
Business & Economics	612	210	14
Comm. & Info. Studies	315	74	7
Dentistry	-	8	51
Design	63	37	-
Education	256	256	30
Engineering	327	97	27
Fine Arts	133	38	13

<u>College</u>	<u>Bacc.</u>	<u>Mast.*</u>	<u>Doc.**</u>
Grad. School	-	65	-
Health Sciences	59	97	109
Law	-	-	135
Medicine	-	14	123
Nursing	199	30	18
Pharmacy	-	4	129
Public Health	-	68	11
Social Work	50	132	3
Total	3,712	1,307	783

* Includes Specialist degrees

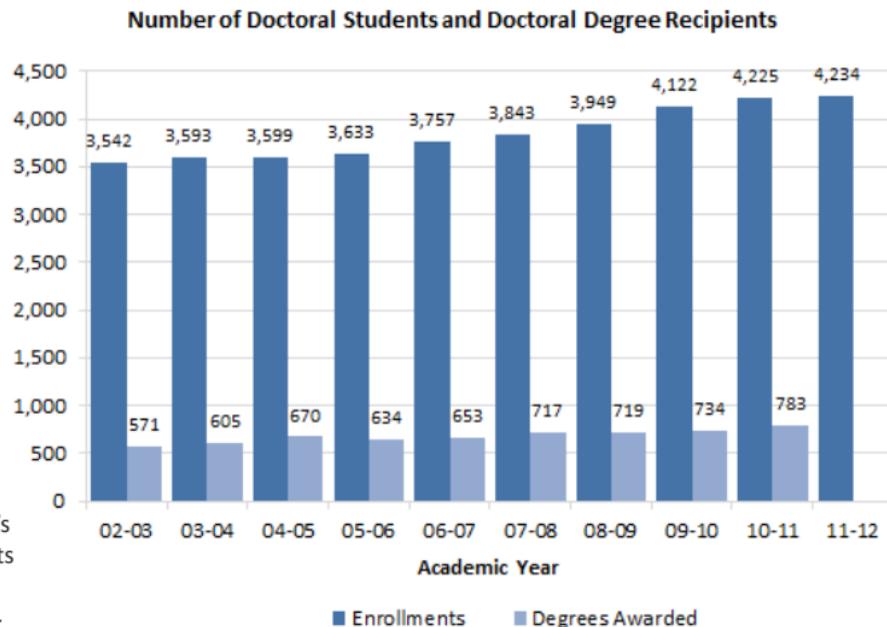
** Includes Doctor's Degrees (Research/Scholarship) and Doctor's Degrees (Professional Practice)

DOCTORATES - Enrollments and Degrees Awarded

<u>Year</u>	<u>Fall Enrollment</u>	<u>Degrees Awarded</u>
2011-12	4,234	
2010-11	4,225	783
2009-10	4,122	734
2008-09	3,949	719
2007-08	3,843	717
2006-07	3,757	653
2005-06	3,633	634
2004-05	3,599	670
2003-04	3,593	605
2002-03	3,542	571

Note1: Federal reporting guidelines have eliminated the first-professional degree category and established a new Doctor's Degree - Professional Practice category. Doctoral enrollments and degree recipients have been revised to include enrollments and degrees from former first-professional programs.

Note2: Enrollments are based on the fall semester of a given academic year. The number of degree recipients for 2011-12 is not yet available.



ANNUAL TUITION and FEES

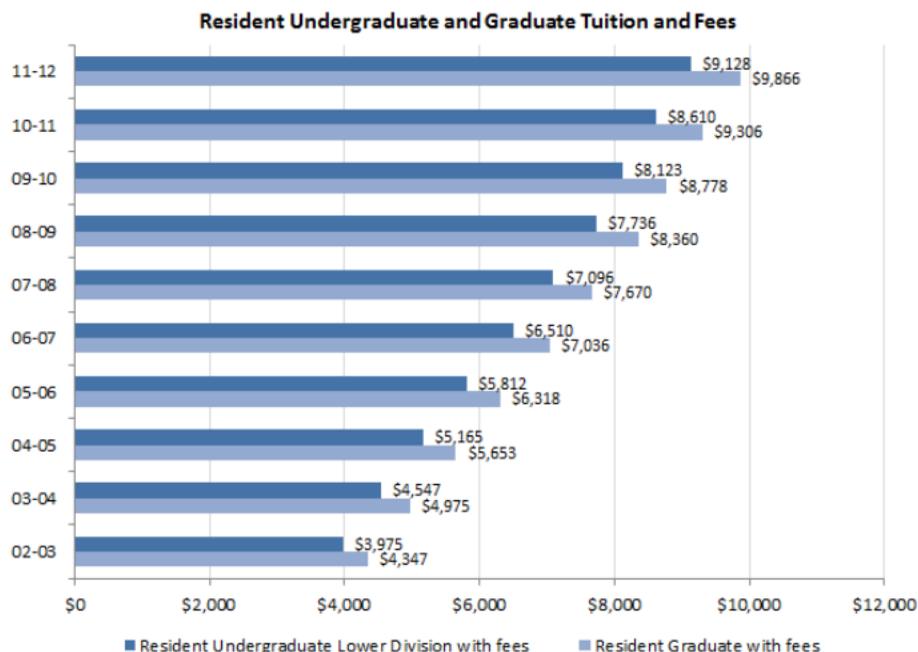
2011-2012

<u>Resident</u>	<u>Tuition</u>	<u>Fees</u>
Graduate	\$ 8,860	\$ 1,006
Undergraduate		
- Lower Division	8,122	1,006
- Upper Division	8,386	1,006

<u>Non-resident</u>	<u>Tuition</u>	<u>Fees</u>
Graduate	\$ 19,320	\$ 1,006
Undergraduate		
- Lower Division	17,734	1,006
- Upper Division	17,984	1,006

Note 1: The undergraduate tuition rate in the graph applies to lower division students.

Note 2: Several graduate programs (e.g., MBA) have differential tuition rates.



FULL-TIME EMPLOYEES

2010-2011

<u>Full-Time Employees</u>	President's Office	Provost				Total	% Total
		Educational Units	Administration/ Support	Finance and Administration	Health Affairs		
Exec./Admin./Managerial	36	182	111	83	101	513	4.2%
Faculty	0	2,157	0	0	0	2,157	17.6%
Library Faculty	0	63	0	0	0	63	0.5%
Other Professional	199	1,767	494	362	1,168	3,990	32.6%
Secretarial/Clerical	80	1,273	308	182	653	2,496	20.4%
Tech./Paraprofessional	22	913	103	194	336	1,568	12.8%
Skilled Crafts	6	31	6	151	0	194	1.6%
Service/Maintenance	10	172	127	655	280	1,244	10.2%
Total	353	6,558	1,149	1,627	2,538	12,225	100.0%

Note 1: Percentages may not total properly due to rounding.

Note 2: The President's Office includes staff from the Athletics Department and the Offices of the General Counsel, Institutional Advancement, and Commercialization and Economic Development.

Note 3: Starting in 2006-07, library faculty are reported to the federal government in the other professional category. For this publication, library faculty are classified separately.

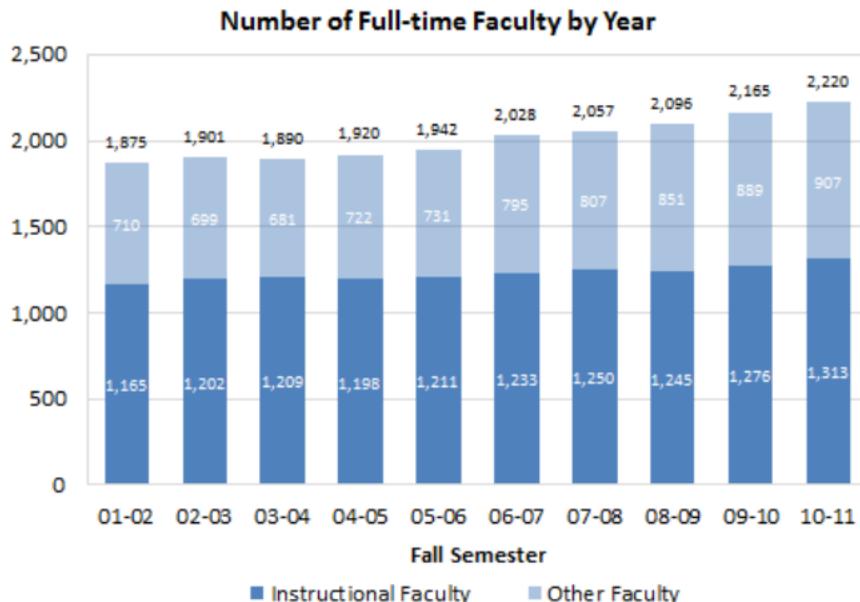
FULL-TIME EMPLOYEE DEMOGRAPHICS

2010-2011

<u>Full-time Employees</u>	<u>Black or African American</u>	American Indian/ Alaskan Native	Asian/ Pacific Islander	<u>Hispanic/ Latino</u>	<u>White</u>	<u>Two or more races</u>	<u>Female</u>	<u>Male</u>
Exec./Admin./Managerial	27	1	15	3	467	0	237	276
Faculty	90	1	256	35	1,774	1	774	1383
Library Faculty	2	1	1	0	59	0	44	19
Other Professional	165	2	202	32	3,587	2	2,561	1429
Secretarial/Clerical	309	1	25	10	2,148	3	2,206	290
Tech./Paraprofessional	143	1	72	23	1,326	3	944	624
Skilled Crafts	22	0	3	0	169	0	3	191
Service/Maintenance	402	0	20	10	811	1	474	770
Total	1,160	7	594	113	10,341	10	7,243	4,982

FULL-TIME FACULTY - Historical Trends

	Instructional Faculty	Other Faculty
2010-2011	1,313	907
2009-2010	1,276	889
2008-2009	1,245	851
2007-2008	1,250	807
2006-2007	1,233	795
2005-2006	1,211	731
2004-2005	1,198	722
2003-2004	1,209	681
2002-2003	1,202	699
2001-2002*	1,165	710



Note: Beginning in 2001-2002, changes in the federal definition of 'Instructional Faculty' excluded 'Extension Faculty;' however, Lecturers are now included. 'Other Faculty' now includes those with Extension, Clinical, Research and Library faculty series designations.

FACULTY DEMOGRAPHICS

Tenured and Tenure-track Faculty 2010-2011

<u>Full-Time Faculty</u>	<u>Black or African American</u>		<u>American Indian/Alaskan Native</u>		<u>Asian/Pac. Islander</u>		<u>Hispanic/Latino</u>		<u>White</u>		<u>Two or more races</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>	<u>M</u>	<u>F</u>
Professors/Lib. I	3	6			52	7	5	1	461	120		
Associate Professors/Lib. II	24	14	1		36	14	1	2	283	171		
Assistant Professors/Lib. III	12	14			43	24	4	10	173	127		1
Instructors/Lib. IV		1		1					6	1		
Total	39	35	1	1	131	45	10	13	923	419	0	1

FACULTY - By Rank and Title Series: 2010-2011

Tenured/Tenure Track

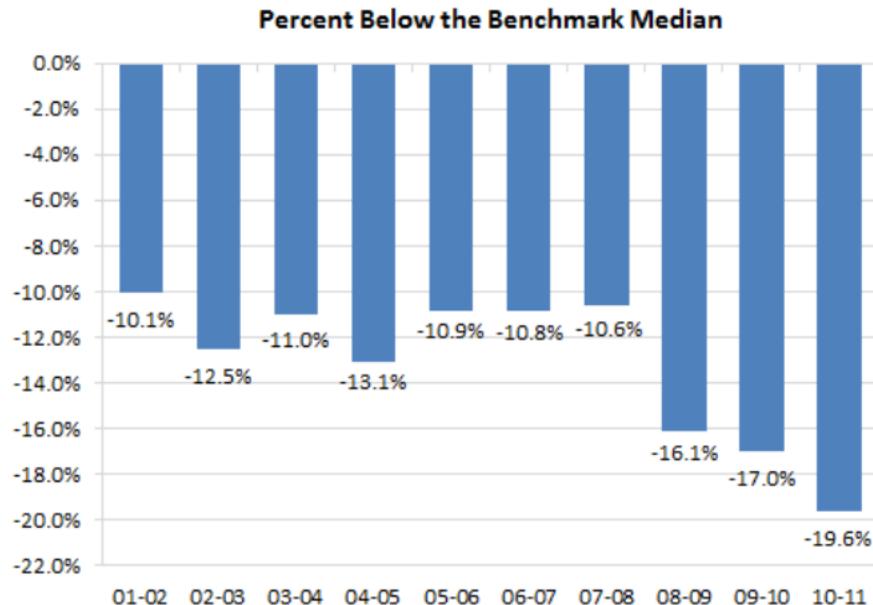
<u>Rank</u>	<u>Regular</u>	<u>Librarian</u>	<u>Extension</u>	<u>Spec. Title</u>	<u>Total</u>
Professors/Lib. I	529	22	40	64	655
Associate Professors/Lib. II	369	30	16	131	546
Assistant Professors/Lib. III	323	3	15	67	408
Instructors/Lib. IV	1	8			9
Total	1,222	63	71	262	1,618

Non-tenure Track

<u>Rank</u>	<u>Clinical</u>	<u>Research</u>	<u>Lecturer</u>	<u>Other</u>	<u>Total</u>
Professors	18	5		4	27
Associate Professors	59	16			75
Assistant Professors	219	76		6	301
Instructors	30			20	50
Senior Lecturers			27		27
Lecturers			122		122
Total	326	97	149	30	602

FACULTY SALARIES

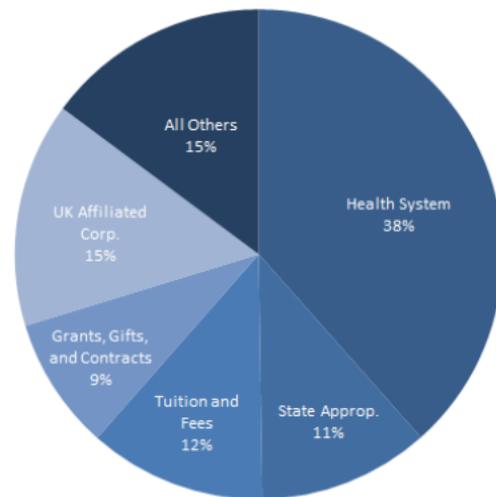
<u>Fall</u>	<u>All-ranks Average Salary</u>	<u>Benchmark Median Salary</u>
2010	\$ 81,000	\$ 100,766
2009	\$ 81,189	97,833
2008*	80,813	96,312
2007	79,350	88,787
2006	76,065	85,300
2005	73,685	82,664
2004	71,026	81,713
2003	69,911	78,594
2002	66,953	76,547
2001	66,713	74,184



*Note: Beginning in 2008-09, the Top 20 Business Plan benchmark institutions replaced the 19 CPE benchmark institutions in salary comparisons.

REVENUE (In Millions)

Source of Funds	Revised Budget	Budget
	2010-11	2011-12
State Appropriations	\$290.7	\$303.4
Student Tuition and Fees	289.4	314.3
County Appropriations	17.8	18.4
Endowment and Investment Income	26.5	24.5
Federal Appropriations	17.7	17.7
Gifts, Grants and Contracts	229.2	234.4
Sales and Services	20.8	20.9
Hospital Services	917.8	1,027.7
Auxiliary Enterprises	85.2	90.7
UK Affiliated Corporations	407.2	398.1
Appropriated Fund Balances - University	192.0	221.8
Transfers	5.5	2.9
Total	\$2,499.8	\$2,674.8



2011-2012 Budget

EXPENDITURES (In Millions)

<u>Program</u>	<u>Revised Budget</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
Instruction	\$367.5	\$353.7
Research	299.3	285.0
Public Service	304.7	311.1
Libraries	25.5	26.1
Academic Support	101.0	102.9
Student Services	34.8	37.1
Institutional Support	109.2	110.0
Operations and Maintenance	66.5	84.1
Student Financial Aid	106.3	116.0
Auxiliary Enterprises	145.5	164.8
Hospital Services	867.7	1008.2
Mandatory Transfers	71.8	75.8
Total	\$2,499.8	\$2,674.8

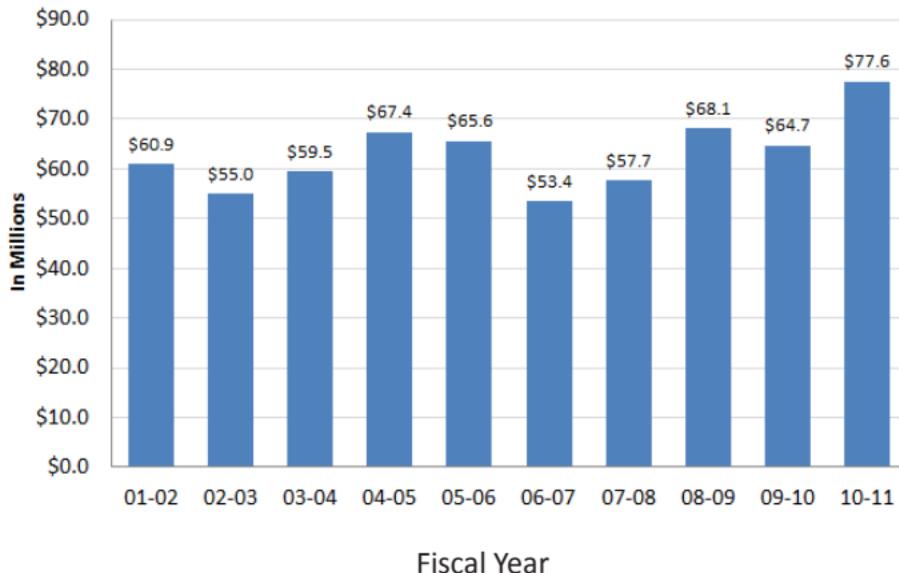
<u>Category</u>	<u>Revised Budget</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
Personnel Services	\$1,156.0	\$1,235.8
Operating Expenses	1,197.2	1,243.7
Capital Outlay	74.8	119.5
Mandatory Transfers	71.8	75.8
Total	\$2,499.8	\$2,674.8

PRIVATE GIVING (In Millions)

Fiscal Year 2010-2011

Alumni	\$ 24.6
Non-alumni	13.5
Corporations	17.8
Foundations	12.5
Trusts/Associations	9.2
Total	\$ 77.6

Note: With the transfer of LCC to the KCTCS in 2003-04 FY, gifts to LCC stopped being reflected in UK's Private Giving statistics.



GRANT and CONTRACT AWARDS (In Millions)

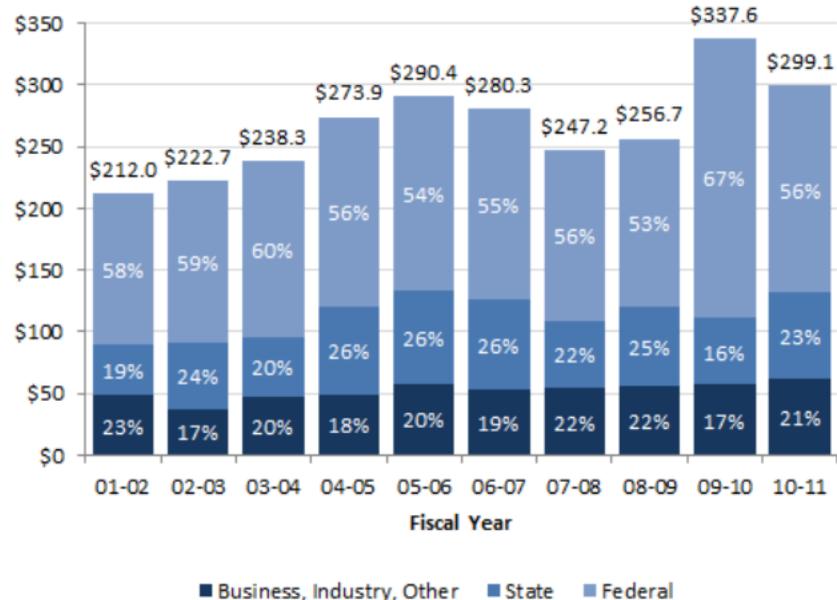
2010-2011

By Category of Support

Instruction	\$ 14.6
Research	202.8
Public Service	76.8
Other	4.9
Total	\$ 299.1

By Source

Federal	56%
State	23%
Business, Industry, Other	21%



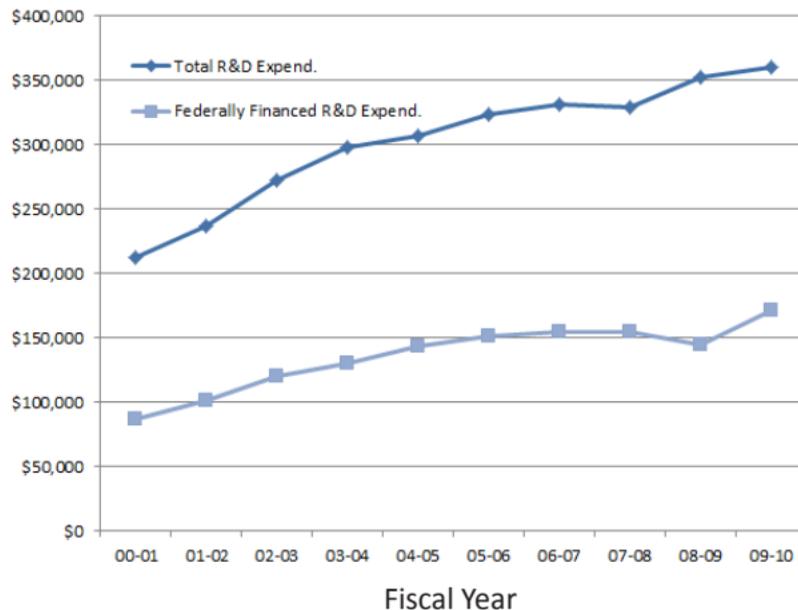
Note: With the transfer of LCC to the KCTCS in 2003-04 FY, awards to LCC stopped being reflected in UK's Grant and Contract Awards statistics.

RESEARCH and DEVELOPMENT (In Thousands)

Fiscal Year	Total R&D Expenditures*	Federally Financed R&D Expenditures*
2010	\$ 359,944	\$ 171,528
2009	351,943	144,221
2008	329,354	154,260
2007	331,606	154,688
2006	323,958	151,238
2005	306,653	142,794
2004	297,610	129,887
2003	272,062	120,003
2002	236,275	100,426
2001	211,721	86,239

*As reported to the National Science Foundation for science and engineering disciplines; expenditures for FY 2008 and FY 2009 have been revised.

Research and Development Expenditures

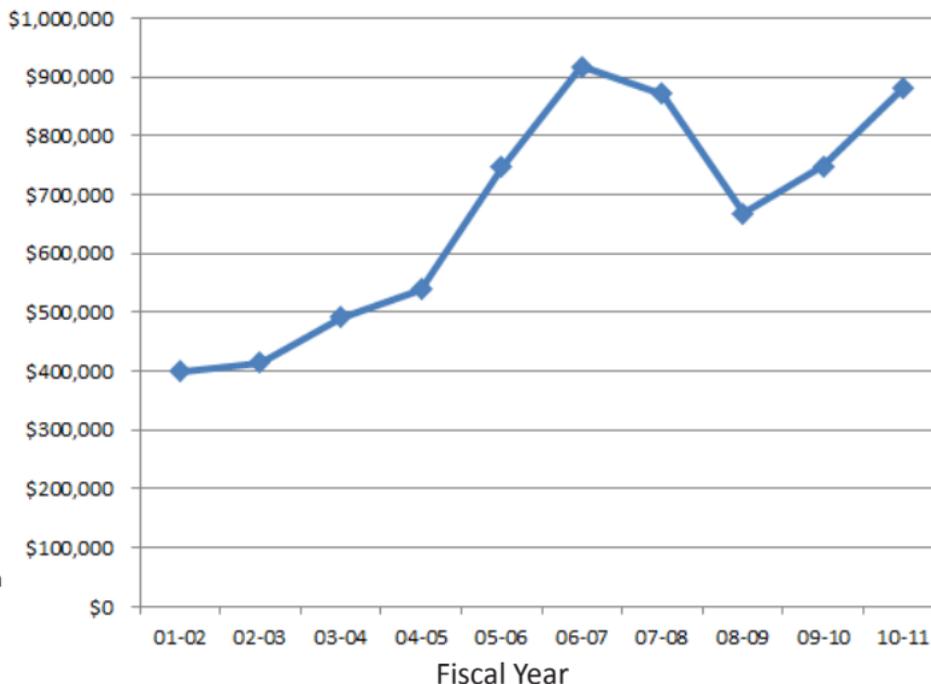


UNIVERSITY ENDOWMENT (In Thousands)

Fiscal Year	Market Value
2011	\$ 881,860
2010	748,676
2009	668,008
2008	871,861
2007	916,590
2006	746,114
2005	538,384
2004	491,098
2003	414,328
2002	399,030

Note: In 2006, the Chandler Medical Center University Hospital Quasi-Endowment Fund for \$150 million was established, accounting for the large increase over the 2005 total.

Market Value of University Endowment



LIBRARY COLLECTIONS

	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>
Volumes Held	3,784,382	3,915,579	3,980,246
Current Periodical Titles	78,194	87,287	97,417
Mirciforms	6,506,097	6,555,102	6,594,828
Audio-visual Materials	96,717	99,373	99,342

UK Libraries' collections also include access to approximately 450 licensed networked electronic databases, over 69,000 electronic journals and over 550,000 electronic books accessible in the University's 12 libraries and also available to faculty and students off campus via a proxy server. In addition, the collections include: 264,000 maps; over 200 current state, national and international newspapers; nearly 8,000 interviews in the Louis B. Nunn Center for Oral History; the University Archives and Records Program; the Wendell H. Ford Public Policy Research Center; the Audio-Visual Archives; the Bert T. Combs Appalachian Collection; the Public Policy Archives; the Rare Book Collection which includes the W. Hugh Peal Collection of 19th century English and related literature; and the Preservation Reformatting Center. The Center for Digital Programs creates digital content for the Kentucky Digital Library including electronic texts, digitized photographs, images and archival finding aids. UK Libraries is a regional depository for U.S. government publications, and also a depository for Canadian government publications and European Union publications. British Parliamentary Papers, Kentucky government publications, and technical reports from federal agencies are all selectively collected.



TOP 20 BUSINESS PLAN BENCHMARK INSTITUTIONS

Georgia Institute of Technology

Ohio State University

Pennsylvania State University

Rutgers University - New Brunswick

Texas A & M University

The University of Texas at Austin

University of California - Berkeley

University of California - Davis

University of California - Los Angeles

University of California - San Diego

University of Florida

University of Illinois at Urbana - Champaign

University of Maryland - College Park

University of Michigan - Ann Arbor

University of Minnesota - Twin Cities

University of North Carolina at Chapel Hill

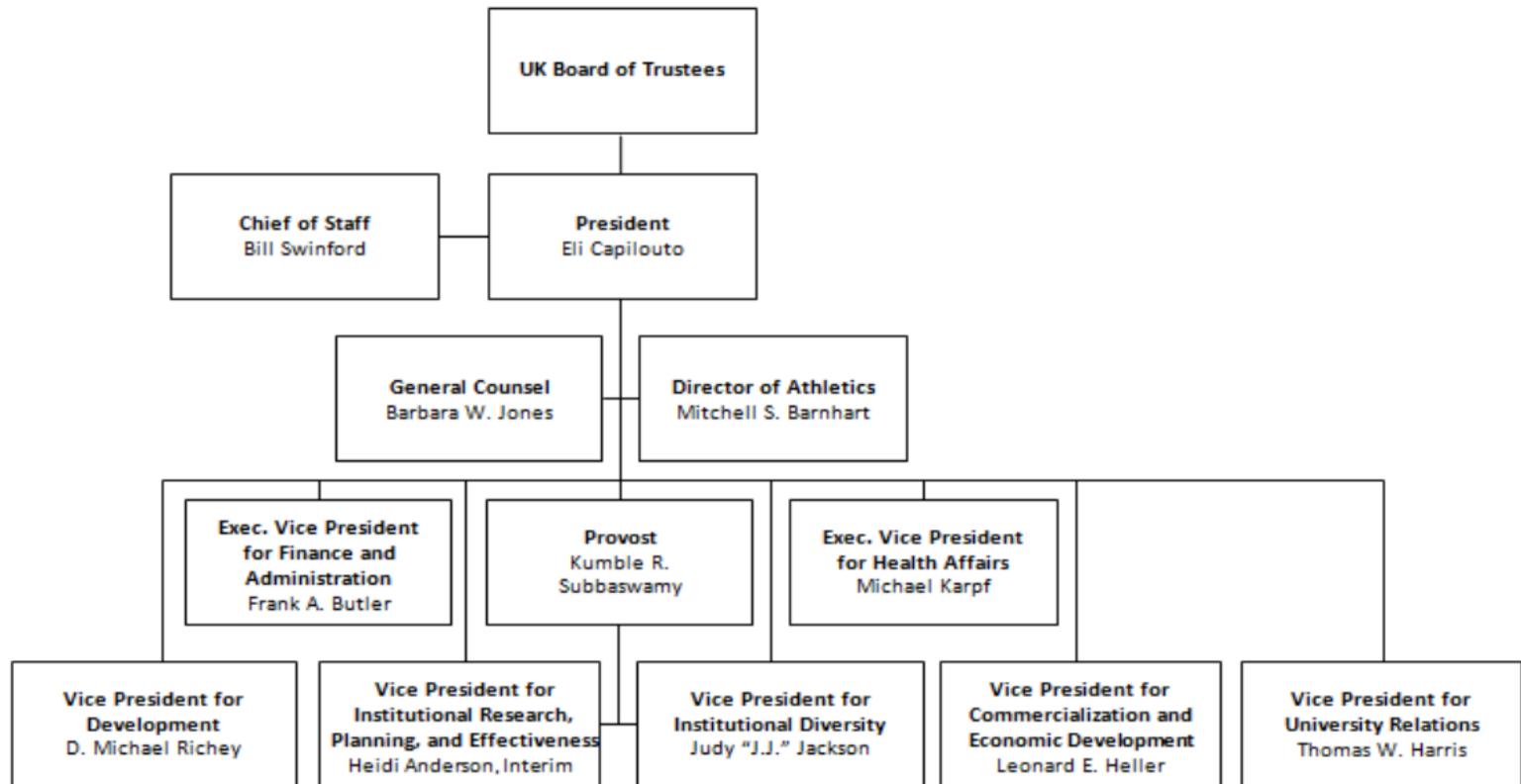
University of Pittsburgh - Pittsburgh Campus

University of Virginia

University of Washington - Seattle Campus

University of Wisconsin - Madison

ADMINISTRATIVE ORGANIZATION



BOARD of TRUSTEES

C.B. Akins, Sr.	Lexington	(2017)	Billy Joe Miles	Owensboro	(2013)
William C. Britton	Louisville	(2017)	Terry Mobley	Lexington	(2016)
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Carol Martin“Bill” Gatton	Tennessee	(2015)	Irina Voro	Faculty Member	(2014)
Pamela T. May	Pikeville	(2013)	Barbara Young	Lexington	(2015)

ADMINISTRATIVE HISTORY

- 1865** Agricultural and Mechanical College (A&M) established as part of Kentucky University
- 1869** James K. Patterson became President of A&M
- 1878** A&M separated from Kentucky University
- 1882** A&M moved to current location in Lexington
- 1885** Ag. Experiment Station opened
- 1889** College of Agriculture established
- 1908** College of Arts and Sciences and College of Law established; A&M name changed to "State University, Lexington, Kentucky"
- 1909** University Library established
- 1911** Henry S. Barker became President of State University
- 1916** State University renamed University of Kentucky
- 1917** Frank L. McVey became President of UK; Graduate School established
- 1918** College of Engineering established
- 1923** College of Education established
- 1925** College of Business and Economics established
- 1941** Herman L. Donovan became President
- 1947** College of Pharmacy moved to UK
- 1956** Frank G. Dickey became President
- 1957** Ashland Extension Center established
- 1960** Medical Center established; College of Medicine admitted first class; College of Nursing admitted first class; Henderson Extension Center and Southeast Extension Center established
- 1962** College of Dentistry admitted first class; University Hospital opened
- 1963** John W. Oswald became President
- 1964** Community College System established under UK; College of Architecture established
- 1965** Lexington Technical Institute (LTI) established
- 1966** College of Allied Health Professions established
- 1967** College of Home Economics established
- 1968** Albert D. Kirwan became President
- 1969** College of Social Work established; Otis A. Singletary became President
- 1970** College of Library and Information Science established
- 1976** College of Communications and College of Fine Arts established
- 1982** University reorganized with a Central Administration and three sectors headed by Chancellors (Lexington Campus, Medical Center, and Community College System)
- 1984** LTI became Lexington Community College
- 1987** David P. Roselle became President
- 1990** Charles T. Wethington, Jr. became President
- 1993** College of Communications and Information Studies established
- 1998** William T. Young Library opened; All Community Colleges (except LCC) transferred to the KCTCS
- 2001** Lee T. Todd, Jr. became President; University reorganized with a Provost model
- 2002** College of Design established
- 2004** LCC transferred to the KCTCS; College of Public Health established
- 2011** Eli Capilouto became President

VALUES

The values of the University guide its decisions and the behavior of its community. Its core values are:

- *Integrity*
- *Excellence*
- *Mutual Respect and Human Dignity*
- *Diversity and Inclusion*
- *Academic Freedom*
- *Shared Governance*
- *Work-life Sensitivity*
- *Civic Engagement*
- *Social Responsibility*

-- Adopted by the Board of Trustees, June 9, 2009

